

Financial Management of the City

OVERVIEW

Strong financial management is the underpinning of City operations. Clear financial policies and practices provide a framework within which the City is able to safeguard the present, meet its obligations, and position itself for the future.

As the City's Chief Executive Officer, the Mayor directs the City's financial operations and has general supervision of and control over the City's boards, commissions, officers, and departments.

The City operates under a cabinet form of government. This structure helps to facilitate the execution of mayoral priorities and the day-to-day executive and administrative business of the City.

The following departments are included in the Administration & Finance Cabinet and have major roles in the fiscal management of the City:

- The Treasury Department collects all revenues due to the City and pays all amounts due for payrolls and outside vendors. The Treasury Department prudently manages the investment of City funds and prioritizes the safety of such investments.
- The Auditing Department prepares the City's annual financial statements, implements fiscal controls over departmental spending, provides technical assistance to departments, and reviews and processes all financial transactions for accuracy, completeness, and compliance.
- The Assessing Department is responsible for the valuation and

assessment of all real and personal property in the City for the purpose of taxation.

- The Office of Budget Management coordinates the analysis and presentation of the Mayor's operating budget and capital plan, assembles, analyzes, and presents data with respect to revenue and debt management, and facilitates the establishment and use of data to analyze performance.
- The Procurement Department procures all supplies, materials, and equipment, selects vendors through public bidding and processes purchase orders and contracts.

The Cabinet also includes the Office of Human Resources and the Office of Labor Relations. With employee compensation and health benefits comprising over three quarters of the City's total appropriation, the management of these policy areas within a broader context promotes coordination and accountability across City government.

STRATEGIC FINANCIAL MANAGEMENT

Maintaining a healthy financial base that fully supports City services according to mayoral priorities requires both careful planning and proactive management. This work is reflected in restructuring City services in order to streamline operations, gaining improved operational efficiencies from financial management systems, securing sound recurring revenues, and making responsible spending adjustments in light of any revenue growth limitations in

order to achieve a balanced budget. Strong financial management provides a framework within which the City is able to safeguard the present and position itself for the future.

Balanced Responsible Budgets

In accordance with state law, the City develops a balanced budget every year. The Massachusetts Department of Revenue (DOR) approves property tax rates during the tax certification process governed under General Laws Chapter 59, Section 23. This approval ensures that all cities and towns have balanced budgets and that tax levies are within the limits set by Proposition 2 ½ (see *Revenue Estimates and Analysis* section of Volume I for detail on Prop. 2 ½). Appropriations, fixed costs, and any prior year deficits along with the approved property tax levy, estimated local revenues, and available prior year surpluses must be in balance in order to obtain DOR authorization to issue property tax bills.

Healthy Credit Profile

In December 2020, Standard & Poor's and Moody's affirmed their AAA and Aaa bond ratings, respectively, the highest possible to achieve. These ratings reflect Boston's sound fiscal management of a stable financial position and the City's substantial and economically diverse tax base.

This superior credit quality allows the City to borrow new money and refinance existing debt at extremely attractive interest rates. In December 2020, the City sold a par amount of \$180.5 million general obligation bonds that resulted in proceeds of \$210.5 million. The City also issued \$91.4 million in refunding bonds that resulted in \$10.6 million in net present value savings in debt service.

Maximizing Return on Investment

The City has articulated a vision to make finance a high performing organization in supporting and serving the departments and citizens of Boston. By making daily operations more efficient, using leading

business practices, spending more time on value-added activities, improving customer service while maintaining appropriate controls, and engaging the next generation of finance leaders, this City has been at the forefront of municipal finance.

Stable Revenue Base

Over 88% of recurring general fund revenue comes from the property tax and state aid. The continued net decline in state aid, the City's second largest single source of revenue, highlights the risk of relying on any one source of revenue. The City protects and grows its revenue base through the expansion of current revenue sources and the pursuit of diversified revenue sources that fit well with its economic strengths.

The City's tax base has experienced significant growth. Based on assessed values as of January 1, 2020 Fiscal 2021 assessments totaled \$190.7 billion, a 115% increase over the past 10 years.

Multi-Year Budget Plan

The City develops a financial forecast as part of the yearly budget process. Preparing a multi-year planning horizon provides time for the Administration to make adjustments and/or policy decisions that may be necessary.

FINANCIAL POLICIES, PROCEDURES & CONTROLS

Pursuant to state law mandates and policy initiatives, the City has well-established policies and internal controls to govern its financial operations effectively. These policies and controls are designed to maximize revenue collections, safeguard assets, monitor both operating and capital spending, evaluate infrastructure needs, and enhance the City's internal control of its business procedures. The major components of the City's system of financial management controls and relevant financial policies are discussed below.

Expenditure Controls

The City operates under several statutory financial control systems which are summarized in the Statutes and Ordinances section in Volume I. Along with conservative revenue estimates and strong budgetary flexibility, the City is able to maintain a solid financial position. The City monitors spending and all transactions go through a budget-check process prior to procurement. Maintaining tight central expenditure controls allows for critical review of all non-personnel spending as well as the ability to adjust to fiscal changes or trends. Additionally, the Office of Budget Management prepares a monthly variance report, updating all departments expected year-end position using actual information, and maintains continuous dialogue with departments throughout the year.

Position Review Committee (PRC)

The PRC is comprised of the Chief Financial Officer, the Human Resources Director, and the City's Budget Director. In place for over a decade, the committee serves to strictly control and monitor all hiring. In a budget where people and the benefits they carry account for over three quarters of total appropriations, this committee has been instrumental in maximizing City resources.

Debt Management

The City continually evaluates the potential impact of debt issuance on cash flow, credit, and statutory debt capacity. The Treasury Department manages all City borrowings, focusing on the timing of them in order to take advantage of favorable market conditions. The City's cash flow is anchored by the quarterly billing of the property tax and the monthly receipt of state aid distributions. Treasury manages this cash flow wisely, obviating the need to borrow for operating purposes.

The Treasury Department also ensures adherence to the City's conservative debt policies, including the rapid repayment of debt where at least 40% of overall debt is repaid within 5 years and 70% in 10 years,

as well as a 7% ceiling on debt service as a percentage of general fund expenditures. The City imposes a 20% ceiling on variable debt and has no variable debt outstanding at this time. Lease-purchase financing of equipment with a three-to-seven year useful life is used to replace front-line equipment and upgrade technology.

Capital Planning

A capital planning process aligned with the annual operating budget cycle allows for the regular reassessment of capital needs, the refinement of projections, and the update of the City's rolling five-year capital plan. The City prioritizes capital requests and takes into account the financial requirements and timing of these requests in order to recommend the responsible allocation of resources.

The City primarily funds its capital plan through the issuance of general obligation bonds. The size of the City's bond issue is consistent with the City's financial management policies regarding debt levels, debt service, and rate of debt retirement.

Fund Balance Policy

The City maintains adequate levels of fund balance to mitigate current and future risks – a generally accepted accounting principles (GAAP) Unassigned Fund Balance in the General Fund that is 15% or higher than the current fiscal year's GAAP General Fund Operating Expenditures, and a Budgetary Unassigned Fund Balance at 10% or higher than Budgetary Operating Expenses.

Budgetary fund balance can be appropriated for use during the fiscal year and is more commonly referred to as "free cash" when used this way. This item is most simply described as the portion of available reserves, generated to a considerable degree by annual operating surpluses, which the City can responsibly appropriate for spending. The appropriation of Budgetary Fund Balance or Free Cash certified by the MA Department of Revenue (DOR) is only considered to offset certain

fixed costs (pensions, OPEB) or to fund extraordinary and non-recurring events as determined by the City Auditor.

Prior year certifications and the amount used or appropriated from each certification are in Table 1.

Budgetary Fund Balance

Date Certified	Annual Amount Certified	Amount Appropriated*
Mar. 2010	139.0	45.0
Mar. 2011	117.8	30.0
Mar. 2012	142.8	-
Mar. 2013	217.3	40.0
Mar. 2014	185.3	40.0
Mar. 2015	239.4	40.0
Mar. 2016	280.0	48.0**
Mar. 2017	337.8	40.0
Mar. 2018	346.5	40.0
May 2019	375.0	40.0
Apr. 2020	414.2	40.0

*Not all amounts appropriated were used

**Includes \$8M capital appropriation

Notes: (\$ millions)

Table 1

In April 2020, the Director of Accounts certified that the amount of funds available for appropriation (“free cash”), as of July 1, 2020, was \$414.2 million. The FY22 budget assumes the use of \$40 million in Budgetary Fund Balance from this certification. If the Budgetary Fund Balance is not required to fund expenses it reverts back to the pool of funds eligible to be certified as free cash. Budgetary Fund Balance was not required to be used in FY19 and FY20.

Investment Policy

Investment policies are defined in Chapter 643 of the Acts of 1983 (“The City of Boston Bond and Minibond Procedure Act”), Chapter 107 of the Acts of 1991, and Chapter 44 of the Massachusetts General Laws. The City’s policy for the investment of operating funds prioritizes security, liquidity, and yield. Certain limitations placed on the City’s investment activities or operational protocols are self-imposed so as to make sound, timely, and safe investment decisions. As a matter of practice, the City

tends to limit its investments to repurchase agreements, money markets and certificates of deposit, all of which are collateralized by U.S. Government obligations and are held with a third party.

Contracting Procedures

The Uniform Procurement Act (the UPA), Massachusetts General Laws Chapter 30B, creates uniform procedures for the contracting of services and supplies by all municipalities in the Commonwealth. The City has implemented internal processes to conform its contracting procedures to the requirements of the UPA and utilizes an online eProcurement system to further support these compliance efforts.

Tax Collections

Tax collection remedies as prescribed by statute are utilized when taxes become delinquent. The City’s ability to secure its right to foreclose by recording its tax title lien at the Registry of Deeds is the most effective tool available for payment enforcement.

The property tax collection rate was 98.8% of the FY20 gross tax levy as of June 30, 2020.

A Taxpayer Referral and Assistance Center provides “one-stop” service on tax-related matters and the City offers an on-line payment option for taxpayer convenience. Parcel-specific information as well as payment history is also available on-line.

Pension Management

The City’s employees are not participants in the federal social security system. Instead, they participate in a contributory defined benefit retirement system that is administered by the Boston Retirement System (BRS), of which the City is the largest member. The BRS provides pension benefits to retired City employees under a state contributory retirement statute and is administered by a Retirement Board comprised of five members: the City Auditor, who serves ex-officio; two individuals elected by members of the

system; an individual chosen by the Mayor; and an individual chosen by the other four members or appointed by the Mayor, if a selection is not agreed upon within 30 days of a vacancy.

The BRS performs a full valuation every two years to determine the total system liability and assets and the annual funding requirement for future years.

The City's pension liability is currently 75.60% funded and is on track to reduce the unfunded liability to zero by 2027, thirteen years prior to the legally required funding date of 2040. The BRS hires an investment manager who oversees the various fund managers of all (non-teacher) pension assets.

Other Post-Employment Benefits

Similar to pensions, employees earn post-employment health care and life insurance benefits (OPEB) over their years of active service, with those benefits being received during retirement. The City, including the Boston Public Health Commission (BPHC), has an unfunded liability for these benefits of \$2.13 billion, as of the most recent independent actuarial valuation on June 30, 2019. The size of this liability is largely influenced by changes to retiree health benefits, the City's annual additional contribution to fund the liability, and the discount rate assumed.

While the City is required by law to make an annual contribution toward reducing its unfunded pension liability, there is no such requirement for retiree health and life insurance benefits. In FY08, the City followed new Governmental Accounting Standards Board (GASB) requirements to identify and disclose this estimated liability, and also began voluntary annual allocations to fund the liability. Annual allocations are retained in an irrevocable Trust Fund, authorized through the City's acceptance of M.G.L. Chapter 32B section 20. As of June 30, 2020, the Fund had a balance of \$683.0 million.

The annual Actuarially Determined Contribution (ADC) for the City to significantly reduce the OPEB liability is projected at \$205.3 million in FY22, as shown in Table 2. \$187.4 million (91%) of this amount will be funded through a combination of pay-as-you-go benefit payments for current retirees, a \$40 million FY22 allocation by the City to the Trust, and an additional \$2.25 million deposit by the BPHC into the Trust.

FY22 Annual Actuarially Determined Contribution (ADC) for OPEB Liability

Total ADC		\$205.3	
Projected Benefit Payments by City	\$145.1		
Contribution to OPEB Trust	\$42.3		%ADC
Total FY22 Payments	\$187.4	91%	
Difference	(\$17.9)		
<i>\$ in millions</i>			

Table 2

As noted above, the City is currently on a schedule that targets reducing its pension liability by 2027, and then plans on redirecting some portion of its annual pension contribution to further reduce the OPEB liability. However, this schedule is illustrative only of the currently expected funding schedule, and actual circumstances will likely vary from current assumptions.

Risk Finance

The City's risk-related costs related to legal liability claims, property losses, workplace injuries, and employee health care are managed by central departments, such as Law and Human Resources, in addition to individual operating departments. The Office of Budget Management's Risk Finance unit works to maximize the effectiveness of these departmental efforts by reviewing cost trends, assisting in improvements, and implementing the City's risk financing strategy.

The City's risk financing strategy budgets for predictable levels of risk-related costs through the general fund, except for self-insured health care costs which are

financed through trust funds established under MGL Ch 32b S. 3A. A catastrophic risk reserve is maintained for unexpected large losses, which allows the City to strategically purchase high deductible commercial insurance for specific exposures and minimum premium.

In addition to specific targeted insurance policies, the City purchases catastrophic property insurance for \$100 million all risk coverage, after a \$10 million deductible. The City partners with FM Global as its property insurer, to take advantage of FM Global's engineering and loss control expertise in improving the resilience of the City's buildings against all types of risk.

Reserve

As required by law since 1986, the City has maintained a reserve fund equal to 2 1/2% of the preceding year's appropriations for all City departments except the School Department. The fund may be applied to extraordinary and unforeseen expenditures after June 1 in any fiscal year with the approval of the Mayor and the City Council. To date, this budgetary reserve has not been utilized. As of June 30, 2020, the reserve fund had a balance of \$37.7 million.

Annual Audit/Management Letters

The City consistently receives unqualified opinions on the audit of its Basic Financial Statements and the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association for its Comprehensive Annual Financial Report. The City's independent auditors also deliver a yearly management letter containing comments and recommendations on internal financial controls.

Financial Accounting Systems

The Boston Administrative Information System (BAIS), an integrated financial and human resources management system, supports financial management and improves operational efficiency. These systems support the rigorous monitoring

and reporting requirements enforced by the City.

FINANCIAL MANAGEMENT PROGRAMS

Performance Management and Program Evaluation

The City's performance management and evaluation program aims to create a sustainable and reliable system to capture the core functions of City departments and citywide strategic goals, assist in the decision-making process, identify areas of improvement, and effectively communicate performance results to a broad range of stakeholders.

Using performance management as its foundation, the program encourages organizational changes and operational improvements that increase the effectiveness and productivity of City departments. The program does this by providing reliable, objective, and independent information and reports to City managers about department performance and operations.

Operational Reviews

The City systematically engages in independent operational reviews and other planning efforts aimed at making government more efficient in order to address areas needing renewed attention.

Energy Management

An Energy Management Unit develops design standards and implements measures that enhance the energy efficiency of the City's new construction and capital improvement projects.

- The conversion of street lights to newer fixtures using Light Emitting Diode ("LED") technology has achieved significant operational savings.
- In FY19, the City began implementing improvements to achieve utility cost savings at City facilities, under an initiative entitled "Renew Boston

Trust.” The first phase was completed in FY20, the second phase is underway, and a third phase remains in development. The City plans to finance the program with general obligation bonds with debt service expected to be offset by the long-term energy savings guaranteed by the ESCO.

Table 4 shows a Statement of Revenues & Expenses and Changes in Fund Balance for FY19 & FY20 (actual) – FY21 (budgeted).

Financial statements for the fiscal year ended June 30, 2021 are expected to be available in late fall.

AUDITING & BUDGETING PRACTICES

The City prepares its comprehensive financial reports in accordance with generally accepted accounting principles (GAAP). However, accounting practices established by the Commonwealth’s Department of Revenue, the so-called “budgetary basis” which is a modified accrual method of accounting, is used in the annual general fund budget and property tax certification process. Budgetary basis departs from GAAP in the following ways:

- (a) Real and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- (c) Certain activities and transactions are presented as components of the general fund (budgetary), rather than as separate funds (GAAP).
- (d) Prior years’ deficits and utilized available funds from prior years’ surpluses are recorded as expenditure and revenue items (budgetary), but have no effect on GAAP expenditures and revenues.

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The reconciliation in Table 3 summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2020.

**Adjustments Between Budgetary Basis and
GAAP Basis of Accounting for FY20**

(in thousands)

	Revenue	Expenditures	Other Financing Sources, Net	Excess (Deficiency) of Revenue and Other Financing Sources
As reported on a budgetary basis	3,500,049	3,484,772	-	15,277
Adjustments:				
Revenues to modified accrual basis	71,639	-	-	71,639
Expenditures, encumbrances and accruals, net	-	2,047	-	(2,047)
On-behalf contribution for teachers pension	157,041	157,041	-	-
Reclassifications:				
Other transfers	-	(16,345)	(16,345)	-
As reported on a GAAP basis	3,728,729	3,627,515	(16,345)	84,869

Table 3

ADJUSTMENTS BETWEEN BUDGET GAAP BASIS

Statement of Revenues, Expenditures, and Changes in Fund Balances

General Fund

Years ended June 30 2019 and 2020 (Actual), and 2021 (Budgeted)

(in thousands)

	<u>2021</u>	<u>2020</u>	<u>2019</u>
Revenues:			
Real and personal property taxes	2,671,124	2,498,435	2,344,686
Excises	134,540	241,768	256,229
Payments in lieu of taxes	67,978	72,349	87,018
Fines	60,953	67,367	73,792
Investment income	4,000	29,472	30,408
Licenses and permits	61,960	88,272	82,658
Departmental and other	68,193	103,476	97,442
Intergovernmental	455,736	627,590	577,458
Total revenues	3,524,484	3,728,729	3,549,691
Expenditures:			
Current:			
General government	110,026	117,152	112,998
Human services	41,017	34,458	34,208
Public safety	744,491	763,381	726,406
Public works	125,043	111,346	106,504
Property and development	58,713	32,618	41,483
Parks and recreation	30,333	28,616	26,890
Library	41,387	38,270	38,597
Schools	1,260,490	1,176,493	1,118,332
Public health programs	106,474	94,337	87,487
Judgements and claims	5,000	11,670	1,202
Retirement costs	295,989	447,159	400,973
Other employee benefits	270,631	259,420	264,832
State and district assessments	317,670	299,740	283,360
Total Current Expenditures	3,407,263	3,414,660	3,243,272
Capital outlays	0	29,270	17,683
Debt Service	188,171	183,585	182,725
Total Expenditures	3,595,434	3,627,515	3,443,680
Excess/(deficiency) of revenues over expenditures	(70,950)	101,214	106,011
Other financing sources (uses):			
Transfers in	70,950	0	0
Transfers out	(1,455)	(16,345)	(1,455)
Total other financing sources	69,495	(16,345)	(1,455)
Net change in fund balance	(1,455)	84,869	104,556
Fund balance - beginning	1,271,479	1,186,610	1,082,054
Fund balance - ending	1,270,024	1,271,479	1,186,610

Table 4

FUND STRUCTURE AND USE

The accounts of the City are organized on a fund basis. Each fund is considered to be a separate accounting entity and complies with finance-related legal requirements. All of the funds of the City can be divided into three categories: Governmental Funds, Proprietary Funds, and Fiduciary Funds.

The City has four governmental funds - the General Fund, Special Revenue Fund, Capital Projects Fund and all non-major governmental funds in an "Other" category. The General Fund is the only fund for which a budget is legally adopted and is used to account for all revenues, expenditures, and other financial resources except those required to be accounted for in other funds.

The Special Revenue Fund accounts for proceeds that are legally restricted for specific purposes. This fund accounts for federal and state grants and also money that has been set aside by state statute and can be used to support the City's general fund operations.

The Capital Projects Fund accounts for financial resources, primarily from the issuance of bonds, used for the acquisition or construction of major capital facilities.

The Proprietary Funds are used to show activities that operate more like those of commercial enterprises. The City's only proprietary is its Internal Service Fund, which accounts for the City's self-insurance for health benefits.

Fiduciary Funds are used to account for resources held for the benefit of parties outside City government and are not available to support the City's own programs. The City's fiduciary funds are the Pension Trust Fund, the Other Post-Employment Benefits (OPEB) Liability Trust Fund, as well as Private Purpose Trust Funds.

The City's operating and capital budgets are also supported by available governmental funds transferred and appropriated from other available funds. The City may appropriate yearly parking meter revenues

(Special Revenue Fund) to support the Transportation Department and to support transportation capital projects and cemetery trust monies (Other Governmental Funds) to support the City's maintenance of its public cemeteries.

These tables provide a history as well as projected changes in fund balances for the available funds used to support the City's operating budget.

The table at the end of this chapter shows the appropriations that make up the City's FY21 budget.

Parking Meter Fund

Fiscal Year	Beginning			Ending
	Year	Funds Out	Funds In	Year
	Balance			Balance
FY14	91.165	-	15.547	106.712
FY15	106.712	(5.343)	1.028	102.397
FY16	102.397	(6.500)	14.397	110.294
FY17	110.294	(15.000)	26.491	121.785
FY18	121.785	(46.385)	24.790	100.190
FY19	100.190	(53.803)	25.348	71.735
FY20	71.735	(36.400)	24.518	59.854
*FY21	59.854	(57.200)	21.000	23.654
*FY22	23.654	(38.600)	25.000	10.054

Notes: (\$millions), *projected

Funds Out in FY16-FY22 include capital expenditures

Cemetery Trust Fund

Fiscal Year	Beginning			Ending
	Year	Funds Out	Funds In	Year
	Balance			Balance
FY14	8.401	-	1.088	9.489
FY15	9.489	-	1.077	10.566
FY16	10.566	(0.143)	0.576	10.999
FY17	10.999	(0.631)	2.449	12.816
FY18	12.816	(0.164)	1.534	14.186
FY19	14.186	(0.182)	1.325	15.330
FY20	15.330	(0.682)	1.539	16.186
*FY21	16.186	(0.950)	1.000	16.236
*FY22	16.236	(0.950)	1.000	16.286

Notes: (\$millions), *projected

Surplus Property Disposition Fund

Fiscal Year	Beginning			Ending
	Year	Funds Out	Funds In	Year
	Balance			Balance
FY14	9.307	0.000	0.550	9.857
FY15	9.857	(5.250)	10.678	15.285
FY16	15.285	0.000	1.742	17.027
FY17	17.027	0.000	4.008	21.034
FY18	21.034	0.000	8.708	29.742
FY19	29.742	(92.000)	96.533	34.275
FY20	34.275	0.000	1.145	35.420
*FY21	35.420	0.000	1.145	36.565
*FY22	36.565	0.000	1.145	37.710

Notes: (\$millions), *projected

CITY OF BOSTON
BUDGET SUMMARY - APPROPRIATED FUNDS

(Dollars in Millions)

	Direct General Fund	Parking Meter Fund Transfer	Cemetery Trust Fund Transfer	Budgetary Fund Balance/ARPA	Total FY22 General Fund Budget
REVENUES					
Property Tax	2,786.73				2,786.73
Property Tax Overlay	(33.40)				(33.40)
Excises	131.14				131.14
Fines	59.34				59.34
Interest On Investments	4.00				4.00
Payments in Lieu of Taxes	49.65				49.65
Urban Redev Chapter 121A	28.70				28.70
Department Revenue	59.22				59.22
Licenses & Permits	62.97				62.97
Penalties & Interest	9.00				9.00
Available Funds	-	30.00	0.95		30.95
State Aid	475.97				475.97
Total Recurring Revenue	3,633.31	30.00	0.95		3,664.26
Budgetary Fund Balance				40.00	40.00
American Rescue Plan Act (ARPA)				50.00	50.00
Total Revenues		30.00	0.95	90.00	3,754.26
EXPENDITURES					
City Appropriations	1,394.27	30.00	0.95	-	1,425.22
Public Health Commission	110.70				110.70
School Department	1,294.72				1,294.72
Reserve for Collective Bargaining	10.00				10.00
Other Post Employment Benefits	-			40.00	40.00
Total Appropriations	2,809.69	30.00	0.95	40.00	2,880.64
Pensions	318.69				318.69
Debt Service	205.62				205.62
Charter School Tuition	246.88				246.88
MBTA	94.12				94.12
Other State Assessments	5.42				5.42
Suffolk County Sheriff Dept	2.90				2.90
Reserve	-				-
Total Fixed Costs	873.62				873.62
Total Expenditures	3,683.31	30.00	0.95	40.00	3,754.26

Numbers may not add due to rounding