

Administration & Finance

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Administration & Finance

Meredith Weenick, Chief Financial Officer and Collector Treasurer
John D. Dunlap, Chief of Personnel & Labor Relations

Cabinet Mission

To oversee the day-to-day management of the government of the City. The Administration & Finance Cabinet ensures that the performance of City managers at all levels is of high quality, high ethical standards, financially prudent, responsive to the needs of the citizens of Boston, and consistent with the laws and ordinances governing municipal government.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Assessing Department	6,323,647	6,265,856	6,550,877	6,687,423
	Auditing Department	2,152,643	2,229,471	2,460,140	2,605,500
	Budget Management	2,812,751	2,618,868	2,659,054	2,767,614
	Execution of Courts	21,021,654	14,500,001	3,500,000	3,500,000
	Health Insurance	200,780,123	207,405,535	196,755,586	192,789,047
	Human Resources	3,094,778	3,320,938	3,636,803	3,673,098
	Labor Relations	1,324,500	1,091,722	1,618,982	1,437,513
	Library Department	30,378,422	30,152,015	31,177,051	32,062,274
	Medicare Payments	5,697,616	7,924,250	8,280,841	8,653,479
	Office of Administration & Finance	665,522	795,226	1,283,737	1,104,812
	Pensions & Annuities - City	4,100,000	4,099,939	4,100,000	4,100,000
	Pensions & Annuities - County	41,673	33,774	100,000	100,000
	Purchasing Division	1,621,171	1,519,184	1,677,305	1,761,699
	Registry Division	965,186	1,032,851	1,067,318	1,032,738
	Treasury Department	4,208,160	4,242,358	4,547,661	4,129,312
	Unemployment Compensation	159,806	43,489	350,000	350,000
	Workers' Compensation Fund	1,444,746	2,596,646	2,200,000	2,200,000
	Total	286,792,398	289,872,123	271,965,355	268,954,509

<i>Capital Budget Expenditures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Estimated '13</i>	<i>Projected '14</i>
Library Department	2,733,573	2,764,203	8,830,960	21,859,538
Total	2,733,573	2,764,203	8,830,960	21,859,538

<i>External Funds Expenditures</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
Auditing Department	2,016,767	2,617,648	1,493,802	107,160
Library Department	7,805,962	7,284,248	8,202,932	7,784,519
Total	9,822,729	9,901,896	9,696,734	7,891,679

Office of Administration & Finance Operating Budget

Meredith Weenick, Chief Financial Officer and Collector Treasurer, Appropriation: 144
John D. Dunlap, Chief of Personnel & Labor Relations

Department Mission

The Office of Administration and Finance supports the long-term growth and stability of the City through sound fiscal stewardship and results driven management of the City's human and financial resources.

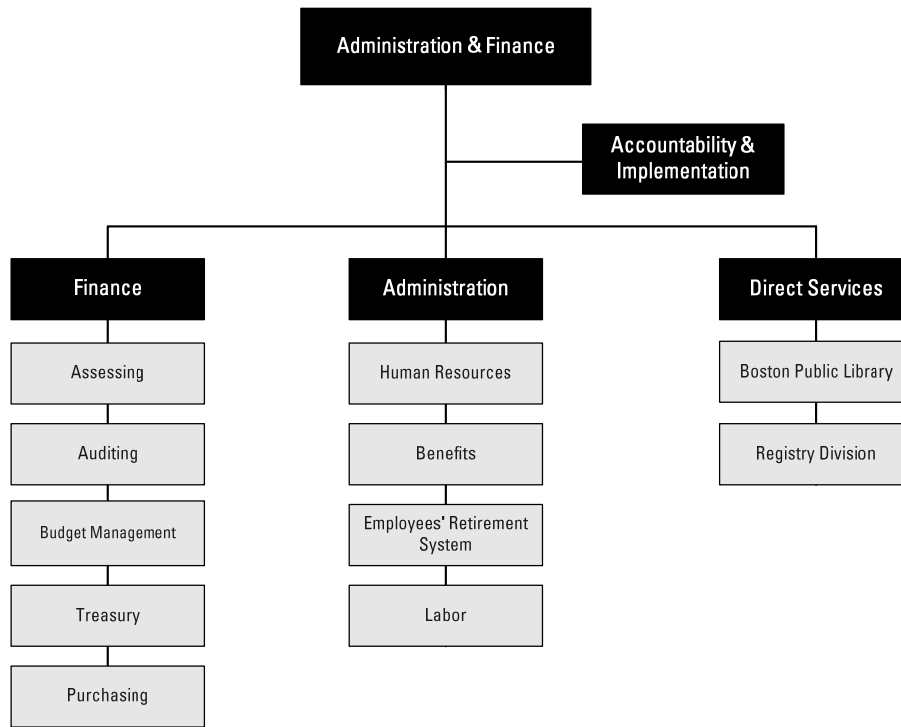
FY14 Performance Strategies

- To attract and retain the personnel needed for the City's continuous growth and improvement.
- To continuously improve the services the City provides.
- To ensure financial accountability and preserve the City's long-term fiscal stability.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Administration & Finance	665,522	795,226	1,283,737	1,104,812
	Total	665,522	795,226	1,283,737	1,104,812

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	564,228	632,519	779,573	843,079
	Non Personnel	101,294	162,707	504,164	261,733
	Total	665,522	795,226	1,283,737	1,104,812

Office of Administration & Finance Operating Budget



Description of Services

The Office of Administration and Finance, by working with all departments of the City, works to implement the Mayor's strategic goals, increase organizational performance and manage the City's overall fiscal and administrative health.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	564,228	632,519	779,573	843,079	63,506
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	564,228	632,519	779,573	843,079	63,506
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	6,942	6,608	6,864	5,633	-1,231
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	654	504	300	500	200
52800 Transportation of Persons	0	3,605	0	0	0
52900 Contracted Services	91,431	144,568	467,275	250,400	-216,875
Total Contractual Services	99,027	155,285	474,439	256,533	-217,906
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	1,338	3,810	3,225	3,800	575
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	1,338	3,810	3,225	3,800	575
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	929	2,510	1,400	1,400	0
Total Current Chgs & Oblig	929	2,510	1,400	1,400	0
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	1,102	25,100	0	-25,100
Total Equipment	0	1,102	25,100	0	-25,100
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	665,522	795,226	1,283,737	1,104,812	-178,925

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Administrative Secretary	EXM	14	1.00	49,856	Exec Assistant	MYO	06	1.00	56,041
Chief of Personnel & Labor Relations	CDH	NG	1.00	130,357	Performance Analyst	EXM	06	1.00	58,339
Data Proc Systems Analyst	EXM	06	1.00	74,497	Prin Admin Assistant	EXM	08	1.00	89,467
Director Administrative Services	CDH	NG	1.00	146,198	Prin Admin Assistant	EXM	10	1.00	74,364
Exec Assistant	EXM	10	2.00	197,129	Spec Assistant	MYN	NG	1.00	105,288
					Total			11	981,536
					Adjustments				
					Differential Payments				0
					Other				16,885
					Chargebacks				-83,158
					Salary Savings				-72,184
					FY14 Total Request				843,079

Program 1. Administration & Finance

Meredith Weenick, Chief Financial Officer and Collector Treasurer, Organization: 144100
John D. Dunlap, Chief of Personnel & Labor Relations

Program Description

The Administration & Finance Program assists in supporting the City's long-term growth and stability by working with all departments to strengthen and improve the City's financial and administrative resources.

Program Strategies

- To attract and retain the personnel needed for the City's continuous growth and improvement.
- To continuously improve the services the City provides.
- To ensure financial accountability and preserve the City's long-term fiscal stability.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of city workforce - people of color	35%	35%	35%	40%
% of city workforce - women	30%	31%	30%	35%
Average return on city investments	.31%	.28%	.25%	.20%
Property tax collection rate	98.9%	98.9%	99.38%	99%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	564,228	632,519	779,573	843,079
Non Personnel	101,294	162,707	504,164	261,733
Total	665,522	795,226	1,283,737	1,104,812

Assessing Department Operating Budget

Ronald W. Rakow, Commissioner Appropriation: 136

Department Mission

The mission of the Assessing Department is to accurately assess property and provide prompt and courteous responses to requests for service from the public.

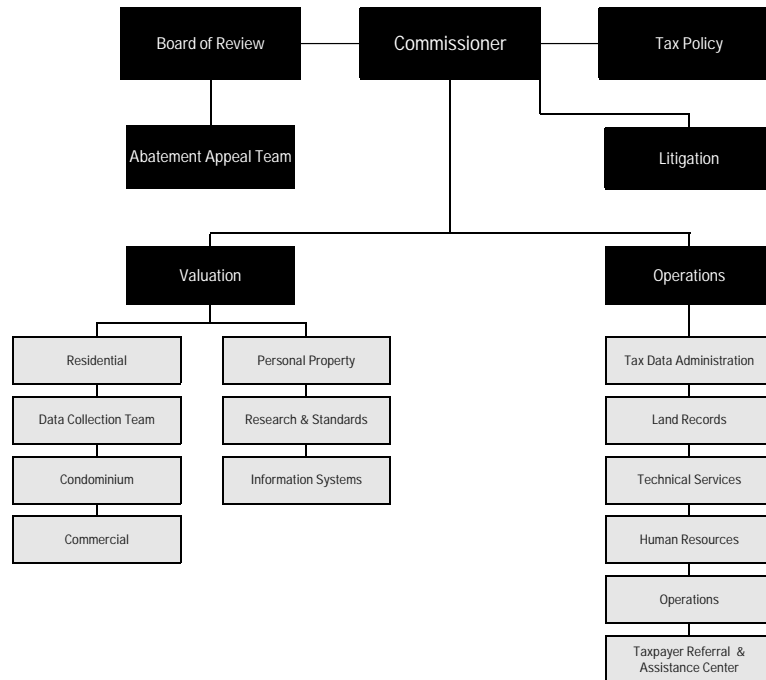
FY14 Performance Strategies

- To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.
- To process personal exemption applications in a timely and responsive manner.
- To process residential exemption applications in a timely and responsive manner.
- To resolve abatement appeal cases in a satisfactory manner through withdrawals, settlement, or trial.
- To resolve abatements in a timely and responsive manner.
- To resolve taxpayer inquiries in a timely and responsive manner.

Operating Budget	Program Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Operations	1,844,293	2,009,992	1,990,536	1,958,910
	Valuation	2,781,255	2,838,404	3,078,864	3,352,836
	Executive	1,698,099	1,417,460	1,481,477	1,375,677
	Total	6,323,647	6,265,856	6,550,877	6,687,423

Operating Budget		Actual '11	Actual '12	Approp '13	Budget '14
	Personnel Services	5,364,492	5,439,354	5,787,767	5,954,039
	Non Personnel	959,155	826,502	763,110	733,384
	Total	6,323,647	6,265,856	6,550,877	6,687,423

Assessing Department Operating Budget



Authorizing Statutes

- Organizations, CBC St. 6 §§ 100-107; CBC Ord. §§ 6-2.1-6-2.5.
- Taxation, M.G.L.A. cc. 59, 60A-B, 61A-B, 121A.
- Abatement of Back Taxes, M.G.L.A. c. 58, § 8.
- Classification, M.G.L.A. c.59, § 2A; M.G.L.A. c. 40, § 56.
- Annual Assessment, M.G.L.A. c. 59 § 21C.
- Proposition 2 1/2, M.G.L.A. c. 59 § 21C.
- Cherry Sheets - State Aid, M.G.L.A. c. 58, §§ 18B, 18C, 18F, 20A, 25, 25A; M.G.L.A. c. 29, §§ 20, 71.

Description of Services

The Assessing Department is responsible for the valuation and assessment of all real and personal property in the City of Boston for the purpose of taxation. Assessment records are reviewed annually to reflect new construction, fire damage, and changes in ownership. The department conducts a revaluation program every three years. The department conducts research on assessment practices and provides the necessary accounting control and other related clerical support to properly assess real and personal property. The department maintains official maps, records of assessment and ownership, abatements and related property description data.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	5,334,798	5,403,304	5,757,767	5,919,039	161,272
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	11,964	23,872	20,000	15,000	-5,000
51600 Unemployment Compensation	17,730	12,178	10,000	20,000	10,000
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	5,364,492	5,439,354	5,787,767	5,954,039	166,272
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	55,642	60,389	62,500	62,500	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	23,596	22,522	18,000	21,500	3,500
52800 Transportation of Persons	63	2,482	4,274	12,200	7,926
52900 Contracted Services	650,652	451,367	435,400	430,000	-5,400
Total Contractual Services	729,953	536,760	520,174	526,200	6,026
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	5,490	3,235	5,591	3,640	-1,951
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	56,386	56,340	102,000	57,000	-45,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	61,876	59,575	107,591	60,640	-46,951
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	133,778	87,954	112,500	123,700	11,200
Total Current Chgs & Oblig	133,778	87,954	112,500	123,700	11,200
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	11,422	22,845	22,844	-1
55600 Office Furniture & Equipment	24,997	32,436	0	0	0
55900 Misc Equipment	8,551	98,355	0	0	0
Total Equipment	33,548	142,213	22,845	22,844	-1
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	6,323,647	6,265,856	6,550,877	6,687,423	136,546

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary	
Adm Analyst	SU4	14	9.00	438,083	Office Manager	SU4	16	3.00	193,406	
Adm Assistant	SU4	15	2.00	112,795	Personnel Officer	SU4	14	1.00	39,554	
Admin Asst (Finance)	SU4	18	1.00	78,401	Prin Admin Assistant	SE1	08	3.00	264,240	
Admin Assistant	SU4	16	2.00	112,555	Prin Admin Assistant	SE1	09	4.00	378,674	
Asst Assessor	AFL	16A	4.00	218,823	Prin Admin Asst	EXM	08	2.00	159,259	
Asst Assessor (Trainee II)	AFL	14	4.00	170,098	Prin Admin Asst	EXM	09	1.00	96,093	
Asst Dir-Assessing Plan Maint	AFJ	19A	1.00	84,839	Prin Data Proc Systems Analyst	SE1	10	2.00	211,015	
Commissioner (ASN)	CDH	NG	1.00	140,385	Property Officer	SU4	10	1.00	38,283	
Dir-Assessing Services	SE1	07	4.00	332,346	Research Analyst	SU4	16	4.00	213,199	
DP Sys Analyst	SE1	06	2.00	131,988	Research Assessor	AFL	18	2.00	135,568	
Exec Assistant	EXM	10	3.00	311,845	Sr Adm Analyst	SE1	06	4.00	272,517	
Exec Assistant	EXM	11	1.00	89,511	Sr Assessing Draftsperson	AFJ	18A	2.00	122,890	
Exec Asst (Oper Mgmt)	EXM	12	2.00	228,994	Sr Data Proc Sys Analyst	SE1	08	1.00	78,650	
Head Clerk	SU4	12	8.00	312,162	Sr Research Analyst	SU4	18	2.00	147,871	
Jr Assessing Draftsperson	AFJ	16A	1.00	64,472	Supv-Asst Assessors	AFJ	18	1.00	61,185	
Management Analyst(TRAC)	SE1	06	1.00	57,054	Supv-Asst Assessors	AFL	18	8.00	595,680	
Member-Bd of Review	EXM	NG	1.00	87,808	Title Examiner	SU4	13	1.00	45,327	
					Total				89	6,025,570
					Adjustments					
					Differential Payments					0
					Other					85,890
					Chargebacks					0
					Salary Savings					-192,421
					FY14 Total Request					5,919,039

Program 1. Operations

Emmanuel Dikibo, Manager Organization: 136100

Program Description

The Operations program provides administration, fiscal, human resources, and other related administrative services to all operating units within the department. It also provides management and technical support for fleet administration, facilities and office management, and office technology, including ownership and physical description changes to real property that are maintained by the Tax Data Administration and Land Records units. The Taxpayer Referral and Assistance Center (TRAC) provides a single point of contact to taxpayers seeking information, assistance or referrals regarding excise, personal property and real estate. TRAC handles inquiries by phone, mail and email.

Program Strategies

- To process personal exemption applications in a timely and responsive manner.
- To process residential exemption applications in a timely and responsive manner.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of personal exemption applications processed within 15 days	100%	100%	100%	100%
Personal exemption applications received	4,420	4,170	4,048	4,200
Residential exemption applications received	11,929	7,350	6,503	6,500

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	1,657,160	1,716,894	1,748,726	1,767,726
Non Personnel	187,133	293,098	241,810	191,184
Total	1,844,293	2,009,992	1,990,536	1,958,910

Program 2. Valuation

Gayle Willett, Manager Organization: 136200

Program Description

The Valuation program establishes and records the full and fair cash value of all real and personal property in the City of Boston as of January 1st of each year. Program staff also conducts research to develop sales models and valuation standards to produce market-based assessments.

Program Strategies

- To maintain accurate parcel and ownership data so as to ensure a fair assessment system.
- To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.
- To resolve abatements in a timely and responsive manner.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
% of first time commercial abatement applications reviewed	100%	100%	100%	100%
% of maintenance parcels inspected	100%	100%	100%	100%
First time commercial abatement applications filed	434	407	469	450
Maintenance parcels inspected	7,768	5,625	2,004	6,000
Personal property sites inspected	1,445	1,239	991	1,500
Residential and condo abatement applications reviewed	1,672	1,096	1,470	1,470

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	2,612,382	2,700,660	2,926,564	3,077,936
Non Personnel	168,873	137,744	152,300	274,900
Total	2,781,255	2,838,404	3,078,864	3,352,836

Program 3. Executive

Ronald W. Rakow, Commissioner Organization: 136300

Program Description

The Executive program provides support services to the Commissioner, including tax policy and information coordination and dissemination. In addition, both the Board of Review and Litigation units handle rulings on all abatement applications and representation at the state's Appellate Tax Board regarding these applications.

Program Strategies

- To resolve abatement appeal cases in a satisfactory manner through withdrawals, settlement, or trial.
- To resolve taxpayer inquiries in a timely and responsive manner.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
% of current fiscal year abatement cases closed	23%	53%	76%	60%
% of public requests to Commissioner's office addressed within 2 days	100%	100%	96%	100%
Public requests received	586	527	685	550

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	1,094,950	1,021,800	1,112,477	1,108,377
Non Personnel	603,149	395,660	369,000	267,300
Total	1,698,099	1,417,460	1,481,477	1,375,677

Auditing Department Operating Budget

Sally D. Glora, City Auditor Appropriation: 131

Department Mission

The mission of the Auditing Department is to present a complete and accurate statement of the City's financial condition.

FY14 Performance Strategies

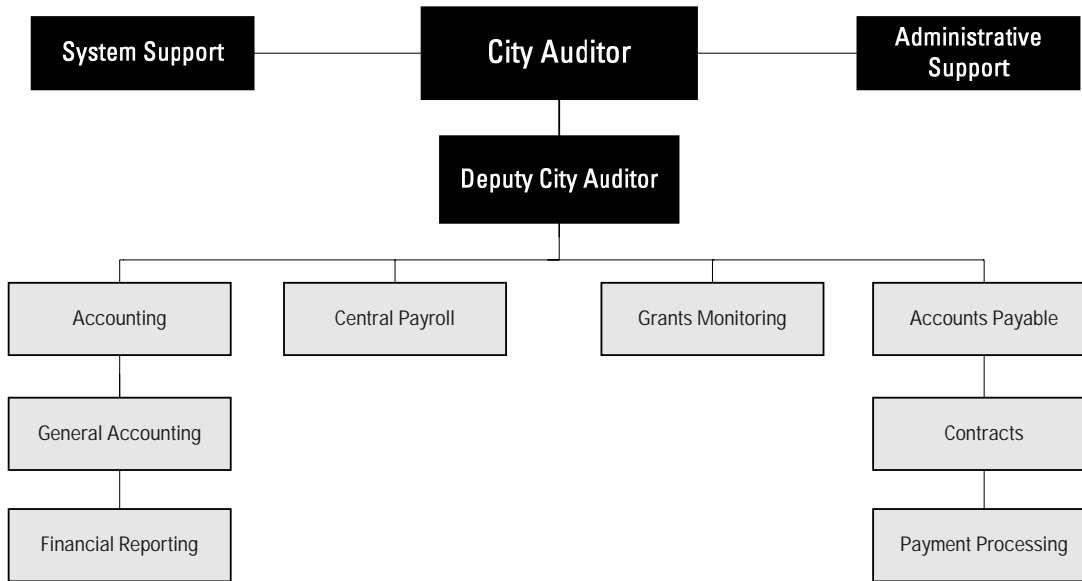
- To approve vendor invoices timely and accurately.
- To ensure the City's financial records are complete and accurate.
- To ensure the efficient management of payroll records and provide timely responses to all requests for information.
- To process payrolls and related transactions completely, accurately, and on-time.
- To provide a support structure for effective management and operations.
- To report single audit findings and clearings timely and accurately.
- To review, process, and record financial transactions in a timely fashion and undertake custody of financial records.
- To review, process, and record financial transactions in a timely fashion.
- To review, process, and record financial transactions.

Operating Budget	Program Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Administration	454,461	395,213	500,230	522,254
	Accounting	533,461	588,655	615,868	642,216
	Central Payroll	471,540	499,658	512,839	525,889
	Grants Monitoring	208,297	189,317	170,722	173,599
	Accounts Payable	484,884	556,628	660,481	741,542
	Total	2,152,643	2,229,471	2,460,140	2,605,500

External Funds Budget	Fund Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	ARRA - Earned Indirect	87,807	80,191	275,000	0
	BAIS Financials Upgrade	1,928,960	2,537,457	0	0
	Earned Indirect	0	0	113,800	107,160
	Total	2,016,767	2,617,648	388,800	107,160

Operating Budget		Actual '11	Actual '12	Approp '13	Budget '14
	Personnel Services	2,016,170	2,066,695	2,318,898	2,496,543
	Non Personnel	136,473	162,776	141,242	108,957
	Total	2,152,643	2,229,471	2,460,140	2,605,500

Auditing Department Operating Budget



Authorizing Statutes

- Annual Audit, 31 U.S.C. § 7502; M.G.L.A. c. 41, §§ 50, 53; M.G.L.A. c. 44, §§ 40, 53D; M.G.L.A. c. 60 § 97; Tregor, 1982 Mass. Acts ch. 190, § 14; CBC Ord. § 6-1.5.
- Annual Appropriation, M.G.L.A. c. 41, §§ 57-58; 1982 Mass. Acts 190, § 18; 1986 Mass. Acts ch. 701, § 3, 7-10; CBC St. 6 § 252; CBC Ord. § 6-1.10.
- Execution of Contracts, M.G.L.A. c 41, § 17; CBC St. 4 §§ 7-8; CBC Ord. § 5-5.28.
- Payment of Bills, M.G.L.A. c.41, §§ 51, 56; CBC Ord. § 5-5.27; CBC Ord. §§ 6-1.4-6-1.6; CBC Ord. § 11-6.37.
- Payment of Payrolls, M.G.L.A. c. 41, § 56; Tregor, 1982 Mass. Acts ch. 190 § 18; 1986 Mass. Acts ch. 701 § 9; CBC Ord. § 5-5.29; CBC Ord. § 6-1.3.
- Debt Service, Tregor, 1982 Mass. Acts ch. 190 §§ 4,8; M.G.L.A. c.41, § 57, CBC St. 6 §§ 254-255; CBC Ord. § 6-1.2.
- Financial Accounting and Reporting, 31 U.S.C. § 7502; M.G.L.A. c.41, §§ 54, 57-58, 61; M.G.L.A. c.44, § 43; CBC St.6 §§ 2-3; CBC Ord. § 5-5.34 ;CBC Ord. §§ 6-1.7-6.-1.8.

Description of Services

The Department prepares the City's annual financial statements, reviews and processes all financial transactions for accuracy, completeness, and compliance, implements fiscal controls over departmental spending, and provides technical assistance to departments and agencies.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	1,985,666	2,029,517	2,301,898	2,479,543	177,645
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	27,063	28,565	17,000	17,000	0
51600 Unemployment Compensation	3,441	8,613	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,016,170	2,066,695	2,318,898	2,496,543	177,645
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	7,531	4,583	7,262	5,500	-1,762
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	7,436	4,252	9,718	12,500	2,782
52800 Transportation of Persons	898	350	2,257	5,557	3,300
52900 Contracted Services	97,613	121,327	105,100	65,100	-40,000
Total Contractual Services	113,478	130,512	124,337	88,657	-35,680
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	8,675	8,157	11,200	12,600	1,400
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	280	196	500	500	0
Total Supplies & Materials	8,955	8,353	11,700	13,100	1,400
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	38	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	6,073	5,595	5,205	7,200	1,995
Total Current Chgs & Oblig	6,111	5,595	5,205	7,200	1,995
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	6,164	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	1,765	18,316	0	0	0
Total Equipment	7,929	18,316	0	0	0
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,152,643	2,229,471	2,460,140	2,605,500	145,360

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Admin Analyst	SE1	04	2.00	117,368	Prin Admin Asst	SE1	10	2.00	211,015
Admin Asst	SE1	05	1.00	68,257	Senior Admin Asst	SE1	07	1.00	83,086
Asst City Auditor	SE1	09	2.00	195,068	Sr Accountant	SU4	13	4.00	191,565
Asst Prin Accountant	SU4	14	3.00	158,648	Sr Adm Anl (SpProjStff)	SE1	06	4.00	285,890
City Auditor	CDH	NG	1.00	121,458	Sr Adm Analyst	SE1	06	1.00	70,331
Deputy City Auditor	EXM	11	1.00	110,326	Sr Data Proc Sys Anl	SE1	09	1.00	97,534
Head Account Clerk	SU4	12	4.00	164,456	Sr Res Analyst (GrantsUnit)	SE1	03	1.00	43,401
Prin Admin Analyst	SE1	07	2.00	161,714	Sr Research Analyst	SE1	03	3.00	172,292
Prin Admin Assistant	SE1	08	2.00	177,215	Supv Accounting (TransDiv)	SE1	05	1.00	69,387
					Supv Accounting	SE1	05	2.00	134,047
					Total			38	2,633,057
					Adjustments				
					Differential Payments				0
					Other				34,456
					Chargebacks				-153,260
					Salary Savings				-34,708
					FY14 Total Request				2,479,545

External Funds History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	303,730	818,319	113,800	107,160	-6,640
51100 Emergency Employees	0	59,189	0	0	0
51200 Overtime	142	0	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	5,918	6,219	0	0	0
51500 Pension & Annuity	5,124	95,071	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
51800 Indirect Costs	0	0	0	0	0
51900 Medicare	791	864	0	0	0
Total Personnel Services	315,705	979,662	113,800	107,160	-6,640
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	0	67,092	0	0	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	138,411	0	0	0
52700 Repairs & Service of Equipment	0	0	0	0	0
52800 Transportation of Persons	3,494	50	2,024	0	-2,024
52900 Contracted Services	36,510	844,445	1,372,323	0	-1,372,323
Total Contractual Services	40,004	1,049,998	1,374,347	0	-1,374,347
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	911	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	477	9,577	5,119	0	-5,119
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	1,444	0	0	0
Total Supplies & Materials	477	11,932	5,119	0	-5,119
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	1,657,457	431,399	441	0	-441
Total Current Chgs & Oblig	1,657,457	431,399	441	0	-441
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	114,702	0	0	0
55900 Misc Equipment	3,124	29,955	95	0	-95
Total Equipment	3,124	144,657	95	0	-95
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,016,767	2,617,648	1,493,802	107,160	-1,386,642

Program 1. Administration

Dennis Coughlin, Manager Organization: 131100

Program Description

The Administration Program is responsible for executive operations and provides administrative and human resource support to all programs.

Program Strategies

- To provide a support structure for effective management and operations.
- To review, process, and record financial transactions in a timely fashion.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of information requests processed within 10 days	73%	82%	100%	90%
% of invoice receipts accurately processed within 3 days				95%
% of personnel transactions accurately processed in 5 days	100%	100%	100%	100%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	369,513	377,472	472,541	491,577
Non Personnel	84,948	17,741	27,689	30,677
Total	454,461	395,213	500,230	522,254

Program 2. Accounting

Paul F. Waple, Manager Organization: 131200

Program Description

The primary responsibility of the Accounting Program is to provide accurate and complete financial data and technical assistance to all City departments. The Program also oversees the coordination of the City's Annual Financial Audit and the publication of the Comprehensive Annual Financial Report (CAFR).

Program Strategies

- To ensure the City's financial records are complete and accurate.
- To review, process, and record financial transactions in a timely fashion.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of journal vouchers completed within 3 days	99%	95%	100%	95%
% of payrolls posted within 7 days of pay period end	94%	98%	92%	95%
Account reconciliations completed	974	900	794	700
Journal vouchers processed accounting	20,375	17,318	1,442	1,000
Monthly financial reports distributed	874	802	536	760
Pay periods posted within 7 days	49	51	47	48

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	528,768	584,094	611,062	637,636
Non Personnel	4,693	4,561	4,806	4,580
Total	533,461	588,655	615,868	642,216

Program 3. Central Payroll

Diane O'Malley, Manager Organization: 131300

Program Description

The primary responsibility of the Central Payroll Program is the timely and accurate processing of wages for all employees for both pay frequencies in compliance with all local, state, and federal laws, and in conformity with the City's collective bargaining agreements.

Program Strategies

- To ensure the efficient management of payroll records and provide timely responses to all requests for information.
- To process payrolls and related transactions completely, accurately, and on-time.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of payroll confirms met within scheduled time frame	43%	84%	67.31%	80%
Payroll reviews		2		5
Payrolls confirmed within scheduled time frame	23	43	35	46
Scheduled payroll confirms	53	51	52	52

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	469,638	496,007	508,935	520,899
Non Personnel	1,902	3,651	3,904	4,990
Total	471,540	499,658	512,839	525,889

Program 4. Grants Monitoring

Mary L. Raysor, Manager Organization: 131400

Program Description

The primary responsibility of the Grants Monitoring Program is to establish and monitor Special Revenue for all City departments and to provide technical assistance in the process. The program also oversees and coordinates the City's Annual Single Audit for Federal Financial Assistance Programs and also produces the City's Cost Allocation Plan.

Program Strategies

- To report single audit findings and clearings timely and accurately.
- To review, process, and record financial transactions in a timely fashion and undertake custody of financial records.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
% of journal vouchers processed within 3 days			70.38%	80%
Journal vouchers processed grants			736	800
Journal vouchers processed within 3 days			518	640
Single Audit findings cleared by June 30th				95
Single Audit open findings reported				16

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	206,410	186,467	167,011	170,069
Non Personnel	1,887	2,850	3,711	3,530
Total	208,297	189,317	170,722	173,599

Program 5. Accounts Payable

Julie Ann Tippett, Manager Organization: 131500

Program Description

The Accounts Payable Program is responsible for approving procurement documents and processing payment documents completely, accurately, and on-time while maintaining expenditure controls to limit deficit spending citywide.

Program Strategies

- To approve vendor invoices timely and accurately.
- To review, process, and record financial transactions.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of accounts payable invoices approved within 10 days				95%
% of contracts routed within 3 days of receipt	90%	84%	84.81%	85%
% of procurement documents approved within 3 days	94%	93%	85.83%	90%
% of vendor invoices processed within 5 days	98%	95%	75.72%	95%
Procurement documents approved	18,777	23,263	9,750	13,000
Vendor invoices approved accounts payable				65,500

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	441,841	422,655	559,349	676,362
Non Personnel	43,043	133,973	101,132	65,180
Total	484,884	556,628	660,481	741,542

External Funds Projects

ARRA – Earned Indirect

Project Mission

ARRA – Earned Indirect is funding provided through various grants provided by the American Recovery and Reinvestment Act (ARRA) to cover the administrative expenses associated with the central administration and reporting of ARRA grant activity.

BAIS Financials Upgrade

Project Mission

To implement the PeoplesSoft Financials application upgrade based on adoption of leading practices for financial management, while improving customer support and maintaining appropriate controls and financial management. This upgrade is being funded with a combination of capital, Erate reimbursement and Indirect resources and is expected to be completed by the end of FY13.

Budget Management Operating Budget

Karen A. Connor, Director Appropriation: 141

Department Mission

The mission of the Office of Budget Management is to allocate all financial resources available to the City through the operating and capital budgets enabling the City to deliver the best mix of services and to invest in the appropriate capital assets needed to support present and anticipated future service delivery needs at the lowest possible cost.

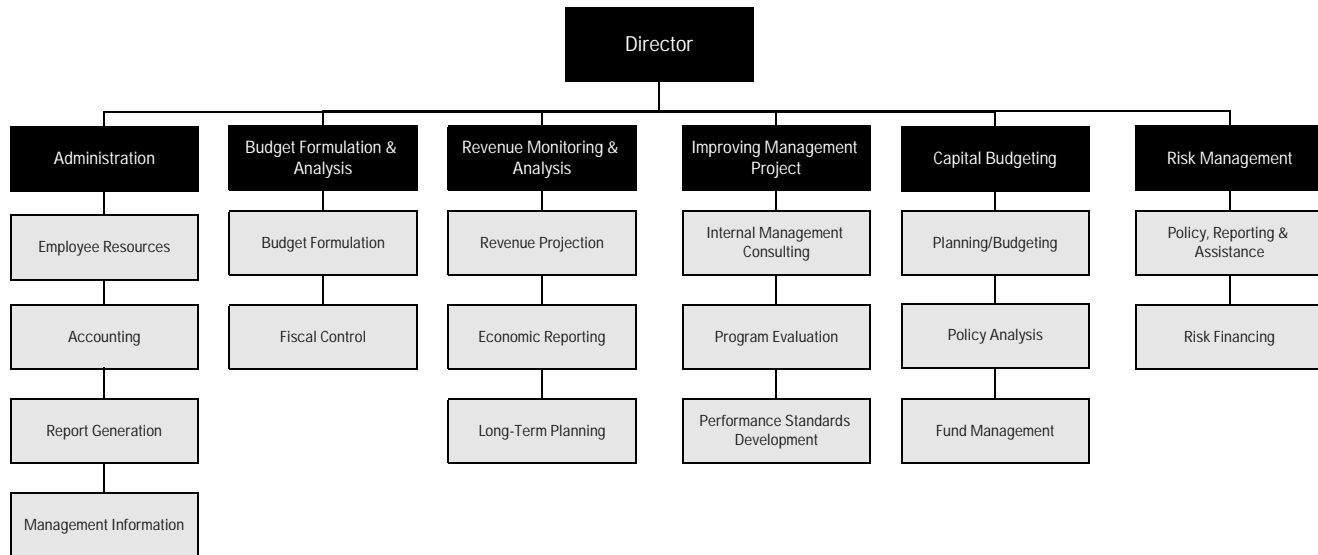
FY14 Performance Strategies

- To conduct accurate, objective, and independent analysis of City programs.
- To develop and implement a city-wide risk financing strategy.
- To ensure a balanced budget that achieves its stated goals.
- To ensure a balanced budget that achieves its stated objectives.
- To monitor service delivery and its relationship to financial resources.

Operating Budget	Program Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Budget Administration	1,532,584	1,303,696	1,495,679	1,504,385
	Budget Formulation	412,694	398,927	598,477	631,756
	Revenue Monitoring	263,885	266,241	271,753	283,207
	Improving Management Project	57,830	65,896	68,012	68,813
	Capital Budgeting	388,158	426,322	66,222	89,757
	Risk Management	157,600	157,786	158,911	189,696
	Total	2,812,751	2,618,868	2,659,054	2,767,614

Operating Budget		Actual '11	Actual '12	Approp '13	Budget '14
	Personnel Services	1,982,101	2,028,574	1,759,678	1,856,039
	Non Personnel	830,650	590,294	899,376	911,575
	Total	2,812,751	2,618,868	2,659,054	2,767,614

Budget Management Operating Budget



Authorizing Statutes

- Annual Appropriation Process, Tregor, 1982 Mass. Acts ch. 190 § 15; 1986 Mass. Acts ch. 701, § 2.
- Reserve Fund, 1986 Mass. Acts ch. 701, §7.
- Budget Allotment Process and Reallocations, Tregor, 1982 Mass. Acts ch. 190 § 18; 1986 Mass. Acts ch. 701, § 8-9.
- Duties of Supervisor of Budgets, CBC Ord. § 5-1.5.
- Transfer of Appropriations, Tregor, 1982 Mass. Acts ch. 190 § 23; 1986 Mass. Acts ch. 701, § 3.
- Penalty for Overspending Budget, Tregor, 1982 Mass. Acts ch. 190, § 17.

Description of Services

The Office of Budget Management coordinates the analysis and presentation of the Mayor's operating budget and capital plan. The Office also assembles, analyzes and presents data with respect to revenue and debt management. In addition, the Office assists line departments to evaluate programs and to establish and use performance measures to improve the quality, effectiveness, and efficiency of City services while minimizing the cost of program delivery.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	1,967,315	2,006,792	1,739,678	1,836,039	96,361
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	14,786	21,782	20,000	20,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,982,101	2,028,574	1,759,678	1,856,039	96,361
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	9,536	3,899	15,900	15,900	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	4,329	4,322	3,500	3,500	0
52800 Transportation of Persons	225	115	526	875	349
52900 Contracted Services	654,281	415,261	702,500	707,500	5,000
Total Contractual Services	668,371	423,597	722,426	727,775	5,349
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	1,695	1,144	4,600	4,600	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	96	108	2,000	2,000	0
Total Supplies & Materials	1,791	1,252	6,600	6,600	0
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	159,811	160,652	170,350	177,200	6,850
Total Current Chgs & Oblig	159,811	160,652	170,350	177,200	6,850
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	738	0	0	0
55900 Misc Equipment	677	4,055	0	0	0
Total Equipment	677	4,793	0	0	0
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,812,751	2,618,868	2,659,054	2,767,614	108,560

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary	
Admin Secretary	SU4	14	1.00	47,292	Prin Admin Asst	EXM	07	1.00	56,211	
Admin Assistant	SU4	16	1.00	64,469	Prin Budget Analyst	SE1	09	1.00	97,534	
Budget Policy Analyst	MYO	07	1.00	65,616	Spec Asst I	MYO	10	1.00	73,064	
Dep Director	MYO	14	1.00	101,917	Sr Adm Ananlyst	SE1	06	1.00	75,615	
Exec Assistant	EXM	10	4.00	415,793	Sr Data Proc Sys Analyst	SE1	09	1.00	97,534	
Exec Assistant	EXM	12	1.00	114,497	Sr Finance Manager	MYO	10	1.00	83,025	
Management Analyst	SE1	06	7.00	470,297	Sr Management Analyst	SE1	08	3.00	230,856	
Prin Admin Assistant	SE1	08	1.00	90,810	Supv-Budget	CDH	NG	1.00	114,562	
					Total				27	2,199,092
					Adjustments					
					Differential Payments				0	
					Other				26,408	
					Chargebacks				-289,868	
					Salary Savings				-99,593	
					FY14 Total Request				1,836,039	

Program 1. Administration

Karen A. Connor, Manager Organization: 141100

Program Description

The Administration Program provides both overall direction and management to the Department, and support services such as internal budget preparation, personnel administration, MIS support and training, and internal report production.

Program Strategies

- To maintain the operational efficiency of the department to support achievement of department objectives.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of available regular hours worked	96%	98%	99%	99%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	763,700	770,893	665,903	686,710
Non Personnel	768,884	532,803	829,776	817,675
Total	1,532,584	1,303,696	1,495,679	1,504,385

Program 2. Budget Formulation

James M. Williamson, Manager Organization: 141200

Program Description

The Budget Formulation and Analysis Program is responsible for the development and implementation of the City's operating budget. Program staff analyze program and fiscal management issues throughout City government.

Program Strategies

- To ensure a balanced budget that achieves its stated objectives.
- To monitor service delivery and its relationship to financial resources.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Balanced budget submitted to City Council	1	1	1	1
Monthly expenditure variance reports available to city departments	10	10	10	10

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	409,474	397,613	592,477	625,756
Non Personnel	3,220	1,314	6,000	6,000
Total	412,694	398,927	598,477	631,756

Program 3. Revenue Monitoring

Chris Giuliani, Manager Organization: 141300

Program Description

The Revenue Monitoring and Fiscal Analysis Program works to improve Boston's ability to deliver services by maximizing its revenue. The program also provides economic and fiscal analyses as an aid in fiscal decision-making by the Mayor, the Director of Administration & Finance, and the Budget Director.

Program Strategies

- To ensure a balanced budget that achieves its stated goals.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% by which actual revenues exceed actual expenditures	0.2%	0.5%	0.4%	0.4%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	262,931	265,852	270,253	281,707
Non Personnel	954	389	1,500	1,500
Total	263,885	266,241	271,753	283,207

Program 4. Improving Management Project

Karen A. Connor, Manager Organization: 141400

Program Description

The primary mission of the Improving Management Project is evaluating City programs and services to inform the allocation of resources. This program encourages organizational changes or operational improvements that increase the effectiveness or productivity of City departments. The program provides reliable, objective, and independent information to City managers about department performance and operations, assists in reviewing the effectiveness of service delivery, and identifies the extent to which programs overlap or duplicate one another. In addition, we assist departments and cabinets in establishing performance standards to determine the effectiveness of programs. The program also invests in department personnel through training.

Program Strategies

- To conduct accurate, objective, and independent analysis of City programs.
- To plan, develop, and deliver training programs in response to needs to strengthen and upgrade workplace skills.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Hours of continuing Professional Education Training	51	431	310	275
Program or service analyses completed	3	3	3	4
Project benefits realized	2	2	2	3

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	56,876	65,507	66,512	67,313
Non Personnel	954	389	1,500	1,500
Total	57,830	65,896	68,012	68,813

Program 5. Capital Budgeting

John Hanlon, Manager Organization: 141500

Program Description

The Capital Budgeting Program manages the capital plan of the City. It prepares a multi-year capital plan, oversees capital construction projects, equipment acquisitions, and contracts, and manages all capital fund appropriations and related revenue including bonds and grants.

Program Strategies

- To effectively manage the capital appropriation system.
- To maintain debt service costs at 7% or less of operating budget expenditures.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of funds expended in accordance with bond requirements	100%	100%	100%	100%
Debt service costs as a % of operating expenditures	5.5%	5.7%	5.6%	5.5%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	386,509	425,624	63,722	86,957
Non Personnel	1,649	698	2,500	2,800
Total	388,158	426,322	66,222	89,757

Program 6. Risk Management

Lynda Fraley, Manager Organization: 141600

Program Description

The Risk Management Program develops and implements the City's integrated risk financing program, which includes self-insurance and commercial policies. The program also assists other City departments in their efforts to minimize costs related to property losses and legal injury and medical claims.

Program Strategies

- To develop and implement a city-wide risk financing strategy.
- To promote improved city-wide risk management efforts and lower related costs.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
City-wide risk management reviews or improvements	1	1	1	1
Risk financing strategy implemented	87%	87%	87%	87%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	102,611	103,085	100,811	107,596
Non Personnel	54,989	54,701	58,100	82,100
Total	157,600	157,786	158,911	189,696

Execution of Courts Operating Budget

Appropriation: 333

Department Mission

The Execution of Courts appropriation provides for funding for settlements, awards, and court orders. These result from claims against the City of Boston and its agencies and employees for damages to persons or property. The appropriation also funds interest on tax abatements.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Execution of Courts	21,021,653	14,500,001	3,500,000	3,500,000
	<i>Total</i>	<i>21,021,653</i>	<i>14,500,001</i>	<i>3,500,000</i>	<i>3,500,000</i>

Health Insurance Operating Budget

Appropriation: 148

Department Mission

The Health Insurance appropriation provides funding for a variety of health insurance, dental care, vision care, and life insurance plans to approximately 28,300 active employee and retiree subscribers within the guidelines of MGL Chapter 32B.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Health Insurance	200,780,123	207,405,535	196,755,586	192,789,047
	<i>Total</i>	<i>200,780,123</i>	<i>207,405,535</i>	<i>196,755,586</i>	<i>192,789,047</i>

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	0	0	0	0
	Non Personnel	200,780,123	207,405,535	196,755,586	192,789,047
	<i>Total</i>	<i>200,780,123</i>	<i>207,405,535</i>	<i>196,755,586</i>	<i>192,789,047</i>

Human Resources Operating Budget

Vivian Leonard, Director Appropriation: 142

Department Mission

The mission of the Office of Human Resources is to help departments attract, motivate, retain, manage, and develop qualified and productive employees. The Office also provides unemployment benefits where necessary, as well as health and life insurance and workers' compensation benefits.

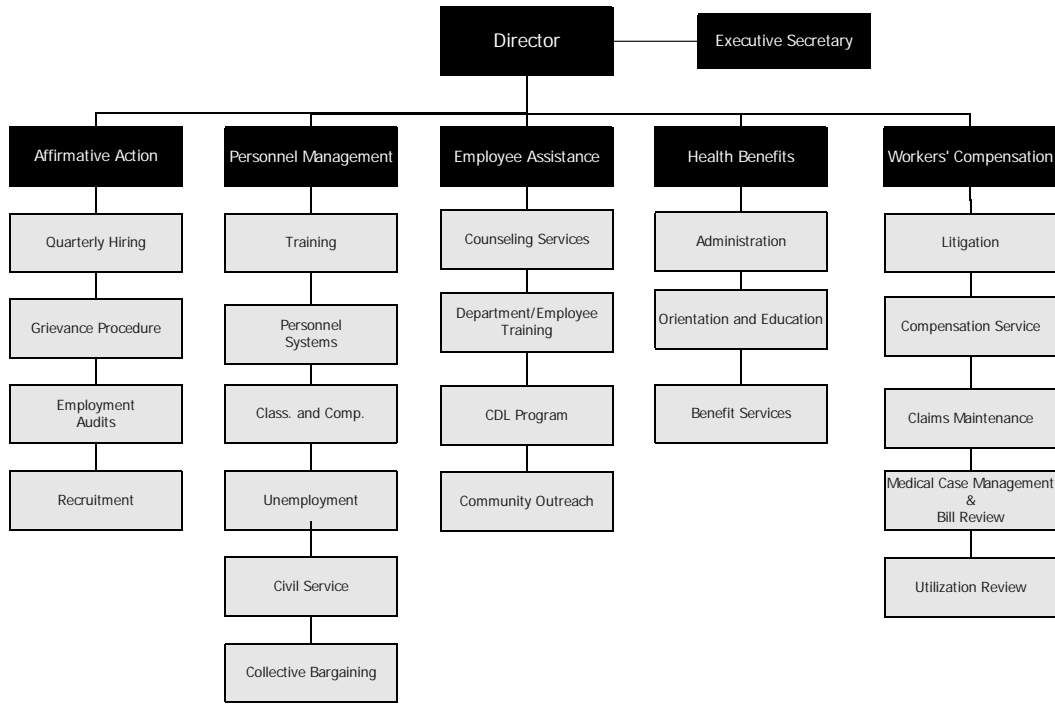
FY14 Performance Strategies

- To recruit and sustain a workforce that reflects Boston's diverse population.
- To reduce medical and indemnity costs associated with workers' compensation claims.
- To return injured employees to work as soon as possible.
- To track all new hires by race, gender and salary on a monthly basis.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Personnel	1,450,597	1,569,095	1,843,309	1,882,877
	Affirmative Action	86,305	87,223	93,390	108,923
	Health Benefits & Insurance	541,711	622,227	709,110	684,885
	Employee Assistance	164,810	166,268	95,339	96,655
	Workers' Compensation	851,355	876,125	895,655	899,758
	Total	3,094,778	3,320,938	3,636,803	3,673,098

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	2,845,375	3,024,169	3,177,226	3,280,448
	Non Personnel	249,403	296,769	459,577	392,650
	Total	3,094,778	3,320,938	3,636,803	3,673,098

Human Resources Operating Budget



Authorizing Statutes

- Civil Service, M.G.L.A. c. 31.
- Collective Bargaining, M.G.L.A. C. 150E.
- Compensation of Employees; CBC Ord. § 5-5.18; M.G.L.A. c. 41, § 41.
- Employees Subject to Civil Service Laws, CBC St. 5 § 110.
- Duties of Supervisor of Personnel, CBC Ord. § 5-1.6.
- Generally, M.G.L.A. c. 152.
- County Employees Salary Classification, M.G.L.A. c. 35, § 56.
- Third Parties; Subrogation, M.G.L.A. c. 152, § 15.
- Group Insurance Plan to Municipalities, M.G.L.A. c. 32B, §§ 1-19.
- Operation As Self-Insurer, M.G.L.A. c. 152, § 25.
- Second Injury Reimbursement, M.G.L.A. c. 152, § 37.
- Special Fund; Trust Fund; Assessment Base and Rates; Payments; Reports; Audits, M.G.L.A. c. 152, § 65.

Description of Services

Human Resources supplies departments with systems with which to manage hiring, compensation, and promotion. It pursues good labor relations, monitors unemployment benefits, and conducts affirmative action and recruitment programs as well as a full range of training programs. Additionally, the Department operates elements of the City's risk management program including employee assistance and managing attendance. As a direct service to both active and retired employees, the Department provides comprehensive and economical health insurance and life insurance, as well as access to all records.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	2,809,387	3,000,023	3,133,646	3,231,912	98,266
51100 Emergency Employees	20,592	22,297	43,580	48,536	4,956
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	15,396	1,849	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,845,375	3,024,169	3,177,226	3,280,448	103,222
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	23,331	21,710	23,000	24,400	1,400
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	4,368	5,597	5,726	5,500	-226
52800 Transportation of Persons	0	200	2,514	3,700	1,186
52900 Contracted Services	38,752	76,834	172,638	136,700	-35,938
Total Contractual Services	66,451	104,341	203,878	170,300	-33,578
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	28,937	42,089	31,948	32,525	577
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	28,937	42,089	31,948	32,525	577
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	145,725	146,139	166,201	189,825	23,624
Total Current Chgs & Oblig	145,725	146,139	166,201	189,825	23,624
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	4,227	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	4,063	4,200	57,550	0	-57,550
Total Equipment	8,290	4,200	57,550	0	-57,550
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	3,094,778	3,320,938	3,636,803	3,673,098	36,295

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Admin Analyst	SU4	14	1.00	53,018	Personnel Asst	SU4	17	2.00	139,434
Admin Assistant	SU4	15	1.00	59,618	Prin Admin Analyst	EXM	07	1.00	81,859
Admin Secretary	SE1	04	1.00	63,159	Prin Admin Assistant	SE1	08	2.00	163,713
Affirm Action Monitor	SE1	05	1.00	69,387	Prin Admin Asst	EXM	08	1.00	79,886
Alcoholism Coord I	SU4	18	1.00	78,401	Prin Admin Asst	SE1	07	1.00	83,086
Asst Corp Counsel III	EXM	08	1.00	67,272	Prin Admin Asst Asd Pers	EXM	09	1.00	96,093
Asst Director (HR)	EXM	12	1.00	114,497	Prin Research Analyst	SE1	06	1.00	51,757
DP Sys Analyst	SE1	06	1.00	75,615	Principal Clerk	SU4	10	1.00	43,607
Employee Devel Coord(Supv/Pers)	SE1	08	1.00	90,810	Senior Admin Asst	SE1	07	1.00	83,086
Exec Asst (EAP)	EXM	09	1.00	96,093	Senior Personnel Analyst	SE1	06	1.00	75,317
Head Account Clerk	SU4	12	3.00	140,413	Sr Adm Asst (OHR)	SE1	08	2.00	181,619
Head Clerk	SU4	12	4.00	160,531	Sr Adm Asst (PPerAnl/C&C)	EXM	09	1.00	96,093
Head Clerk & Secretary	SU4	13	1.00	49,031	Sr Adm Asst (WC)	SE1	06	2.00	151,229
Health Insurance Coordinator	EXM	12	1.00	114,497	Sr Human Resources Generalist	EXM	09	1.00	90,802
Human Resources Compliance Officer	EXM	09	1.00	95,043	Supv Of Personnel	CDH	NG	1.00	112,892
Human Resources Representative	SU4	15	3.00	166,026	Supvising Claims Agent	EXM	09	1.00	96,093
Intern & Fellowship Program Coord	SE1	06	1.00	71,710	Supv-Management Services	SU4	17	3.00	195,103
Nurse Case Manager	SE1	07	1.00	82,771	Workmen's Compensation Agent	EXM	11	1.00	110,326
Total							49		3,579,888
Adjustments									
Differential Payments									0
Other									39,233
Chargebacks									-331,216
Salary Savings									-55,993
FY14 Total Request									3,231,912

Program 1. Personnel

Vivian Leonard, Manager Organization: 142100

Program Description

The Personnel Program provides personnel services to all City departments. Through Personnel, departments are provided with management systems with which to hire, classify, compensate and promote employees, pursue good labor relations and management practices, provide unemployment benefits and, in each process, have access to relevant records. The program also carries out a variety of training and assistance programs to encourage and enhance human resource management in the City of Boston.

Program Strategies

- To improve attendance by monitoring and reducing absenteeism (non-public safety/BPS).
- To track all new hires by race, gender and salary on a monthly basis.
- To track city-wide promotions by race, gender, and salary on a monthly basis.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of city workforce earning over median salary - people of color	30%	30%	29%	35%
% of city workforce earning over median salary - women	19%	19%	21%	30%
% of total new hires - people of color	36%	36%	38%	40%
% of total new hires - women	39%	38%	36%	40%
% of total promotions - people of color	25%	29%	36%	40%
% of total promotions - women	22%	35%	31%	40%
Citywide - % of total person hours absent	4%	4%	3%	5%
Citywide - Hours absent per employee	76	78	35	35
Median salary of City employees	60,708	60,812	60,860	62,330
Total employees in city workforce	7,864	7,861	7,822	7,810
Total new hires	461	392	614	600
Total promotions	125	154	309	267

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	1,292,904	1,380,690	1,523,562	1,591,352
Non Personnel	157,693	188,405	319,747	291,525
Total	1,450,597	1,569,095	1,843,309	1,882,877

Program 2. Affirmative Action

Vivian Leonard, Manager Organization: 142200

Program Description

The Affirmative Action Program is responsible for implementing the City's Affirmative Action Plan. It reviews the city's hiring practices and employment policies, audits affirmative action statistics, implements anti-harassment policies, ensures city compliance with federal and state EEO requirements and provides affirmative action assistance to all city departments.

Program Strategies

- To recruit and sustain a workforce that reflects Boston's diverse population.
- To recruit and sustain a workforce that reflects Boston's diverse population.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of city workforce - people of color	35%	35%	35%	40%
% of city workforce - women	30%	31%	30%	35%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	76,306	77,224	78,390	93,923
Non Personnel	9,999	9,999	15,000	15,000
Total	86,305	87,223	93,390	108,923

Program 3. Health Benefits & Insurance

Vacant, Director Organization: 142300

Program Description

The Health Benefits and Insurance Program is responsible for providing life insurance, dental and vision care, and a variety of health insurance plans to active and retired employees of the City of Boston as efficiently and economically as possible within the guidelines of MGL Chapter 32B.

Program Strategies

- To provide eligible employees and retirees with life and health insurance benefits that meet as many of their individual needs as possible at a reasonable cost to the City.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
% of active employees enrolled in HMOs	93%	86%	86%	86%
Active employees enrolled in health insurance	15,537	15,328	15,291	15,291
Employee % share of total healthcare costs - Family plan	18	18	22	22
Employees enrolled in dental/vision benefit plan	5,813	5,833	5,815	5,815
Employer cost of most utilized HMO family plan	17,180	18,155	17,661	18,191
Health insurance premiums as % of total City expenditures	13	13	12	12

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	510,341	569,401	648,835	655,235
Non Personnel	31,370	52,826	60,275	29,650
Total	541,711	622,227	709,110	684,885

Program 4. Employee Assistance

Jay Donovan, Director Organization: 142400

Program Description

The Employee Assistance Program (EAP) is designed to attract and assist employees who experience personal problems. The program will assist employees in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health, marital, financial, alcohol, drug, emotional stress and other personal concerns which may adversely affect job performance.

Program Strategies

- To provide immediate and proper response to those seeking assistance through EAP.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Assessments completed	342	364	335	372
Referrals made	361	370	373	370

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	164,810	166,268	95,339	96,655
Non Personnel	0	0	0	0
Total	164,810	166,268	95,339	96,655

Program 5. Workers' Compensation

Vivian Leonard, Manager Organization: 142500

Program Description

The Workers' Compensation Program implements all procedures for the processing of workers' compensation claims and approved medical and related bills. It also distributes workers' compensation information and statistics to City departments and works with the Law Department to develop legal strategies to resolve workers' compensation cases in an appropriate manner.

Program Strategies

- To process injury claims promptly.
- To reduce medical and indemnity costs associated with workers' compensation claims.
- To return injured employees to work as soon as possible.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Average number of claimants on Workers Compensation payroll (non-uniform)	246	240	221	220
Total medical costs paid to Workers Compensation claimants (non-uniform)	2,724,642	2,900,000	2,241,944	2,500,000
Total reported injuries (non-uniform)	1,180	1,056	1,063	1,000
Total wages paid to Workers Compensation claimants (non-uniform)	8,776,273	9,000,000	9,250,851	9,600,000
Total Workers Compensation payroll as a % of total City payroll	1	1	1	1

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	801,014	830,586	831,100	843,283
Non Personnel	50,341	45,539	64,555	56,475
Total	851,355	876,125	895,655	899,758

Labor Relations Operating Budget

Paul Curran, Director Appropriation: 147

Department Mission

The mission of the Office of Labor Relations is to create and promote a productive work environment that fosters an efficient and effective relationship between labor and management.

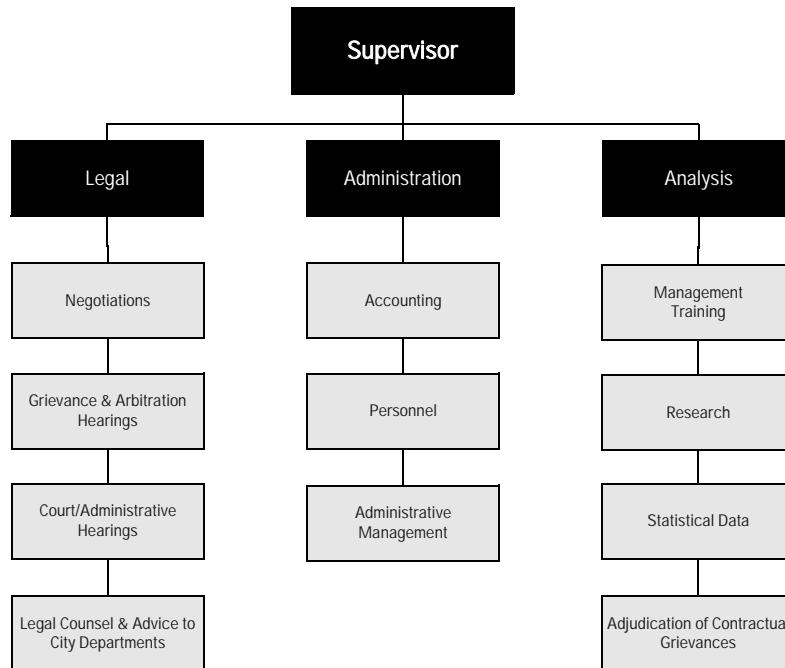
FY14 Performance Strategies

- To negotiate labor contracts and meet other bargaining obligations with the City's labor unions.
- To provide training and education on labor/employment issues.
- To resolve and/or arbitrate contract disputes which arise between the City and Labor.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Labor Relations	1,324,500	1,091,722	1,618,982	1,437,513
	Total	1,324,500	1,091,722	1,618,982	1,437,513

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	749,156	711,335	788,134	794,719
	Non Personnel	575,344	380,387	830,848	642,794
	Total	1,324,500	1,091,722	1,618,982	1,437,513

Labor Relations Operating Budget



Authorizing Statutes

- Duties of Supervisor of Labor Relations, CBC Ord. 5, s. 4.

Description of Services

The Office of Labor Relations represents the Mayor and City departments in all labor relations matters before state and federal courts, state agencies, and in various other forums. The Office is responsible for negotiating and administering collective bargaining agreements with approximately 22 unions covering 7,200 employees. Additionally, the Office advises City managers and supervisors on labor matters regarding policy issues.

Department History

<i>Personnel Services</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees		749,156	711,335	783,128	789,713	6,585
51100 Emergency Employees		0	0	5,006	5,006	0
51200 Overtime		0	0	0	0	0
51600 Unemployment Compensation		0	0	0	0	0
51700 Workers' Compensation		0	0	0	0	0
Total Personnel Services		749,156	711,335	788,134	794,719	6,585
<i>Contractual Services</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications		4,047	3,706	4,100	4,100	0
52200 Utilities		0	0	0	0	0
52400 Snow Removal		0	0	0	0	0
52500 Garbage/Waste Removal		0	0	0	0	0
52600 Repairs Buildings & Structures		0	0	0	0	0
52700 Repairs & Service of Equipment		6,439	2,316	6,550	6,550	0
52800 Transportation of Persons		734	0	1,500	1,500	0
52900 Contracted Services		528,950	341,190	774,520	586,520	-188,000
Total Contractual Services		540,170	347,212	786,670	598,670	-188,000
<i>Supplies & Materials</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies		0	90	807	844	37
53200 Food Supplies		0	0	0	0	0
53400 Custodial Supplies		0	0	0	0	0
53500 Med, Dental, & Hosp Supply		0	0	0	0	0
53600 Office Supplies and Materials		3,052	2,457	4,350	4,350	0
53700 Clothing Allowance		0	0	0	0	0
53800 Educational Supplies & Mat		0	0	0	0	0
53900 Misc Supplies & Materials		0	0	0	0	0
Total Supplies & Materials		3,052	2,547	5,157	5,194	37
<i>Current Chgs & Oblig</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical		0	0	0	0	0
54400 Legal Liabilities		0	0	0	0	0
54500 Aid To Veterans		0	0	0	0	0
54600 Current Charges H&I		0	0	0	0	0
54700 Indemnification		0	0	0	0	0
54900 Other Current Charges		21,419	28,438	32,500	32,500	0
Total Current Chgs & Oblig		21,419	28,438	32,500	32,500	0
<i>Equipment</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment		0	0	0	0	0
55400 Lease/Purchase		0	0	6,521	6,430	-91
55600 Office Furniture & Equipment		10,703	715	0	0	0
55900 Misc Equipment		0	1,475	0	0	0
Total Equipment		10,703	2,190	6,521	6,430	-91
<i>Other</i>		FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation		0	0	0	0	0
57200 Structures & Improvements		0	0	0	0	0
58000 Land & Non-Structure		0	0	0	0	0
Total Other		0	0	0	0	0
Grand Total		1,324,500	1,091,722	1,618,982	1,437,513	-181,469

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Asst Corp Counsel III	EXM	08	5.00	390,680	Labor Relations Analyst	EXM	04	1.00	47,892
Asst Supv/Labor Relations	EXM	11	1.00	100,120	Legal Secretary (OLR)	EXM	14	1.00	48,208
Exec Asst	EXM	06	1.00	74,497	Supervisor Labor Relations	CDH	NG	1.00	113,311
					Total			10	774,707
					Adjustments				
					Differential Payments				0
					Other				15,006
					Chargebacks				0
					Salary Savings				0
					FY14 Total Request				789,713

Program 1. Labor Relations

Paul Curran, Manager Organization: 147100

Program Description

The Office of Labor Relations represents the Mayor and City departments in all labor relations litigation matters before state and federal courts, state administrative agencies, and in various other forums. The Office also advises City managers/department heads on all labor and employment related matters. The attorneys in the Office of Labor Relations serve as chief negotiators for collective bargaining negotiations and handle all interim bargaining matters.

Program Strategies

- To negotiate labor contracts and meet other bargaining obligations with the City's labor unions.
- To provide training and education on labor/employment issues.
- To resolve and/or arbitrate contract disputes which arise between the City and Labor.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of city collective bargaining contracts settled	5%	32%	58%	100%
% of grievances filed for arbitration	55%	50%	42%	50%
Training programs that OLR has presented or co-presented for City employees	1	43	26	40

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	749,156	711,335	788,134	794,719
Non Personnel	575,344	380,387	830,848	642,794
<i>Total</i>	<i>1,324,500</i>	<i>1,091,722</i>	<i>1,618,982</i>	<i>1,437,513</i>

Library Department Operating Budget

Amy Ryan, President Appropriation: 110

Department Mission

The Boston Public Library's mission is to preserve and provide access to the historical record of our society, and to serve the cultural, educational, and informational needs of the City and the Commonwealth.

FY14 Performance Strategies

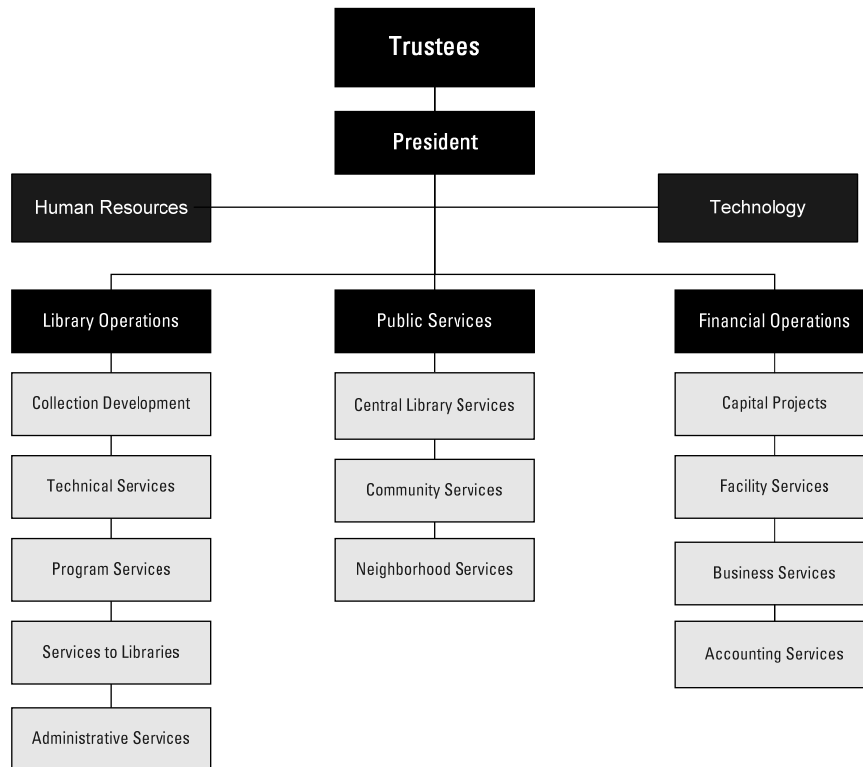
- To assist people of all ages, backgrounds, and stages of learning by offering a variety of programs to meet identified needs and interests.
- To compile and deliver, via www.bpl.org, online resources.
- To implement recommendations of a system-wide preservation team created to ensure ongoing preservation of irreplaceable materials from the library collection.
- To provide access to and encourage the use of print and non-print resources that respond to the needs and interests of all segments of the population.
- To provide and preserve access to information and collections by supporting the acquisition, maintenance, preservation, and access to materials and information in all fields of knowledge.

Operating Budget	Program Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Administration	16,944,299	16,217,449	16,807,749	17,284,414
	Community Library Services	11,471,394	11,979,038	12,554,827	12,466,326
	Research Library Services	1,962,729	1,955,528	1,814,475	2,311,534
	Total	30,378,422	30,152,015	31,177,051	32,062,274

External Funds Budget	Fund Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Boston Regional Library System	8,319	0	0	0
	Donations	483,099	306,216	450,000	450,000
	Library for the Commonwealth	2,210,482	2,206,819	2,206,820	2,206,819
	State Aid to Libraries	544,561	564,147	562,030	507,256
	Trust Fund Income/Other Sources	4,559,501	4,207,066	4,984,082	4,620,444
	Total	7,805,962	7,284,248	8,202,932	7,784,519

Operating Budget		Actual '11	Actual '12	Approp '13	Budget '14
	Personnel Services	20,764,544	20,461,246	21,005,442	21,489,686
	Non Personnel	9,613,878	9,690,769	10,171,609	10,572,588
	Total	30,378,422	30,152,015	31,177,051	32,062,274

Library Department Operating Budget



Authorizing Statutes

- Power of City to Establish and Maintain a Library, 1848 Mass. Acts ch. 52, §1.
- Library Department: Trustees of the Public Library, Appointment, Compensation, etc., 1878 Mass. Acts ch. 114, §3; 1994 Mass. Acts ch. 157, §3.
- Organization of Board; Powers and Duties, 1878 Mass. Acts ch. 114, §4-5.
- Librarian and Other Officers, 1878 Mass. Acts ch. 114, §1-2, 6; 1943 Mass. Acts ch. 218; 1953 Mass. Acts ch. 167.
- Reports to Mayor and City Council, 1887 Mass. Acts ch. 60.
- Incorporation of the Trustees, Duties, 1878 Mass. Acts ch. 114 §1.
- Authority of Corporation to Take and Hold Property; Limitation, 1878 Mass. Acts ch. 114 §2.

Description of Services

The Boston Public Library system consists of the Central Library at Copley Square, including the Kirstein Business Library, branch libraries located throughout Boston's neighborhoods and two remote storage facilities. Library staff assists users in locating and using resources, and provides public programming, exhibits, and outreach. Internet, wireless, and online technology resources connect people to informational resources aimed at enriching individuals, organizations, and the entire community.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	19,782,212	19,999,226	20,563,442	21,047,686	484,244
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	540,793	344,591	322,000	322,000	0
51600 Unemployment Compensation	312,605	27,233	40,000	40,000	0
51700 Workers' Compensation	128,934	90,196	80,000	80,000	0
Total Personnel Services	20,764,544	20,461,246	21,005,442	21,489,686	484,244
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	45,000	45,000	90,000	45,000	-45,000
52200 Utilities	3,571,656	3,122,963	3,671,455	3,594,739	-76,716
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	1,692,744	1,854,447	1,686,105	2,024,976	338,871
52700 Repairs & Service of Equipment	207,522	197,967	252,298	202,298	-50,000
52800 Transportation of Persons	55,661	55,242	59,300	59,300	0
52900 Contracted Services	1,095,804	1,555,118	1,271,490	1,274,265	2,775
Total Contractual Services	6,668,387	6,830,737	7,030,648	7,200,578	169,930
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	5,308	12,544	6,739	6,739	0
53500 Med. Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	3,000	1,194	1,194	15,000	13,806
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	2,609,788	2,544,788	2,644,788	2,770,936	126,148
Total Supplies & Materials	2,618,096	2,558,526	2,652,721	2,792,675	139,954
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	24,360	17,091	20,000	20,000	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	228,574	226,606	312,005	195,816	-116,189
Total Current Chgs & Oblig	252,934	243,697	332,005	215,816	-116,189
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	32,357	131,235	188,519	57,284
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	50,000	1,352	0	150,000	150,000
Total Equipment	50,000	33,709	131,235	338,519	207,284
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	24,461	24,100	25,000	25,000	0
Total Other	24,461	24,100	25,000	25,000	0
Grand Total	30,378,422	30,152,015	31,177,051	32,062,274	885,223

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Acquisitions Librarian I	PSA	01	0.75	33,268	Manager of Budget & Finance	PL2	08	1.00	115,912
Acquisitions Librarian III	PSA	03	0.75	53,004	Manager of Digital Services	PSA	05	0.75	63,000
Adults Librarian II	PSA	02	5.00	320,941	Manager of Exhibitions & Programs	PL2	06	1.00	91,279
Assoc Neigh Serv Manager	PL2	07	1.00	77,895	Manager of Online Webb Serv	PL2	06	1.00	70,674
Asst Keeper of Prints	PSA	03	0.65	45,937	Marketing & Communications Assoc	PSA	02	1.00	57,423
Asst Neighborhood Services Manager	PSA	05	2.00	169,696	Mgr of Libr Bldgs, Maint Serv	PL2	06	1.00	89,557
Asst Prin Acct	PSA	03	2.00	139,647	Mgr of Libr Bldgs, Shippng & Receivg	PL2	06	1.00	89,562
Asst Supv Of Custodians	PL2	11	1.00	61,543	Motor Equip Operator & Laborer	AFP	05	2.00	88,504
Book Conservator Proj Director	PSA	04	0.65	50,519	Neigh Library Service Manager	PL2	08	1.00	108,815
Branch Librarian	PSA	04	2.00	155,444	Network & Server Manager	PL2	06	1.00	95,403
Branch Librarian I	PSA	03	14.00	987,216	Network Services Manager	PL2	06	1.00	95,403
Branch Librarian II	PSA	04	9.00	677,563	Painter	AFP	07	1.00	39,702
Budget & Procurement Manager	PL2	07	1.00	105,147	President	CDH	NG	1.00	175,481
Business Analyst	PSA	03	1.00	51,141	Prin Clerk & Stenographer (RC)	AFP	07	1.00	57,015
Carpenter	AFP	07	2.00	96,298	Prin Library Assistant	PL1	03	1.00	37,531
Cataloger & Classifier II	PSA	02	2.25	117,831	Prin Library Assistant	AFP	03	7.55	288,067
Cataloger & Classifier I	PSA	01	0.75	43,868	Principal Library Asst (Branch)	AFP	04	1.00	42,137
Central Library Services Manager	PL2	08	1.00	115,912	Professional Librarian III	PSA	03	2.40	164,612
Chief Communications/Strategy	PL2	07	1.00	105,147	Programming Coordinator	PL2	05	0.25	20,622
Chief of Collections Strategy	PL2	07	0.75	72,046	Programs & Community Outreach Librarian	PSA	02	1.00	55,172
Chief-Cataloging	PSA	04	0.75	58,292	Programs & Outreach Librarian	PSA	03	1.00	70,172
Children's Librarian I	PSA	01	8.00	419,535	Public Relations Associate	PSA	03	1.00	61,049
Children's Librarian II	PSA	02	19.00	1,138,491	Reader & Info Librarian I	PSA	01	3.00	141,846
Clerk	AFP	03	3.00	102,762	Reader & Info Librarian II	PSA	02	1.00	64,288
Collection Development Supervisor	PSA	04	0.80	58,633	Reader & Info Librarian III	PSA	03	1.00	64,908
Collection Librarian II	PSA	02	0.75	48,216	Reference Librarian I	PSA	01	10.35	577,202
Collections Librarian	PSA	01	1.00	58,491	Reference Librarian II	PSA	02	4.50	287,770
Coord Child Young Adults	PL2	05	1.00	70,335	Reference & Reader Advisory Libr II	PSA	02	0.65	41,787
Coord of Literacy Services	PL2	05	1.00	86,536	Regional Administrator	PL2	08	1.00	85,859
Coord of Regional Admin Serv	PL2	06	0.80	73,848	Senior Library Asst (Branch)	AFP	03	46.00	1,746,768
Coord of Services to Libraries	PSA	05	0.50	37,917	Sp Library Asst II (Branch)	AFP	06	9.00	464,777
Curator - Professional Librarian	PSA	03	2.00	127,550	Spc Proj/Record Mangmnt Asst	PSA	04	1.00	77,224
Curator-Manuscripts	PSA	03	0.65	42,744	Spec Collection Lib I	PSA	01	1.00	58,491
Curator-Microtext & Newspapers	PSA	04	0.90	69,950	Spec Library Asst I	AFP	04	13.60	589,539
Curator-Professional Libl V	PSA	04	2.50	190,915	Spec Library Asst II	AFP	05	13.90	646,577
Development Office Asst	PL1	02	1.00	59,480	Spec Library Asst III	AFP	06	2.65	133,859
Digital Imaging Production Coord	PSA	03	0.50	28,545	Spec Library Asst V	AFP	08F	3.00	180,660
Digital Projects Librarian II	PSA	02	1.00	47,083	Special Lib Asst I (Branch)	AFP	05	20.00	937,422
Digital Systems Librarian IV	PSA	04	0.75	46,153	Special Library Assistant V	PL1	08	1.00	64,316
Dir of Information Technology	PL2	07	1.00	102,065	Special Library Asst IV	PL1	07	1.00	58,737
Dir of Library Services	PL2	09	0.80	102,222	Special Library Asst V	AFP	08	7.00	418,672
Dir Operations	PL2	09	1.00	127,778	Special Library Asst V	PL1	08	1.00	63,717
Events Planner	PL1	08	0.75	38,330	Sr Bldg Custodian	AFP	06	22.00	1,006,011
Facilities Custodial Foreman	AFP	08	2.00	106,063	Sr Cataloger & Classifier	PSA	03	0.75	51,731
Floater Librarian I	PSA	01	4.00	138,483	Sr Clerk	AFP	05	4.00	180,187
Generalist I	PSA	01	5.00	266,710	Sr Lib Asst	AFP	02	29.30	1,005,438
Generalist II	PSA	02	6.00	367,342	Sr Reader & Info Librarian I	PSA	04	1.00	77,722
Hd of Bibliographic Serv Metr BLNet	PSA	03	0.50	35,087	Staff Officer-Special Projects	PL2	05	1.00	86,536
Head Central Child Serv	PSA	04	1.00	77,722	Supn - Library Buildings	PL2	08	1.00	112,156
Help Desk Manager	PL2	06	1.00	74,442	Supv of Circulation & Shelving	AFP	09	1.00	90,583
Human Resources Manager (BPL)	PL2	07	1.00	105,147	Supv-Accounting	PL2	06	1.00	95,403
III Librarian I	PSA	01	1.00	56,794	Technical Services Manager	PL2	07	0.75	78,860
Inter Library Loan Librarian	PSA	02	0.90	57,859	Technical Specialist	AFP	09T	2.50	205,726
Interlibrary Loan Officer	PSA	04	0.65	50,519	Technical Support Analyst	PSA	02	1.00	63,789

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary	
Jr Bld Cust-Traveling	AFP	06	2.00	88,141	Technical Support Associate	AFP	05	5.00	208,334	
Jr Bldg Cust	AFP	04	12.00	469,487	Technology Center Supervisor	AFP	08	1.00	47,770	
Jr Building Custodian	AFP	04	1.00	38,677	Web Services Librarian	PSA	03	0.70	49,383	
Keeper of Special Collections	PL2	07	0.65	68,346	Web Services Specialist	AFP	08F	1.00	52,496	
Laborer	AFP	04	3.00	114,149	Wkg Foreprs,Oper/Labor	AFP	08	1.00	53,140	
Library Aide	EXO	NG	143.00	338,511	Wkg Frperson Painter	AFP	08	1.00	53,140	
Literacy Specialist II	PSA	02	1.00	62,141	Wkg Frprs Carpenter	AFP	08	1.00	53,140	
Major Projects Coord	PSA	03	1.00	64,275	Young Adults Librarian I	PSA	01	4.00	223,052	
Major Projects Program Manager	PL2	05	1.00	81,241	Young Adults Librarian II	PSA	02	2.00	112,362	
					Youth & Community Outreach Lib	PSA	02	1.00	61,691	
					Total				540	21,927,239
					Adjustments					
					Differential Payments					0
					Other					120,447
					Chargebacks					0
					Salary Savings					-1,000,000
					FY14 Total Request					21,047,686

External Funds History

Personnel Services					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	2,212,775	2,027,882	1,635,293	1,721,655	86,362
51100 Emergency Employees	34,093	0	0	0	0
51200 Overtime	104,350	126,198	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	120,209	85,255	89,412	89,412	0
51500 Pension & Annuity	56,586	38,731	58,337	58,337	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
51800 Indirect Costs	0	0	0	0	0
51900 Medicare	13,028	3,993	9,124	9,124	0
Total Personnel Services	2,541,041	2,282,059	1,792,166	1,878,528	86,362
Contractual Services					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	182,420	197,583	242,300	242,300	0
52200 Utilities	160,304	62,032	217,244	125,000	-92,244
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	499,182	445,961	595,000	10,000	-585,000
52700 Repairs & Service of Equipment	232,239	149,824	324,897	203,000	-121,897
52800 Transportation of Persons	58,117	82,271	54,500	47,000	-7,500
52900 Contracted Services	1,520,995	1,543,326	1,595,876	1,888,618	292,742
Total Contractual Services	2,653,257	2,480,997	3,029,817	2,515,918	-513,899
Supplies & Materials					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	13,658	18,094	15,000	15,000	0
53200 Food Supplies	10,296	31,137	12,000	12,000	0
53400 Custodial Supplies	85,195	59,539	72,000	72,000	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	73,712	71,765	43,000	28,000	-15,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	79,685	79,279	0	0	0
53900 Misc Supplies & Materials	1,450,622	1,137,755	1,804,305	1,781,775	-22,530
Total Supplies & Materials	1,713,168	1,397,569	1,946,305	1,908,775	-37,530
Current Chgs & Oblig					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	654,525	675,009	916,644	938,298	21,654
Total Current Chgs & Oblig	654,525	675,009	916,644	938,298	21,654
Equipment					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	30,461	147,215	86,000	86,000	0
55900 Misc Equipment	207,995	295,699	425,000	450,000	25,000
Total Equipment	238,456	442,914	511,000	536,000	25,000
Other					
	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	5,515	5,700	7,000	7,000	0
Total Other	5,515	5,700	7,000	7,000	0
Grand Total	7,805,962	7,284,248	8,202,932	7,784,519	-418,413

External Funds Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary	
Acquisitions Librarian I	PSA	01	0.25	11,089	Events Planner	PL1	08	0.25	12,777	
Acquisitions Librarian III	PSA	03	0.25	17,668	Exhibitions & Outreach Assoc	PSA	02	1.00	48,651	
Applications Manager	PL2	05	1.00	83,423	Hd of Bibliographic Ser Metr BLNet	PSA	03	0.50	35,087	
Asst Keeper of Prints	PSA	03	0.35	24,735	Inter Library Loan Librarian	PSA	02	0.10	6,429	
Book Conservator Proj Director	PSA	04	0.35	27,203	Interlibrary Loan Officer	PSA	04	0.35	27,203	
Cataloger & Classifier II	PSA	02	0.75	39,277	Keeper of Special Collections	PL2	07	0.35	36,802	
Cataloger & Classifier I	PSA	01	0.25	14,623	Library Aide	EXO	NG	1.00	2,294	
Chief of Collections Strategy	PL2	07	0.25	24,015	Manager of Digital Services	PSA	05	0.25	21,000	
Chief-Cataloging	PSA	04	0.25	19,431	Prin Library Asst	AFP	03	1.45	55,413	
Collection Development Supervisor	PSA	04	0.20	14,658	Professional Librarian III	PSA	03	0.60	40,260	
Collection Librarian II	PSA	02	0.25	16,072	Programming Coordinator	PL2	05	0.75	61,867	
Communications Assistant	AFP	05	1.00	33,671	Reference Librarian I	PSA	01	1.65	90,193	
Conservation Officer	PSA	03	1.00	51,136	Reference Librarian II	PSA	02	0.50	31,974	
Coord of Regional Admin Serv	PL2	06	0.20	18,462	Reference & Reader Advisory Libr II	PSA	02	0.35	22,501	
Coord of Services to Libraries	PSA	05	0.50	37,917	Spec Library Asst I	AFP	04	4.40	190,292	
Curator-Manuscripts	PSA	03	0.35	23,016	Spec Library Asst II	AFP	05	1.10	52,263	
Curator-Microtext & Newspapers	PSA	04	0.10	7,772	Spec Library Asst III	AFP	06	0.35	18,240	
Curator-Professional Lib IV	PSA	04	0.50	38,424	Special Library Asst V	AFP	08	1.00	62,430	
Curriculum Development Coord	PSA	03	1.00	61,544	Sr Cataloger & Classifier	PSA	03	0.25	17,244	
Digital Imaging Production Ast	PSA	02	1.00	46,410	Sr Lib Asst	AFP	02	0.70	24,866	
Digital Imaging Production Coord	PSA	03	0.50	28,545	Technical Services Manager	PL2	07	0.25	26,287	
Digital Library Repository Developer	PL2	05	1.00	79,682	Technical Specialist	AFP	09T	0.50	39,934	
Digital Systems Librarian IV	PSA	04	0.25	15,384	Web Services Developer	PL2	05	1.00	82,489	
Dir of Library Services	PL2	09	0.20	25,556	Web Services Librarian	PSA	03	0.30	21,164	
					Total				31	1,787,372
					Adjustments					
					Differential Payments				0	
					Other				0	
					Chargebacks				0	
					Salary Savings				-65,716	
					FY14 Total Request				1,721,656	

Program 1. Administration

Amy Ryan, President Organization: 110100

Program Description

The Administration Program proposes goals and objectives to the Board of Trustees, manages the library to continuously improve service to the public, and provides centralized functional support for the library. The program functions through the centralized offices of the President, Human Resources, Finance, Facilities, Systems, Technical Services, and Communications and Community Affairs. Support for the ReadBoston and WriteBoston initiatives is also included.

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	7,359,804	6,555,293	6,694,847	6,770,533
Non Personnel	9,584,495	9,662,156	10,112,902	10,513,881
Total	16,944,299	16,217,449	16,807,749	17,284,414

Program 2. Community Library Services

Amy Ryan, President Organization: 110200

Program Description

The Community Library Services Program supports the strategic goal of the library being a center for, and facilitator of, lifelong learning. Its objective is to assist people of various ages, backgrounds, and stages of learning through the development of a variety of materials and programs, including those designed to teach information literacy.

Program Strategies

- To assist people of all ages, backgrounds, and stages of learning by offering a variety of programs to meet identified needs and interests.
- To compile and deliver, via www.bpl.org, online resources.
- To provide access to and encourage the use of print and non-print resources that respond to the needs and interests of all segments of the population.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
Adults using library cards	297,334	297,752	290,412	315,000
Books and audiovisual materials borrowed and downloaded by Boston residents	2,743,791	2,843,163	2,610,491	2,800,000
Books and audiovisual materials borrowed or downloaded	3,534,413	3,796,679	4,351,757	3,800,000
Boston residents signing up for new library cards	36,523	37,368	37,710	40,000
Boston residents using library cards	300,872	303,153	273,546	300,000
BPL website visits	7,227,401	7,827,166	7,832,807	8,000,000
Children using library cards	61,489	62,759	50,821	60,000
English as a Second Language (ESL) Programs	1,429	1,902	1,904	1,500
Program attendance total	185,427	192,436	174,231	190,000
Public use of BPL computers	743,268	802,293	712,668	750,000
Public wireless internet sessions	230,753	224,513	239,839	225,000
Student programs (visits to and from schools)	3,012	3,634	4,223	5,500
Teens using library cards	28,446	28,005	22,869	28,000
Visits to library locations	342,036	3,419,435	3,375,249	3,800,000

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	11,447,981	11,956,262	12,496,120	12,407,619
Non Personnel	23,413	22,776	58,707	58,707
Total	11,471,394	11,979,038	12,554,827	12,466,326

Program 3. Research Library Services

Amy Ryan, President Organization: 110300

Program Description

The Research Library Services Program provides and preserves access to information and collections in all fields of knowledge for users at the local, state, and national levels through the assistance of professionally skilled staff. The program also provides Internet use and wireless access to the Internet.

Program Strategies

- To implement recommendations of a system-wide preservation team created to ensure ongoing preservation of irreplaceable materials from the library collection.
- To provide and preserve access to information and collections by supporting the acquisition, maintenance, preservation, and access to materials and information in all fields of knowledge.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Books and other materials provided to other libraries via the InterLibrary Loan Program	13,374	10,980	12,201	13,000
Books and other materials received from other libraries via the InterLibrary Loan Program	12,252	6,470	5,428	6,000
Computers available for public access	700	600	641	600
Digital items available in all of BPL's digital collections	56,921	94,684	125,205	140,000

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	1,956,759	1,949,691	1,814,475	2,311,534
Non Personnel	5,970	5,837	0	0
Total	1,962,729	1,955,528	1,814,475	2,311,534

External Funds Projects

Boston Regional Library System

Project Mission

The Boston Regional Library System (BRLS) was one of six systems funded by the Commonwealth to provide supplemental services to libraries in the cities of Boston, Malden and Chelsea. Due to budget cuts, the Massachusetts Board of Library Commissioners has led a process to consolidate regional services into a single organization called Massachusetts Regional Library System. The BRLS, formerly housed at the Boston Public Library, will be absorbed into this merged system. Libraries in the cities of Boston, Malden and Chelsea will receive their services from them.

Donations

Project Mission

Donations are gifts and grants received from individuals, corporations, foundations, and other private donors for the benefit of the public library.

Library for the Commonwealth

Project Mission

The Library for the Commonwealth (LFC) provides reference and research services for all residents of the Commonwealth of Massachusetts at the Boston Public Library through developing, maintaining, and preserving comprehensive collections to supplement library resources available throughout Massachusetts. The Massachusetts Board of Library Commissioners provides this appropriation for the BPL to support personnel, purchase materials, digitize content, and develop a digital repository. The appropriation is calculated on a statewide per capita basis and distributed annually.

State Aid To Libraries

Project Mission

The Library Incentive Grant/Municipal Equalization Grant is annual granted by the Commonwealth of Massachusetts Board of Library Commissioners to the Trustees of the Boston Public Library. The Library is required to meet certain minimum standards of free public service established by the Board to receive the grant. Four important measures are used to determine eligibility: the Municipal Appropriation Requirement (MAR), the percent of the total budget spent on library materials, the hours of operation, and the ability to lend books to other libraries in the Commonwealth.

Trust Fund Income/Other Sources

Project Mission

The majority of the BPL's assets are held in trust in accordance with the intentions of the donors and trustees. The principal of the trust funds is invested in various types of investment securities that generate an annual income. This income is used to purchase library materials, support specific library positions, and enhance programming. Other sources of income include revenue from private events, royalties, commissions, and donations made directly to the BPL.

Library Department Capital Budget

Overview

Fiscal year 2014 capital investments will further enhance the Boston Public Library by continuing to preserve existing buildings and build new library spaces to provide better services for all.

FY14 Major Initiatives

- Opening of a new branch library in East Boston.
- Continue the facility program and design study at the Dudley Branch library.
- Implement low cost energy saving improvements at the Johnson Building.
- Begin a study for the refurbishment of the Adult Reading Room and the Children's Room at the Roslindale branch.
- Complete construction of the HVAC at Roslindale and West End branches.
- Continue with the upgrade of the software and components of the Integrated Library System, the key public service delivery system of the library and all the branches.
- Facilities audit to assess the existing physical conditions of the 27 branch libraries and the main complex.
- Study options for enhancing the potential of the Children's Room, lecture hall, and the front entrance of the Johnson Building.
- A facility improvement study and recommended remodeling plan at the Faneuil Branch library.

<i>Capital Budget Expenditures</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Estimated '13</i>	<i>Total Projected '14</i>
<i>Total Department</i>	<i>2,733,573</i>	<i>2,764,203</i>	<i>8,830,960</i>	<i>21,859,538</i>

Library Department Project Profiles

ADAMS STREET BRANCH LIBRARY

Project Mission

Assess interior space requirements of the Children and Adult sections. Replace front doors, roof, and flooring. Repair or replace windows. Improve handicap access and lighting.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, Dorchester **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	605,000	0	845,000	0	1,450,000
Grants/Other	0	0	0	0	0
Total	605,000	0	845,000	0	1,450,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	1,609	0	0	1,448,391	1,450,000
Grants/Other	0	0	0	0	0
Total	1,609	0	0	1,448,391	1,450,000

CRITICAL FACILITY REPAIRS

Project Mission

A critical repair fund to be used for emergency repairs to library facilities including roofs, windows, masonry, and electrical and HVAC systems.

Managing Department, Library Department **Status,** Annual Program

Location, Citywide **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	1,350,000	300,000	450,000	0	2,100,000
Grants/Other	0	0	0	0	0
Total	1,350,000	300,000	450,000	0	2,100,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	899,161	300,000	300,000	600,839	2,100,000
Grants/Other	0	0	0	0	0
Total	899,161	300,000	300,000	600,839	2,100,000

Library Department Project Profiles

DUDLEY BRANCH LIBRARY

Project Mission

Implement building improvements based on a facility assessment and programming study including a new entryway, site lighting enhancements and security improvements.

Managing Department, Capital Construction **Status,** In Construction

Location, Roxbury **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	1,120,000	0	0	0	1,120,000
Grants/Other	0	0	0	0	0
Total	1,120,000	0	0	0	1,120,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	55,000	1,065,000	0	1,120,000
Grants/Other	0	0	0	0	0
Total	0	55,000	1,065,000	0	1,120,000

EAST BOSTON LIBRARY

Project Mission

Design, construction, and furnishings for the development of a new branch library.

Managing Department, Capital Construction **Status,** In Construction

Location, East Boston **Operating Impact,** Yes

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	10,105,000	0	0	0	10,105,000
Grants/Other	7,255,988	0	0	0	7,255,988
Total	17,360,988	0	0	0	17,360,988

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	1,332,974	4,150,000	1,318,841	3,303,185	10,105,000
Grants/Other	0	6,500,000	755,988	0	7,255,988
Total	1,332,974	10,650,000	2,074,829	3,303,185	17,360,988

Library Department Project Profiles

EGLESTON SQUARE BRANCH LIBRARY

Project Mission

Improve driveway, parking, and garden path areas. Replace fence and install window treatment at south wall. Add lighting to rear of lecture hall and install a handicap ramp. Perform partial window glazing at garden window wall and upgrade HVAC system.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, Roxbury **Operating Impact,** No

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	206,267	0	710,000	0	916,267
Grants/Other	0	0	0	0	0
Total	206,267	0	710,000	0	916,267

Expenditures (Actual and Planned)

Source	Thru	FY13	FY14	FY15-18	Total
	6/30/12				
City Capital	2,145	0	0	914,122	916,267
Grants/Other	0	0	0	0	0
Total	2,145	0	0	914,122	916,267

FACILITIES AUDIT

Project Mission

Assess the existing physical conditions of the branches according to how ably the branches can accomplish the Compass Principles with the goal of informing future capital project planning.

Managing Department, Capital Construction **Status,** Study Underway

Location, Citywide **Operating Impact,** No

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	440,500	0	0	0	440,500
Grants/Other	0	0	0	0	0
Total	440,500	0	0	0	440,500

Expenditures (Actual and Planned)

Source	Thru	FY13	FY14	FY15-18	Total
	6/30/12				
City Capital	0	0	50,000	390,500	440,500
Grants/Other	0	0	0	0	0
Total	0	0	50,000	390,500	440,500

Library Department Project Profiles

FANEUIL BRANCH LIBRARY

Project Mission

Upgrade HVAC system, install new fire alarm system, repoint stairs, refurbish interior finishes, and improve interior lighting. Provide exterior signage and improve access.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, Allston/Brighton **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	358,650	0	760,000	0	1,118,650
Grants/Other	0	0	0	0	0
Total	358,650	0	760,000	0	1,118,650

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	8,373	0	0	1,110,277	1,118,650
Grants/Other	0	0	0	0	0
Total	8,373	0	0	1,110,277	1,118,650

FANEUIL BRANCH LIBRARY STUDY

Project Mission

Assess the existing interior and exterior physical conditions according to how ably the branch can accomplish the Compass Principles; review the facility's HVAC and alarm systems; and develop a recommended remodeling plan.

Managing Department, Capital Construction **Status,** New Project

Location, Allston/Brighton **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	0	75,000	0	0	75,000
Grants/Other	0	0	0	0	0
Total	0	75,000	0	0	75,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	0	75,000	0	75,000
Grants/Other	0	0	0	0	0
Total	0	0	75,000	0	75,000

Library Department Project Profiles

HVAC REPLACEMENT AT 3 BRANCH LIBRARIES

Project Mission

Replace HVAC systems at branch libraries in Charlestown, Roslindale, and the West End.

Managing Department, Capital Construction **Status,** In Construction

Location, Various neighborhoods **Operating Impact,** Yes

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	1,935,000	0	0	0	1,935,000
Grants/Other	0	0	0	0	0
Total	1,935,000	0	0	0	1,935,000

Expenditures (Actual and Planned)

Source	Thru		FY14	FY15-18	Total
	6/30/12	FY13			
City Capital	120,183	1,506,418	130,000	178,399	1,935,000
Grants/Other	0	0	0	0	0
Total	120,183	1,506,418	130,000	178,399	1,935,000

INTEGRATED LIBRARY SYSTEM

Project Mission

Upgrade the software and components of the Integrated Library System, the key public service delivery system for the library and all the branches.

Managing Department, Library Department **Status,** Implementation Underway

Location, Citywide **Operating Impact,** No

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	2,500,000	0	0	0	2,500,000
Grants/Other	0	0	0	0	0
Total	2,500,000	0	0	0	2,500,000

Expenditures (Actual and Planned)

Source	Thru		FY14	FY15-18	Total
	6/30/12	FY13			
City Capital	45,232	1,400,000	580,264	474,503	2,500,000
Grants/Other	0	0	0	0	0
Total	45,232	1,400,000	580,264	474,503	2,500,000

Library Department Project Profiles

JAMAICA PLAIN BRANCH LIBRARY

Project Mission

Service improvements to address include circulation areas, shelving, electrical systems, accessibility, and other items. Major capital decisions will be informed by the branch facilities audit.

Managing Department, Capital Construction **Status,** Study Underway

Location, Jamaica Plain **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	500,000	0	8,000,000	0	8,500,000
Grants/Other	0	0	0	0	0
Total	500,000	0	8,000,000	0	8,500,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	75,000	200,000	8,225,000	8,500,000
Grants/Other	0	0	0	0	0
Total	0	75,000	200,000	8,225,000	8,500,000

JOHNSON BUILDING ENERGY IMPROVEMENTS

Project Mission

Implementation of comprehensive energy study recommendations for the library at Copley Square.

Managing Department, Capital Construction **Status,** In Design

Location, Back Bay/Beacon Hill **Operating Impact,** Yes

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	3,350,000	2,300,000	9,350,000	0	15,000,000
Grants/Other	58,354	0	0	0	58,354
Total	3,408,354	2,300,000	9,350,000	0	15,058,354

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	124,308	2,250,000	2,300,000	10,325,692	15,000,000
Grants/Other	0	58,354	0	0	58,354
Total	124,308	2,308,354	2,300,000	10,325,692	15,058,354

Library Department Project Profiles

JOHNSON BUILDING PIPING INFRASTRUCTURE

Project Mission

Replace and update piping infrastructure including small diameter hot water piping, chilled water, steam and condensate return piping and related valves in the Johnson and McKim buildings.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, Back Bay/Beacon Hill **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	3,900,000	0	0	0	3,900,000
Grants/Other	0	0	0	0	0
Total	3,900,000	0	0	0	3,900,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	0	0	3,900,000	3,900,000
Grants/Other	0	0	0	0	0
Total	0	0	0	3,900,000	3,900,000

JOHNSON BUILDING RENOVATION

Project Mission

Improvements to enrich library services and visitor experience, including new and expanded areas for teens and children, an enhanced entry and street presence, and other improvements. Includes design and early action construction items.

Managing Department, Capital Construction **Status,** In Design

Location, Back Bay/Beacon Hill **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	1,500,000	14,600,000	0	0	16,100,000
Grants/Other	0	0	0	0	0
Total	1,500,000	14,600,000	0	0	16,100,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	200,000	14,100,000	1,800,000	16,100,000
Grants/Other	0	0	0	0	0
Total	0	200,000	14,100,000	1,800,000	16,100,000

Library Department Project Profiles

MCKIM LIBRARY PHASE II C SIGNAGE

Project Mission

Update directional and room signage in conjunction with the ongoing restoration project.

Managing Department, Library Department **Status**, In Design

Location, Back Bay/Beacon Hill **Operating Impact**, No

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	384,445	0	0	0	384,445
Grants/Other	115,555	0	0	0	115,555
Total	500,000	0	0	0	500,000

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/12	FY13	FY14	FY15-18	
City Capital	0	125,000	259,445	0	384,445
Grants/Other	69,389	46,166	0	0	135,805
Total	69,389	171,166	259,445	0	500,000

MCKIM LIBRARY PHASE II D

Project Mission

Extraordinary repairs and rehabilitation of the McKim Library. Phase II D includes renovations to the Print Gallery and to the Music, Fine Arts, Rare Books, and Manuscripts Departments.

Managing Department, Capital Construction **Status**, To Be Scheduled

Location, Back Bay/Beacon Hill **Operating Impact**, No

Authorizations

Source	Existing	FY14	Non Capital		Total
			Future	Fund	
City Capital	2,150,000	0	0	0	2,150,000
Grants/Other	380,571	0	0	0	380,571
Total	2,530,571	0	0	0	2,530,571

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/12	FY13	FY14	FY15-18	
City Capital	63,630	0	0	2,086,370	2,150,000
Grants/Other	380,571	0	0	0	380,571
Total	444,201	0	0	2,086,370	2,530,571

Library Department Project Profiles

MCKIM LIBRARY WATERPROOFING

Project Mission

Remediate water infiltration in the basement of the McKim Building and reconstruct the pedestrian plaza on Dartmouth Street.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, Back Bay/Beacon Hill **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	480,000	0	0	0	480,000
Grants/Other	0	0	0	0	0
Total	480,000	0	0	0	480,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	0	50,000	430,000	480,000
Grants/Other	0	0	0	0	0
Total	0	0	50,000	430,000	480,000

NORTH END BRANCH LIBRARY

Project Mission

Upgrade HVAC system, upgrade lighting, install new circulation desk, repair or replace windows, replace roof, install new exterior signage, and other interior repairs.

Managing Department, Capital Construction **Status,** To Be Scheduled

Location, North End **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	865,000	0	610,000	0	1,475,000
Grants/Other	0	0	0	0	0
Total	865,000	0	610,000	0	1,475,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	4,183	0	0	1,470,817	1,475,000
Grants/Other	0	0	0	0	0
Total	4,183	0	0	1,470,817	1,475,000

Library Department Project Profiles

PARKER HILL LIBRARY

Project Mission

Replace windows and repoint masonry walls.

Managing Department, Capital Construction **Status**, To Be Scheduled

Location, Roxbury **Operating Impact**, No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	0	300,000	2,100,000	0	2,400,000
Grants/Other	0	0	0	0	0
Total	0	300,000	2,100,000	0	2,400,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	0	0	2,400,000	2,400,000
Grants/Other	0	0	0	0	0
Total	0	0	0	2,400,000	2,400,000

PAY-FOR-PRINT INFRASTRUCTURE SYSTEM

Project Mission

Replace public service pay-for-print infrastructure system.

Managing Department, Library Department **Status**, Study Underway

Location, Citywide **Operating Impact**, Yes

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	850,000	0	0	0	850,000
Grants/Other	0	0	0	0	0
Total	850,000	0	0	0	850,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	350,000	500,000	0	850,000
Grants/Other	0	0	0	0	0
Total	0	350,000	500,000	0	850,000

Library Department Project Profiles

ROSLINDALE BRANCH LIBRARY

Project Mission

Conduct a facility assessment of the existing physical conditions according to how ably the branch can accomplish the Compass Principles (study will be a pilot for system-wide assessment), develop a remodeling plan and implement the first phase.

Managing Department, Capital Construction **Status,** Implementation Underway

Location, Roslindale **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital		Total
				Fund		
City Capital	125,000	0	0	0	0	125,000
Grants/Other	0	0	0	0	0	0
Total	125,000	0	0	0	0	125,000

Expenditures (Actual and Planned)

Source	Thru	FY13	FY14	FY15-18	Total
	6/30/12				
City Capital	0	50,000	75,000	0	125,000
Grants/Other	0	0	0	0	0
Total	0	50,000	75,000	0	125,000

SECURITY AUDIT RECOMMENDATIONS IMPLEMENTATION

Project Mission

Implement security upgrades at Central & all branch library locations.

Managing Department, Library Department **Status,** To Be Scheduled

Location, Citywide **Operating Impact,** No

Authorizations

Source	Existing	FY14	Future	Non Capital		Total
				Fund		
City Capital	500,000	0	0	0	0	500,000
Grants/Other	0	0	0	0	0	0
Total	500,000	0	0	0	0	500,000

Expenditures (Actual and Planned)

Source	Thru	FY13	FY14	FY15-18	Total
	6/30/12				
City Capital	0	0	100,000	400,000	500,000
Grants/Other	0	0	0	0	0
Total	0	0	100,000	400,000	500,000

Library Department Project Profiles

SELF-CHECKOUT EQUIPMENT

Project Mission

Procure and install a self-checkout system at seventeen branch libraries.

Managing Department, Library Department **Status**, Implementation Underway

Location, Citywide **Operating Impact**, Yes

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	350,000	0	0	0	350,000
Grants/Other	0	0	0	0	0
Total	350,000	0	0	0	350,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	0	350,000	0	0	350,000
Grants/Other	0	0	0	0	0
Total	0	350,000	0	0	350,000

UPHAMS CORNER LIBRARY (NEW)

Project Mission

Site acquisition, design, construction, and furnishings for the development of a new branch library.

Managing Department, Capital Construction **Status**, To Be Scheduled

Location, Dorchester **Operating Impact**, No

Authorizations

Source	Existing	FY14	Future	Non Capital Fund	Total
City Capital	690,000	0	12,290,000	0	12,980,000
Grants/Other	0	0	0	0	0
Total	690,000	0	12,290,000	0	12,980,000

Expenditures (Actual and Planned)

Source	Thru 6/30/12	FY13	FY14	FY15-18	Total
City Capital	37,510	0	0	12,942,490	12,980,000
Grants/Other	0	0	0	0	0
Total	37,510	0	0	12,942,490	12,980,000

Medicare Payments Operating Budget

Appropriation: 139

Department Mission

The Medicare Payments appropriation supports federal regulations that extend mandatory Medicare coverage to municipal employees. Federal law requires the City of Boston and County of Suffolk to pay the Social Security Trust Fund a Medicare insurance premium amounting to 1.45% of an employee's salary up to \$125,000 for each employee hired after March 31, 1986. The Medicare Payments appropriation reflects the amount of this contribution. The City's payment is matched by an equal contribution from the employee.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Medicare Payments	5,697,616	7,924,250	8,280,841	8,653,479
	<i>Total</i>	<i>5,697,616</i>	<i>7,924,250</i>	<i>8,280,841</i>	<i>8,653,479</i>

Pensions & Annuities - City Operating Budget

Appropriation: 374

Department Mission

The Pensions and Annuities appropriation funds the City's payments to retired City officials and employees who were not members of the contributory retirement systems. There are approximately 140 individuals currently in the City's non-contributory system. These are largely members who qualify under the Veteran's Retirement Law as being World War II veterans, having 30 years of service, and being employed prior to 1939. Also included are approximately 30 Police and Fire members who received special legislation retirements due to extreme workplace injuries.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Pensions & Annuities - City	4,100,000	4,099,939	4,100,000	4,100,000
	Total	4,100,000	4,099,939	4,100,000	4,100,000

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	4,100,000	4,099,939	4,100,000	4,100,000
	Non Personnel	0	0	0	0
	Total	4,100,000	4,099,939	4,100,000	4,100,000

Pensions & Annuities - County Operating Budget

Appropriation: 749

Department Mission

The Pensions and Annuities appropriation funds the County's payments to retired County officials and employees who were not members of the contributory retirement systems. Individuals paid under this system are veterans of World War II, have 30 years of service, and were employed prior to 1939.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Pensions & Annuities - County	41,673	33,774	100,000	100,000
	<i>Total</i>	<i>41,673</i>	<i>33,774</i>	<i>100,000</i>	<i>100,000</i>

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	41,673	33,774	100,000	100,000
	Non Personnel	0	0	0	0
	<i>Total</i>	<i>41,673</i>	<i>33,774</i>	<i>100,000</i>	<i>100,000</i>

Purchasing Division Operating Budget

Barry Fadden, Acting Purchasing Agent Appropriation: 143

Department Mission

The mission of the Purchasing Department is to purchase the best quality products at the lowest possible price and to deliver those products to City departments promptly. The department is also responsible for surplus property, processing mail, providing copier service and publishing the City Record.

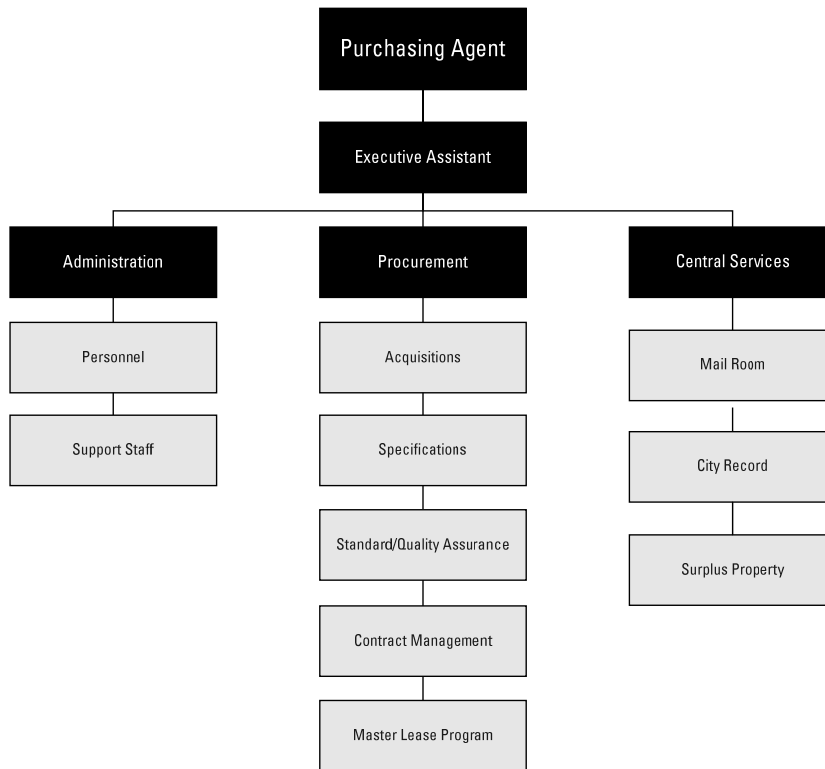
FY14 Performance Strategies

- To ensure the price the City pays for electricity and gasoline is less than alternatives.
- To increase items purchased through a purchase contract.
- To maximize efficiency of operations.
- To promote the purchasing of goods in compliance with the Environmentally Preferred Procurement guidelines.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Administration	131,240	123,735	202,907	352,808
	Procurement	1,203,877	1,106,112	1,084,455	1,103,611
	Central Services	286,054	289,337	389,943	305,280
	Total	1,621,171	1,519,184	1,677,305	1,761,699

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	1,477,064	1,412,316	1,509,796	1,674,367
	Non Personnel	144,107	106,868	167,509	87,332
	Total	1,621,171	1,519,184	1,677,305	1,761,699

Purchasing Division Operating Budget



Authorizing Statutes

- Enabling Legislation, M.G.L.A. c.41, § 103.
- Duties of the Purchasing Agent, CBC Ord. § 5-1.8.
- Content and Sale, CBC St. 2 § 650.
- Uniform Procurement Act, M.G.L.A. c. 30B.

Description of Services

The Purchasing Department procures all supplies, materials, and equipment for City departments. The department selects vendors through public bidding and processes purchase orders and contracts. The Central Services Unit ensures the efficient and economical disposal of all surplus City property excluding land and buildings, and processes and posts all outgoing, inter-office, and incoming mail. This unit also produces the City Record and operates the Copy Center.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	1,474,953	1,411,017	1,509,796	1,674,367	164,571
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	2,111	1,299	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,477,064	1,412,316	1,509,796	1,674,367	164,571
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	13,328	13,448	12,252	12,460	208
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	26,543	30,276	21,250	22,520	1,270
52800 Transportation of Persons	0	300	1,760	300	-1,460
52900 Contracted Services	8,654	12,070	9,320	9,800	480
Total Contractual Services	48,525	56,094	44,582	45,080	498
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	14,094	8,201	13,800	7,250	-6,550
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	2,290	0	0	0	0
Total Supplies & Materials	16,384	8,201	13,800	7,250	-6,550
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	2,839	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	5,757	2,586	2,555	3,430	875
Total Current Chgs & Oblig	8,596	2,586	2,555	3,430	875
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	46,426	28,671	25,572	25,572	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	963	11,316	75,000	0	-75,000
Total Equipment	47,389	39,987	100,572	25,572	-75,000
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	23,213	0	6,000	6,000	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	23,213	0	6,000	6,000	0
Grand Total	1,621,171	1,519,184	1,677,305	1,761,699	84,394

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Adm Analyst	SU4	14	1.00	38,770	Exec Assistant	EXM	11	1.00	81,410
Adm Assistant	SU4	15	2.00	119,236	Mailroom Equipment Operator	SU4	15	1.00	50,324
Adm Assistant	SU4	17	2.00	139,434	Prin Acct Clerk	SU4	10	1.00	40,314
Admin Asst (Asd/Cab)	SE1	05	1.00	65,687	Prin Admin Assistant	SE1	08	2.00	153,623
Asst Buyer	SU4	12	1.00	47,152	Purchasing Agent (Ads/Pud)	CDH	NG	1.00	110,302
Asst Purchasing Agent	SE1	09	2.00	173,598	Sr Adm Analyst	SE1	06	3.00	213,797
Buyer/Purchasing	SU4	16	3.00	148,744	Sr Buyer	SU4	17	3.00	204,319
Director	CDH	NG	1.00	104,598	Sr Data Proc Systems Anl I	SE1	09	1.00	95,438
					Total			26	1,786,746
					Adjustments				
					Differential Payments				0
					Other				33,791
					Chargebacks				-67,156
					Salary Savings				-79,014
					FY14 Total Request				1,674,367

Program 1. Administration

Barry Fadden, Manager Organization: 143100

Program Description

The Administration Program provides administrative, fiscal and human resource support to the Department.

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	114,533	114,835	193,547	346,993
Non Personnel	16,707	8,900	9,360	5,815
<i>Total</i>	<i>131,240</i>	<i>123,735</i>	<i>202,907</i>	<i>352,808</i>

Program 2. Procurement

Gerard Bonaceto, Kevin Coyne, Managers Organization: 143200

Program Description

The Procurement Program procures goods and materials for use by City departments. This program selects vendors through the public bid process, and initiates purchase orders and contracts consistent with appropriateness of cost, quality, delivery requirements, and vendor service. The program maintains central maintenance contracts for the City's photocopiers and operates a central copy center.

Program Strategies

- To ensure the price the City pays for electricity and gasoline is less than alternatives.
- To increase items purchased through a purchase contract.
- To promote the purchasing of goods in compliance with the Environmentally Preferred Procurement guidelines.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
% of dollar amount of goods purchased on contract.		94%	84%	95%
% of total dollar value of total items purchased that meet Environmentally Preferred Product guidelines	15%	18%	12%	20%
Average per gallon price the City pays for gasoline	2.85	2.77	3.48	3
Dollar amount that the City pays on average for gasoline below the quoted fixed price				.10
Total purchase orders	5,687	6,119	6,054	6,000

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	1,194,571	1,087,344	1,070,289	1,093,441
Non Personnel	9,306	18,768	14,166	10,170
Total	1,203,877	1,106,112	1,084,455	1,103,611

Program 3. Central Services

Barry Fadden, Acting Purchasing Agent Organization: 143300

Program Description

The Central Services Program provides mail service, disposal of surplus property, and publishing of the City Record. This program is responsible for handling all incoming and outgoing mail for departments within City Hall. The Surplus Property Unit ensures the efficient and economical disposal of all the City's surplus property excluding land and buildings. This program is responsible for publishing, distribution, billing, and marketing of the City Record.

Program Strategies

- To maximize efficiency of operations.

<i>Performance Measures</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
	Revenue received through surplus property auctions		154,433	222,192	150,000
	Savings resulting from discounted postage rate		39,091	75,955	72,600

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	167,960	210,137	245,960	233,933
	Non Personnel	118,094	79,200	143,983	71,347
	Total	286,054	289,337	389,943	305,280

Registry Division Operating Budget

Patricia A. McMahon, Registrar Appropriation: 163

Department Mission

The mission of the Registry Division is to promptly and accurately register, amend, maintain, and issue certified copies of birth, marriage and death records while following Massachusetts General Laws regulating these documents.

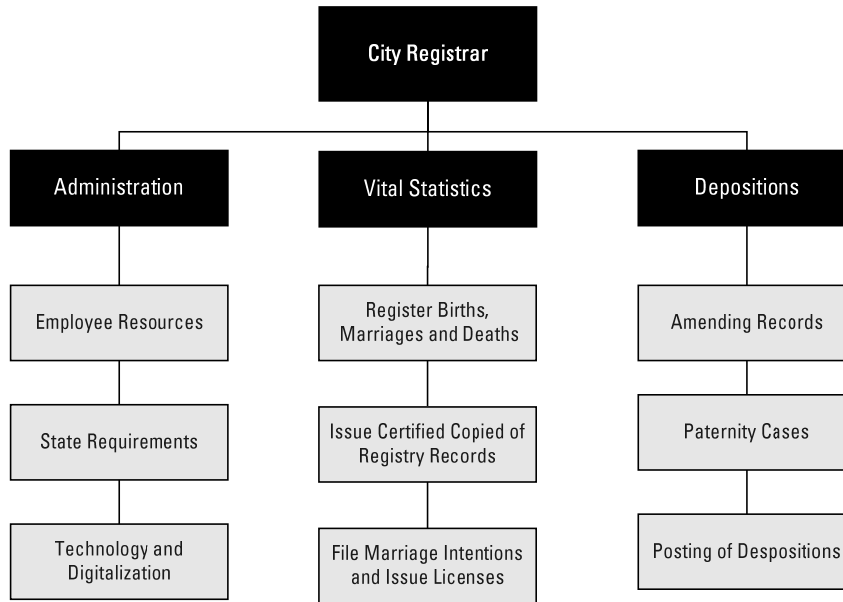
FY14 Performance Strategies

- To achieve overall customer satisfaction.
- To register and maintain records in accordance with MGL.
- To respond to customer's requests efficiently and effectively.

Operating Budget	Program Name	Total Actual '11	Total Actual '12	Total Approp '13	Total Budget '14
	Administration	284,228	309,023	266,234	242,478
	Vital Statistics	585,239	613,560	678,111	676,321
	Depositions	95,719	110,268	122,973	113,939
	Total	965,186	1,032,851	1,067,318	1,032,738

Operating Budget		Actual '11	Actual '12	Approp '13	Budget '14
	Personnel Services	910,562	976,048	952,396	968,286
	Non Personnel	54,624	56,803	114,922	64,452
	Total	965,186	1,032,851	1,067,318	1,032,738

Registry Division Operating Budget



Authorizing Statutes

- Civil Service, M.G.L.A. c. 31.
- Births, Marriages, Deaths, and Depositions, M.G.L.A. cc. 46, 207, 209c, 210; M.G.L.A. c.190, § 7; M.G.L.A. c. 272, § 96.
- Fees & Charges, CBC Ord. § 18-1.2.

Description of Services

The Registry Division maintains custody of all birth, marriage, and death records dating back to 1630. Each year the Division adds approximately 33,000 new entries and issues more than 100,000 copies of certified records.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	910,562	976,048	952,396	968,286	15,890
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	910,562	976,048	952,396	968,286	15,890
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	3,144	3,060	3,996	3,996	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	30,000	0	-30,000
52700 Repairs & Service of Equipment	2,907	4,564	5,940	1,500	-4,440
52800 Transportation of Persons	0	150	1,886	1,800	-86
52900 Contracted Services	30,606	34,848	31,500	33,516	2,016
Total Contractual Services	36,657	42,622	73,322	40,812	-32,510
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	10,961	9,755	21,100	22,600	1,500
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	798	525	1,000	0	-1,000
Total Supplies & Materials	11,759	10,280	22,100	22,600	500
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	759	635	4,045	1,040	-3,005
Total Current Chgs & Oblig	759	635	4,045	1,040	-3,005
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	5,449	3,266	15,455	0	-15,455
Total Equipment	5,449	3,266	15,455	0	-15,455
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	965,186	1,032,851	1,067,318	1,032,738	-34,580

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Adm Sec	SU4	14	1.00	53,018	First Asst City Registrar	SE1	07	1.00	83,086
Asst City Registrar	SE1	05	2.00	124,848	Head Cashier(Vitals/Registry)	SU4	14	1.00	53,018
City Registrar	CDH	NG	1.00	85,234	Prin Clerk(Vitals/Registry)	SU4	10	8.00	339,193
Deposition Clerk	SU4	13	1.00	49,031	Principal Clerk	SU4	10	4.00	172,487
					Total			19	959,915
					Adjustments				
					Differential Payments				0
					Other				8,372
					Chargebacks				0
					Salary Savings				0
					FY14 Total Request				968,287

Program 1. Administration

Marie D. Reppucci, Manager Organization: 163100

Program Description

The Administration Program provides effective management of the day-to-day operations of the Division and monitors that the Registry practices are in compliance with MGL and State Office of Vital Records regulations.

Program Strategies

- To review and update practices and policies.
- To utilize new technology systems to improve recorded data
- To scan and digitize records.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
# of Registered Death Certificates scanned from previous month				7,400
# of Registered Marriages scanned from previous month				4,500

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	237,817	283,047	221,276	226,806
Non Personnel	46,411	25,976	44,958	15,672
Total	284,228	309,023	266,234	242,478

Program 2. Vital Statistics

Marie D. Reppucci, Manager Organization: 163200

Program Description

The Vital Statistics Program registers new records and issues certified copies of birth, marriage, and death records. This program also files marriage intentions and issues marriage licenses. The program also responds to requests for information from federal, state, and local authorities.

Program Strategies

- To reduce waiting time for handling of birth, marriage and death requests.
- To register and record new births, deaths and marriages.
- To respond to customers inquiries for birth, death and marriage records in the most efficient and effective manner.
- To respond to requests for information from federal, state and local authorities.

Performance Measures	Actual '11	Actual '12	Projected '13	Target '14
Average waiting time for counter requests (mins)	10.9	14	11.5	10
Average waiting time for mail requests (days)	6.5	7	7.16	7
Counter requests for birth certificates		34,167	32,615	32,615
Counter requests for death certificates		16,795	24,968	24,968
Counter requests for marriage certificates		7,673	8,162	8,162
Mail requests for birth certificates	11,742	11,457	12,657	12,657
Mail requests for death certificates	13,399	10,813	16,274	16,274
Mail requests for marriage certificates	1,759	1,990	2,087	2,087

Operating Budget	Actual '11	Actual '12	Approp '13	Budget '14
Personnel Services	578,514	586,683	615,599	636,989
Non Personnel	6,725	26,877	62,512	39,332
Total	585,239	613,560	678,111	676,321

Program 3. Depositions

Jessica Joyce, Manager Organization: 163300

Program Description

The Depositions Program is responsible for correcting and amending records in accordance with Massachusetts General Laws.

Program Strategies

- To work with customers on evidence and or affidavits to amend records.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Affidavits completed	2,715	2,400	2,265	2,135

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	94,231	106,318	115,521	104,491
Non Personnel	1,488	3,950	7,452	9,448
Total	95,719	110,268	122,973	113,939

Treasury Department Operating Budget

Meredith Weenick, Chief Financial Officer & Collector-Treasurer Appropriation: 137

Department Mission

The mission of the Treasury Department is to collect and transfer all funds due to the City. The Department also deposits and invests City funds, manages the City's borrowings, and makes all disbursements.

FY14 Performance Strategies

- To increase the number of units utilizing the AR and billing system.
- To issue tax bills in compliance with statutory requirements.
- To manage debt issuance.
- To maximize the collection of current year taxes.
- To maximize the collection of delinquent taxes.
- To monitor the City return on Trust Fund investments.
- To optimize the return on invested City funds.
- To prepare an instrument of taking for each delinquent property tax account.

<i>Operating Budget</i>	<i>Division Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Collecting Division	2,497,456	2,462,913	2,697,241	2,209,115
	Treasury Division	1,710,704	1,779,445	1,850,420	1,920,197
	Total	4,208,160	4,242,358	4,547,661	4,129,312

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	2,744,493	2,879,518	3,041,044	3,164,255
	Non Personnel	1,463,667	1,362,840	1,506,617	965,057
	Total	4,208,160	4,242,358	4,547,661	4,129,312

Treasury Department Operating Budget

Authorizing Statutes

- Bonding Requirements, M.G.L.A. c. 41, § 35.
- Deposit on Funds, M.G.L.A. c. 40, § 35; M.G.L.A. c. 41, § 46; M.G.L.A. c. 44, §§ 53-55; M.G.L.A. c. 94C, § 47.
- Custody and Safekeeping of Municipal Funds, M.G.L.A. c. 40, § 5B; M.G.L.A. c. 41, §§ 36, 44, 46; M.G.L.A. c. 44, §§ 53-55.
- Payment of Bills, Payrolls, Withholding, M.G.L.A. c. 41, §§ 35, 41-43, 52, 56, 65-67; M.G.L.A. c.71, § 37B; M.G.L.A. c.149, §§ 148, 178B; M.G.L.A. c. 62B, § 2; M.G.L.A. c. 62, § 10; M.G.L.A. c. 32, § 22; M.G.L.A. c. 32B, § 7; M.G.L.A. c.154, § 8; M.G.L.A. c.175, §§ 138A, 193R; M.G.L.A. c. 180, § 17; 26 U.S.C. §§ 3401-3403, 3405-3406.
- Reporting of Indebtedness, M.G.L.A. c. 41, § 59; M.G.L.A. c.44, §§ 22-28.
- Appropriated Expenditures, M.G.L.A. c. 44, §§ 31, 53, 62-63.
- Tax Title Responsibilities, M.G.L.A. c. 60, §§ 61-63, 76-77, 79-80.
- Tax Rate Determination/Classification, M.G.L.A. c. 59, §§ 23, 38, 43, 53-55.
- Tax Abatements, M.G.L.A. c.58, § 8; M.G.L.A. c.59, §§ 5, 59, 63, 69.
- Collection of Local Taxes, M.G.L.A. c. 60, §§ 61-63, 76-77, 79-80.
- General Authorizing Statutes, 1943 Mass. Acts ch. 434, § 7.
- Motor Vehicle Excise Tax, M.G.L.A. c. 60A.
- Gifts and Grants, M.G.L.A. c. 44, § 53A.
- Municipal Indebtedness, M.G.L.A. c. 44, §§ 11,20.
- Sale/Disposal of Realty/Public Land, M.G.L.A. c. 44, §§ 63-63A.
- Excise on Boats, Ships & Vessels in Lieu of Local Property Taxes, M.G.L.A. c. 60B.

Description of Services

The Treasury Department receives, deposits, and invests funds and pays all warrants, drafts, and orders. The Department issues, redeems, and pays interest on all bonds and notes and maintains custody of all trusts and bequests left to the City. Additionally, the Department issues payroll and required federal and state tax forms. The Department issues and collects all current and delinquent tax billings and departmental revenue. The Department also prepares petitions for land court proceedings and municipal liens and processes abatements and refunds. Additionally, the Department prepares tax certifications and tax takings, and researches tax problems.

Department History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	2,714,486	2,826,434	2,997,844	3,119,055	121,211
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	30,007	44,574	43,200	45,200	2,000
51600 Unemployment Compensation	0	8,510	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,744,493	2,879,518	3,041,044	3,164,255	123,211
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	24,055	27,334	28,932	28,932	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	25,083	19,312	52,700	52,700	0
52800 Transportation of Persons	0	350	3,646	2,989	-657
52900 Contracted Services	192,355	178,597	117,850	143,950	26,100
Total Contractual Services	241,493	225,593	203,128	228,571	25,443
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	647,476	576,699	686,089	718,067	31,978
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	110	0	100	0	-100
Total Supplies & Materials	647,586	576,699	686,189	718,067	31,878
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	18,587	13,259	17,300	18,419	1,119
Total Current Chgs & Oblig	18,587	13,259	17,300	18,419	1,119
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	1,388	0	0	0
55900 Misc Equipment	0	0	0	0	0
Total Equipment	0	1,388	0	0	0
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	556,001	545,901	600,000	0	-600,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	556,001	545,901	600,000	0	-600,000
Grand Total	4,208,160	4,242,358	4,547,661	4,129,312	-418,349

Department Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Admin Analyst	SU4	14	1.00	53,018	Head Clerk	SU4	12	3.00	120,222
Admin Assistant	SU4	15	1.00	57,525	Prin Accountant	SU4	16	8.00	494,758
Admin Secretary	SU4	17	1.00	50,966	Prin Admin Asst (Treas/Treas)	SE1	06	1.00	74,425
Admin Asst(Trs/Col)	SE1	04	1.00	42,315	Prin Admin Asst (Trs/Col)	SE1	06	4.00	288,920
Asst Corp Counsel V	EXM	10	1.00	90,645	Prin Admin Asst(Fin Cabinet)	EXM	10	1.00	103,948
Collector-Treasurer	CDH	NG	1.00	142,892	Second Asst Coll-Trs	SE1	10	1.00	105,508
Data Proc Sys Analyst I	SE1	07	1.00	83,086	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	105,508
Deputy Collector	SU4	13	5.00	213,812	Sr Adm Asst	SE1	05	4.00	254,852
Exec Assistant	SE1	06	1.00	75,615	Sr Legal Asst	SU4	14	1.00	51,845
Exec Assistant	SE1	11	1.00	111,981	Sr Programmer	SU4	15	1.00	43,591
First Asst Coll-Trs	SE1	11	1.00	111,981	Supervisor Accounting	SE1	08	8.00	711,592
First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	128,148	Tax Title Supervisor	SU4	15	2.00	115,668
Head Administrative Clerk	SU4	14	2.00	106,036	Teller	SU4	13	4.00	185,391
					Total			57	3,924,246
					Adjustments				
					Differential Payments				0
					Other				72,913
					Chargebacks				-739,537
					Salary Savings				-138,567
					FY14 Total Request				3,119,055

Treasury Division Operating Budget

Vivian M. Leo, First Assistant Collector-Treasurer Appropriation: 138

Division Mission

The Treasury Division receives and has care and custody of all monies, property, and securities acquired by virtue of any statute, ordinance, gift, devise, bequest, or deposit. In addition, the Division pays all warrants, drafts, bonds, and approved executions against the City.

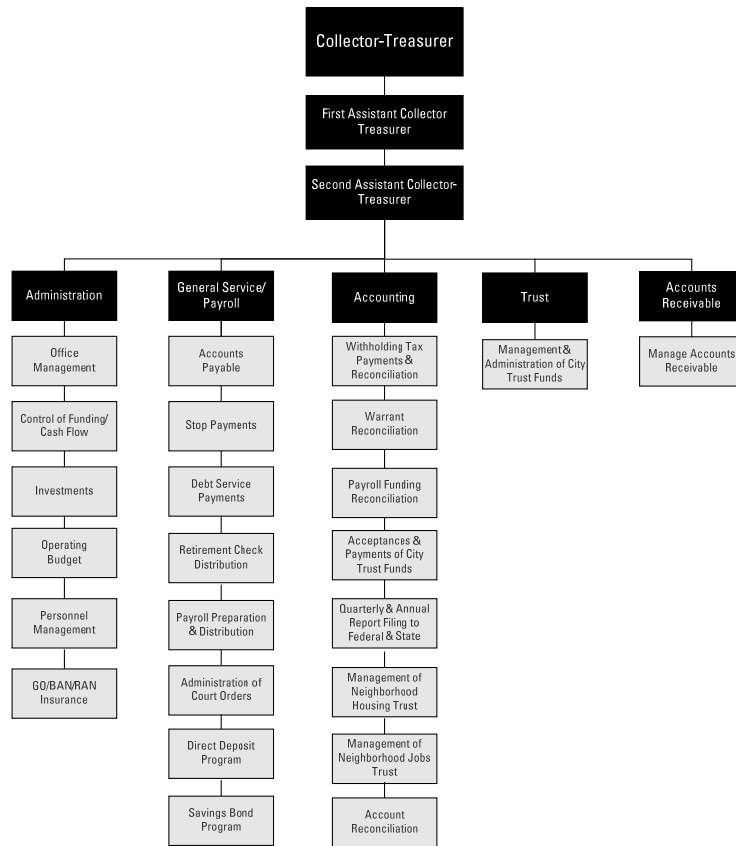
FY14 Performance Strategies

- To increase the number of units utilizing the AR and billing system.
- To manage debt issuance.
- To monitor the City return on Trust Fund investments.
- To optimize the return on invested City funds.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Treasury Administration	448,424	483,209	556,915	700,063
	General Service/Payroll	577,994	591,683	764,066	758,272
	Treasury Accounting	274,642	379,257	241,752	161,830
	Accounts Receivable	409,644	325,296	287,687	300,032
	Trust	0	0	0	0
	Total	1,710,704	1,779,445	1,850,420	1,920,197

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	1,289,899	1,462,894	1,421,376	1,489,267
	Non Personnel	420,805	316,551	429,044	430,930
	Total	1,710,704	1,779,445	1,850,420	1,920,197

Treasury Division Operating Budget



Description of Services

The Treasury Division invests all City funds, including amounts held by the Collector-Treasurer as custodian of all City trust funds, is responsible for managing the City's tax-exempt debt transactions, processes the salaries of all City employees, makes payments on all warrants, drafts and orders, and processes disbursements to all City vendors and contractors. The Treasury Division is also responsible for making debt service payments on outstanding City bonds, notes and other tax-exempt financing.

Division History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	1,286,112	1,444,941	1,401,376	1,469,267	67,891
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	3,787	13,683	20,000	20,000	0
51600 Unemployment Compensation	0	4,270	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,289,899	1,462,894	1,421,376	1,489,267	67,891
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	3,162	6,235	10,080	10,080	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	19,427	17,299	46,200	46,200	0
52800 Transportation of Persons	0	100	1,257	600	-657
52900 Contracted Services	84,427	72,957	75,350	101,450	26,100
Total Contractual Services	107,016	96,591	132,887	158,330	25,443
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	303,779	210,032	286,057	262,500	-23,557
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	110	0	0	0	0
Total Supplies & Materials	303,889	210,032	286,057	262,500	-23,557
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	9,900	9,928	10,100	10,100	0
Total Current Chgs & Oblig	9,900	9,928	10,100	10,100	0
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	0	0	0	0
Total Equipment	0	0	0	0	0
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,710,704	1,779,445	1,850,420	1,920,197	69,777

Division Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary
Adm Analyst	SU4	14	1.00	53,018	First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	128,148
Adm Secretary	SU4	17	1.00	50,966	Prin Accountant	SU4	16	8.00	494,758
Admin Asst (Trs/Col)	SE1	04	1.00	42,315	Prin Admin Asst (Treas/Treas)	SE1	06	1.00	74,425
Asst Corp Counsel V	EXM	10	1.00	90,645	Prin Admin Asst(Fin Cabinet)	EXM	10	1.00	103,948
Collector-Treasurer	CDH	NG	1.00	142,892	Second Asst Coll-Trs	SE1	10	1.00	105,508
Exec Assistant	SE1	06	1.00	75,615	Sr Adm Asst	SE1	05	3.00	208,162
Exec Assistant	SE1	11	1.00	111,981	Supervisor Accounting	SE1	08	7.00	626,203
					Total			29	2,308,583
					Adjustments				
					Differential Payments				0
					Other				38,788
					Chargebacks				-739,537
					Salary Savings				-138,567
					FY14 Total Request				1,469,267

Program 1. Administration

Vivian M. Leo, Manager Organization: 138100

Program Description

The Administration Program hires, trains, and manages all Treasury Division personnel and ensures overall effective and efficient fund management.

Program Strategies

- To manage debt issuance.
- To optimize the return on invested City funds.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Average return on city investments	.31%	.28%	.25%	.2%
Bank statements analyzed	12	12	12	12
GO, BAN/RAN, refundings, lease financings	3	2	3	2

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	325,315	380,352	446,509	563,509
Non Personnel	123,109	102,857	110,406	136,554
<i>Total</i>	<i>448,424</i>	<i>483,209</i>	<i>556,915</i>	<i>700,063</i>

Program 2. General Service/Payroll

Chinele Velazquez, Manager Organization: 138200

Program Description

The program is responsible for the processing and distribution of all payroll, payroll deductions, garnishment payments, accounts payable, issuance of refund payments for real estate tax overpayments and tax title payments. In addition, the program is responsible for the distribution of retirement benefit payments. The program maintains schedules for principal and interest on City borrowings.

Program Strategies

- To pay all registered interest and registered debt of the City.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of interest and principal paid by the due date	100%	100%	100%	100%
Monthly Average of non-payroll payments prepared monthly	21,079	20,919	20,783	20,000

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	363,385	380,179	464,966	483,352
Non Personnel	214,609	211,504	299,100	274,920
Total	577,994	591,683	764,066	758,272

Program 3. Accounting

Marirose Graham, Manager Organization: 138400

Program Description

The Accounting Program records and reconciles on a daily basis the cash and investment balances of the City. It reports daily on all financial transactions. Additionally, the program prepares and files federal and state forms and ensures payment of withholding taxes to state and federal agencies. The program is also responsible for ensuring the timely reconciliation of bank statements and city records.

Program Strategies

- To monitor and reconcile all withheld taxes.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
% of withheld taxes paid on due date	100%	100%	100%	100%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	266,208	378,356	236,310	156,390
Non Personnel	8,434	901	5,442	5,440
Total	274,642	379,257	241,752	161,830

Program 4. Accounts Receivable

Maureen Garceau, Manager Organization: 138500

Program Description

The Accounts Receivable Program is responsible for establishing policies and procedures, monitoring compliance, and providing a central resource to revenue generating departments that utilize the accounts receivable and billing systems.

Program Strategies

- To increase the number of units utilizing the AR and billing system.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Billable units utilizing the accounts receivable and billing system	23	23	23	23

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	334,991	324,007	273,591	286,016
Non Personnel	74,653	1,289	14,096	14,016
Total	409,644	325,296	287,687	300,032

Program 5. Trust

Angela Chandler, Manager Organization: 138600

Program Description

The Trust Program is charged with the responsibility of providing technical assistance to the City's various boards of trustees in the oversight of the investment programs for the more than 250 testamentary trust funds that have been entrusted to the City while ensuring that all beneficiary distributions are made in accordance with each benefactor's instructions.

Program Strategies

- To monitor the City return on Trust Fund investments.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Annual Trust Fund investment return	19.3%	.7%	11.7%	3%

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	0	0	0	0
Non Personnel	0	0	0	0
Total	0	0	0	0

Collecting Division Operating Budget

Celia M. Barton, First Assistant Collector-Treasurer Appropriation: 137

Division Mission

The Collecting Division collects property taxes and all other monies due to the City while serving taxpayers in a professional, courteous manner. The Division strives to achieve the highest property collection rate possible and pursues all collection remedies allowed under statute.

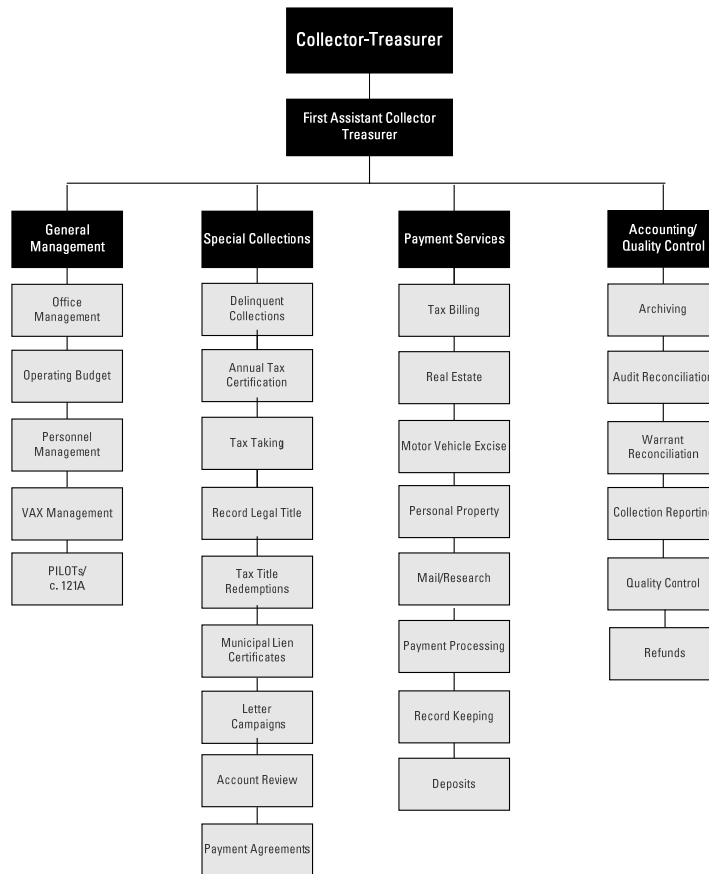
FY14 Performance Strategies

- To issue tax bills in compliance with statutory requirements.
- To maximize the collection of current year taxes.
- To maximize the collection of delinquent taxes.
- To prepare an instrument of taking for each delinquent property tax account.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	General Management	848,339	583,081	546,340	519,552
	Special Collections	519,378	464,020	1,104,678	510,496
	Payment Services	1,062,658	1,293,602	886,773	857,222
	Accounting/Quality Control	67,081	122,210	159,450	321,845
	Total	2,497,456	2,462,913	2,697,241	2,209,115

<i>Operating Budget</i>		<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
	Personnel Services	1,454,594	1,416,624	1,619,668	1,674,988
	Non Personnel	1,042,862	1,046,289	1,077,573	534,127
	Total	2,497,456	2,462,913	2,697,241	2,209,115

Collecting Division Operating Budget



Description of Services

The Collecting Division mails all tax bills and collects both current and delinquent taxes. The Division also prepares and files tax takings and tax certification liens, issues municipal lien certificates, and prepares petitions for foreclosures with the Law Department. Additionally, the Division prepares property redemption certificates, collects fees and fines and all other City revenue through teller windows.

Division History

<i>Personnel Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
51000 Permanent Employees	1,428,374	1,381,493	1,596,468	1,649,788	53,320
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	26,220	30,891	23,200	25,200	2,000
51600 Unemployment Compensation	0	4,240	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,454,594	1,416,624	1,619,668	1,674,988	55,320
<i>Contractual Services</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
52100 Communications	20,893	21,099	18,852	18,852	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	5,656	2,013	6,500	6,500	0
52800 Transportation of Persons	0	250	2,389	2,389	0
52900 Contracted Services	107,928	105,640	42,500	42,500	0
Total Contractual Services	134,477	129,002	70,241	70,241	0
<i>Supplies & Materials</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	343,697	366,667	400,032	455,567	55,535
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	100	0	-100
Total Supplies & Materials	343,697	366,667	400,132	455,567	55,435
<i>Current Chgs & Oblig</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	8,687	3,331	7,200	8,319	1,119
Total Current Chgs & Oblig	8,687	3,331	7,200	8,319	1,119
<i>Equipment</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	1,388	0	0	0
55900 Misc Equipment	0	0	0	0	0
Total Equipment	0	1,388	0	0	0
<i>Other</i>	FY11 Expenditure	FY12 Expenditure	FY13 Appropriation	FY14 Adopted	Inc/Dec 13 vs 14
56200 Special Appropriation	556,001	545,901	600,000	0	-600,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	556,001	545,901	600,000	0	-600,000
Grand Total	2,497,456	2,462,913	2,697,241	2,209,115	-488,126

Division Personnel

Title	Union Code	Grade	Position	FY14 Salary	Title	Union Code	Grade	Position	FY14 Salary	
Admin Assistant	SU4	15	1.00	57,525	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	105,508	
Data Proc Sys Analyst I	SE1	07	1.00	83,086	Sr Adm Assistant	SE1	05	1.00	46,690	
Deputy Collector	SU4	13	5.00	213,812	Sr Legal Assistant	SU4	14	1.00	51,845	
First Asst Coll-Trs	SE1	11	1.00	111,981	Sr Programmer	SU4	15	1.00	43,591	
Head Administrative Clerk	SU4	14	2.00	106,036	Supervisor Accounting	SE1	08	1.00	85,389	
Head Clerk	SU4	12	3.00	120,222	Tax Title Supervisor	SU4	15	2.00	115,668	
Prin Admin Assistant	SE1	06	4.00	288,920	Teller	SU4	13	4.00	185,391	
					Total				28	1,615,663
					Adjustments					
					Differential Payments				0	
					Other				34,125	
					Chargebacks				0	
					Salary Savings				0	
					FY14 Total Request				1,649,788	

Program 1. General Management

Celia M. Barton, Manager Organization: 137100

Program Description

The General Management Program is responsible for hiring, training, and supervising Collection Division staff and systems.

Program Strategies

- To maximize the collection of current year taxes.
- To use enhanced technology to improve service delivery in the Collecting Division.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Property tax collection rate	98.9%	98.9%	99.38%	99%
Real estate bills paid by direct debit	35,690	42,061	50,364	55,000

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	431,474	439,347	494,473	468,453
Non Personnel	416,865	143,734	51,867	51,099
<i>Total</i>	<i>848,339</i>	<i>583,081</i>	<i>546,340</i>	<i>519,552</i>

Program 2. Special Collections

Michael Hutchinson, Manager Organization: 137200

Program Description

The Special Collections Program is responsible for collecting delinquent real estate, personal property and motor vehicle excise taxes. It manages City's recording of its legal title to properties with delinquent and actions involving each account up through and including foreclosure or payment of the tax liability.

Program Strategies

- To certify subsequent delinquent property taxes to existing tax title accounts.
- To maximize the collection of delinquent taxes.
- To prepare an instrument of taking for each delinquent property tax account.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Annual certification amount	8,569,342	8,560,000	8,157,818	8,100,000
Annual certifications	3,030	2,932	2,906	2,800
Annual tax taking amount	5,147,897	4,781,083	4,082,983	4,000,001
Annual tax takings	2,178	1,907	1,898	1,875
Delinquent motor vehicle excise tax collected	7,080,658	7,186,436	6,384,895	7,000,000
Delinquent personal property taxes collected	1,707,352	781,859	247,855	225,000
Delinquent real estate notices sent	53,915	47,250	51,383	50,000
Delinquent real estate taxes collected	9,112,000	8,393,083	8,182,013	7,300,000
Municipal lien certificates processed	15,614	15,788	18,522	19,000
Tax title accounts resolved	1,982	2,036	1,933	2,000
Tax title amount collected	16,261,728	16,229,592	17,117,705	18,500,000

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	513,647	458,293	495,307	504,769
Non Personnel	5,731	5,727	609,371	5,727
Total	519,378	464,020	1,104,678	510,496

Program 3. Payment Services

Nancy Cincotti, Manager Organization: 137300

Program Description

The Payment Services Program processes all funds received by the City from taxpayers and City departments. It mails all current tax notices, resolves questions from taxpayers and financial institutions, provides duplicate tax bills, and processes all refunds and abatements.

Program Strategies

- To issue tax bills in compliance with statutory requirements.

<i>Performance Measures</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Projected '13</i>	<i>Target '14</i>
Boat excise bills issued	2,387	2,687	2,868	3,000
Motor vehicle excise bills issued	451,124	448,227	452,677	500,000
Personal property tax bills issued	23,376	22,204	21,629	25,000
Real estate tax bills issued		161,815	162,957	164,500

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	443,721	398,057	474,137	381,204
Non Personnel	618,937	895,545	412,636	476,018
Total	1,062,658	1,293,602	886,773	857,222

Program 4. Accounting/Quality Control

Robinson Butterworth, Manager Organization: 137400

Program Description

The Accounting/Special Assessments Program is responsible for maintaining the books of the Collecting Division, as well as managing the database used for controlling Collecting Division activities.

<i>Operating Budget</i>	<i>Actual '11</i>	<i>Actual '12</i>	<i>Approp '13</i>	<i>Budget '14</i>
Personnel Services	65,752	120,927	155,751	320,562
Non Personnel	1,329	1,283	3,699	1,283
<i>Total</i>	<i>67,081</i>	<i>122,210</i>	<i>159,450</i>	<i>321,845</i>

Unemployment Compensation Operating Budget

Appropriation: 199

Department Mission

The Unemployment Compensation appropriation provides funds to carry out provisions of the Massachusetts Unemployment Security Law, MGLA c. 151A, as it pertains to former City and County employees. The appropriation facilitates payment of unemployment claims.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Unemployment Compensation	159,806	43,489	350,000	350,000
	<i>Total</i>	<i>159,806</i>	<i>43,489</i>	<i>350,000</i>	<i>350,000</i>

Workers' Compensation Fund Operating Budget

Appropriation: 341

Department Mission

The Workers' Compensation Fund provides for proper payments of compensation benefits, medical treatment and, if necessary, rehabilitation for employees permanently injured in work related accidents prior to July, 1995, or for employees from former City departments, e.g. Department of Health and Hospitals.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '11</i>	<i>Total Actual '12</i>	<i>Total Approp '13</i>	<i>Total Budget '14</i>
	Workers' Compensation Fund	1,444,746	2,596,648	2,200,000	2,200,000
	<i>Total</i>	<i>1,444,746</i>	<i>2,596,648</i>	<i>2,200,000</i>	<i>2,200,000</i>