

Administration & Finance

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Administration & Finance

Meredith Weenick, Chief Financial Officer & 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Assessing Department	6,479,171	6,492,066	6,393,003	6,330,230
	Auditing Department	2,284,654	2,254,052	2,270,036	2,290,996
	Budget Management	3,187,802	3,006,839	2,693,657	2,639,461
	Execution of Courts	4,805,672	15,969,757	3,500,000	3,500,000
	Graphic Arts Department	1,514,907	1,516,636	0	0
	Health Insurance	186,480,707	196,076,530	207,414,861	218,282,804
	Human Resources	3,184,827	3,065,928	3,223,203	3,259,114
	Labor Relations	1,507,046	1,370,636	1,410,881	1,411,048
	Library Department	31,211,210	29,862,262	30,369,149	30,138,832
	Medicare Payments	6,169,605	6,594,999	7,250,000	7,924,250
	Office of Administration & Finance	915,103	743,536	835,534	833,847
	Pensions & Annuities - City	4,100,000	4,100,000	4,100,000	4,100,000
	Pensions & Annuities - County	48,132	49,212	100,000	100,000
	Purchasing Division	1,365,567	1,305,959	1,720,203	1,646,295
	Registry Division	946,084	933,379	995,597	1,008,757
	Treasury Department	4,394,549	4,227,492	4,306,702	3,656,701
	Unemployment Compensation	13,970	16,318	350,000	350,000
	Workers' Compensation Fund	2,409,471	2,022,698	2,200,000	2,200,000
	Total	261,018,477	279,608,299	279,132,826	289,672,335

<i>Capital Budget Expenditures</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Estimated '11</i>	<i>Projected '12</i>
Library Department	3,887,377	5,473,652	3,407,537	7,930,000
Total	3,887,377	5,473,652	3,407,537	7,930,000

<i>External Funds Expenditures</i>	<i>Total Actual '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
Auditing Department	0	56,012	2,134,405	2,477,884
Human Resources	0	7,464	0	0
Library Department	12,161,748	9,277,880	5,989,347	6,519,878
Total	12,161,748	9,341,356	8,123,752	8,997,762

Office of Administration & Finance Operating Budget

Meredith Weenick, Chief Financial Officer & 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.

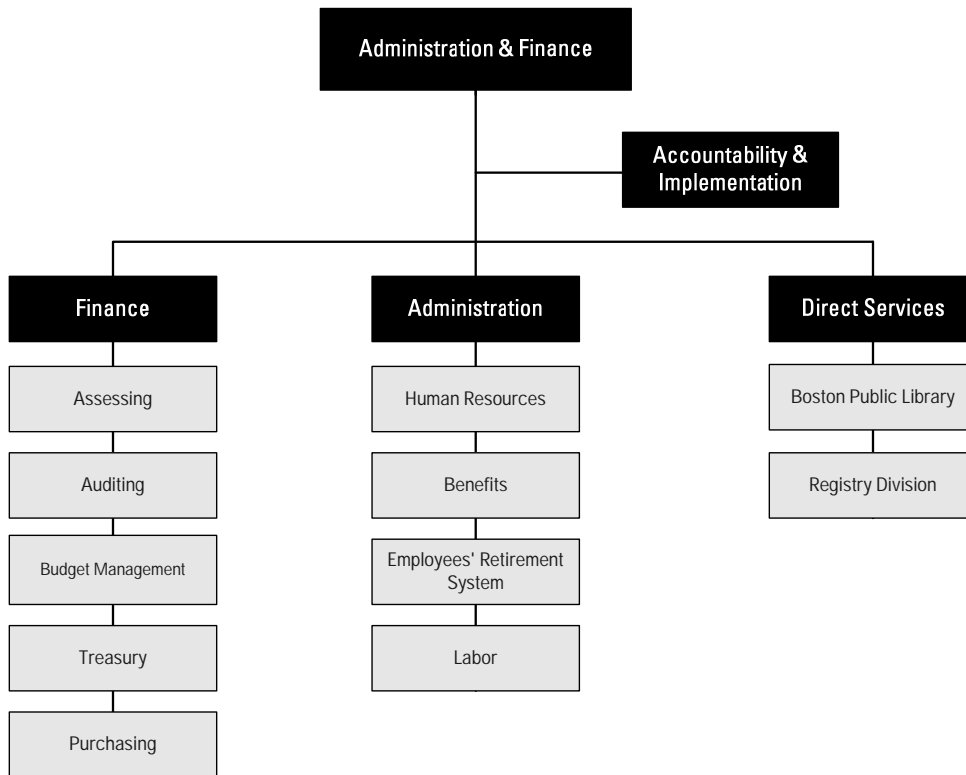
FY12 Performance Strategies

- 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Administration & Finance	915,103	743,536	835,534	833,847
	Total	915,103	743,536	835,534	833,847

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	746,726	689,401	766,174	686,379
Non Personnel	168,377	54,135	69,360	147,468
Total	915,103	743,536	835,534	833,847

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	746,726	689,401	766,174	686,379	-79,795
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	746,726	689,401	766,174	686,379	-79,795
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	8,856	7,792	7,660	6,993	-667
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	126	552	1,000	750	-250
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	154,416	39,585	57,700	136,600	78,900
Total Contractual Services	163,398	47,929	66,360	144,343	77,983
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	1,215	528	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	1,997	1,729	2,000	1,925	-75
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	3,212	2,257	2,000	1,925	-75
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	152	836	1,000	1,200	200
Total Current Chgs & Oblig	152	836	1,000	1,200	200
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	1,190	0	0	0
55900 Misc Equipment	1,615	1,923	0	0	0
Total Equipment	1,615	3,113	0	0	0
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	915,103	743,536	835,534	833,847	-1,687

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Dir-Administrative Services	CDH	NG	1.00	146,598	Prin Admin Asst(Fin Cabinet)	EXM	10	1.00	80,942	
Spec Asst	MYN	NG	1.00	111,586	Exec Asst (Obpe)	EXM	10	2.00	184,897	
Dep Director Fis Affairs	CDH	NG	1.00	125,500	Prin Admin Asst	EXM	08	1.00	87,082	
Adm Sec	EXM	14	1.00	42,912	Data Proc Systems Analyst	EXM	06	1.00	72,511	
					Total				9	852,028
					Adjustments					
					Differential Payments				0	
					Other				9,665	
					Chargebacks				-80,000	
					Salary Savings				-95,314	
					FY12 Total Request				686,379	

Program 1. Administration & Finance

Meredith Weenick, Chief Financial Officer & Collector-Treasurer, Appropriation: 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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of city workforce - people of color	35%	36%	35%	36%
% of city workforce - women	31%	31%	30%	32%
Average return on city investments	2.0%	.36%	.31%	.20%
Property tax collection rate	98.9%	98.8%	98.9%	98.9%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	746,726	689,401	766,174	686,379
Non Personnel	168,377	54,135	69,360	147,468
Total	915,103	743,536	835,534	833,847

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.

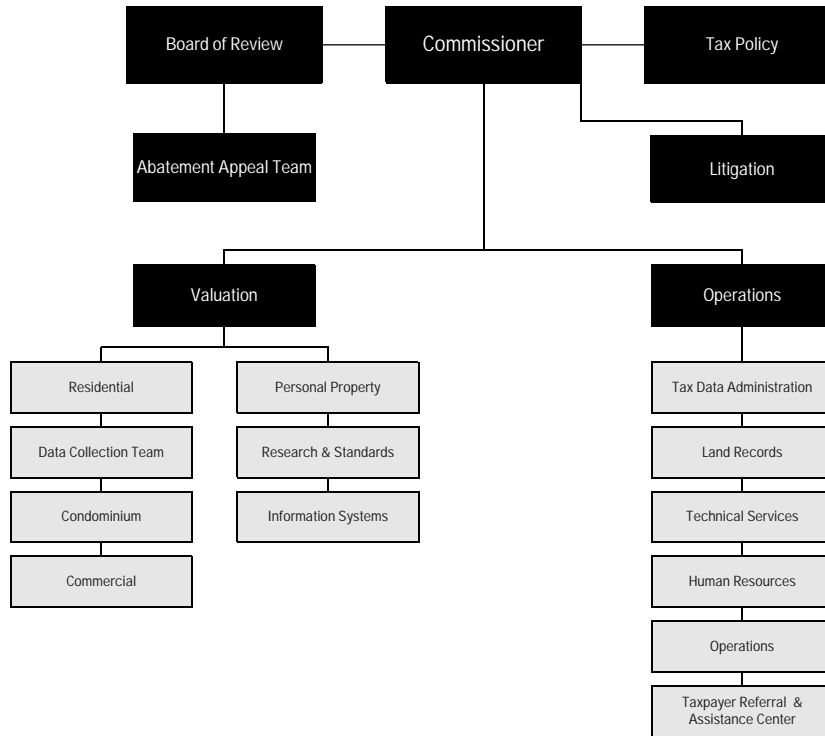
FY12 Performance Strategies

- 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 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 '09	Total Actual '10	Total Approp '11	Total Budget '12
	Operations	1,868,531	1,894,695	1,988,291	1,915,106
	Valuation	3,025,968	2,749,978	2,870,940	2,908,689
	Executive	1,584,672	1,847,393	1,533,772	1,506,435
	Total	6,479,171	6,492,066	6,393,003	6,330,230

Selected Service Indicators		Actual '09	Actual '10	Approp '11	Budget '12
	Personnel Services	5,553,533	5,401,756	5,671,729	5,654,100
	Non Personnel	925,638	1,090,310	721,274	676,130
	Total	6,479,171	6,492,066	6,393,003	6,330,230

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	5,535,523	5,382,287	5,660,829	5,633,200	-27,629
51100 Emergency Employees	571	0	0	0	0
51200 Overtime	10,825	14,209	10,900	10,900	0
51600 Unemployment Compensation	6,614	5,260	0	10,000	10,000
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	5,553,533	5,401,756	5,671,729	5,654,100	-17,629
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	99,630	78,507	99,997	88,500	-11,497
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	16,738	20,370	17,000	18,000	1,000
52800 Transportation of Persons	859	0	0	0	0
52900 Contracted Services	653,546	767,916	458,154	383,950	-74,204
Total Contractual Services	770,773	866,793	575,151	490,450	-84,701
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	4,142	2,517	9,823	5,495	-4,328
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	48,490	109,728	44,000	52,000	8,000
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	52,632	112,245	53,823	57,495	3,672
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	85,141	84,325	92,300	105,200	12,900
Total Current Chgs & Oblig	85,141	84,325	92,300	105,200	12,900
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	17,092	8,547	0	22,985	22,985
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	18,400	0	0	0
Total Equipment	17,092	26,947	0	22,985	22,985
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	6,479,171	6,492,066	6,393,003	6,330,230	-62,773

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Commissioner	CDH	NG	1.00	130,960	Head Clerk & Secretary	SU4	13	1.00	41,001	
Member-Bd of Review	EXO	NG	1.00	85,467	Title Examiner	SU4	13	1.00	40,200	
Asst Dir-Assessing Plan Maint	AFJ	19A	1.00	80,761	Head Clerk	SU4	12	6.00	223,280	
Supv-Asst Assessors	AFJ	18	1.00	53,839	Exec Asst (Assess Oper Mgmt)	EXM	12	2.00	222,890	
Supv-Asst Assessors	AFL	18	9.00	624,842	Exec Asst	EXM	11	1.00	79,231	
Research Assessor	AFL	18	1.00	71,795	Prin Data Proc Systems Analyst	SE1	10	2.00	202,355	
Admin Asst(Finance)	SU4	18	1.00	75,184	Property Officer (Asn)	SU4	10	1.00	33,947	
Sr Research Analyst (Asn)	SU4	18	2.00	136,787	Exec Asst (Asn)	EXM	10	3.00	284,308	
Asst Assessor	AFL	16A	4.00	230,139	Prin Admin Asst(Asn, Parks)	EXM	09	1.00	93,531	
Jr Assessing Draftsperson	AFJ	16A	2.00	114,862	Prin Admin Assistant	SE1	09	4.00	359,825	
Office Manager(Asn)	SU4	16	3.00	185,469	Sr Data Proc Sys Analyst	SE1	08	1.00	68,795	
Admin Assistant	SU4	16	2.00	123,646	Prin Admin Assistant	SE1	08	5.00	420,989	
Research Analyst (Asn)	SU4	16	4.00	203,845	Prin Admin Asst	EXM	08	1.00	75,695	
Data Proc Equip Tech (Mis/Dpu)	SU4	15	1.00	42,773	Dir-Assessing Services	SE1	07	4.00	293,742	
Adm Assistant	SU4	15	3.00	161,476	DP Sys Analyst	SE1	06	2.00	122,144	
Asst Assessor (Trainee II)	AFL	14	3.00	117,374	Sr Adm Analyst	SE1	06	2.00	142,996	
Adm Analyst	SU4	14	11.00	520,716	Management Analyst(TRAC)	SE1	06	1.00	72,511	
					Admin Secretary(ASN)	SE1	03	1.00	55,074	
					Total				89	5,792,449
					Adjustments					
					Differential Payments				0	
					Other				32,000	
					Chargebacks				0	
					Salary Savings				-191,249	
					FY12 Total Request				5,633,200	

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 maintain accurate parcel and ownership data so as to ensure a fair assessment system.
- To process personal exemption applications in a timely and responsive manner.
- To process residential exemption applications in a timely and responsive manner.
- To resolve taxpayer inquiries in a timely and responsive manner.

<i>Performance Measures</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of map requests completed in 5 days	100%	100%	100%	100%
% of personal exemption applications processed within 20 days	100%	100%	100%	100%
Map requests received	633	574	424	400
Personal exemption applications received	5,054	3,930	4,420	4,500
Residential exemption applications received	9,542	5,591	11,929	7,500

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	1,697,481	1,675,063	1,826,370	1,738,826
Non Personnel	171,050	219,632	161,921	176,280
Total	1,868,531	1,894,695	1,988,291	1,915,106

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 '09	Actual '10	Projected '11	Target '12
% of commercial abatement applications reviewed	100%	91%	100%	100%
% of maintenance parcels inspected	100%	100%	100%	100%
First time commercial abatement applications filed	632	766	434	325
Maintenance parcels inspected	2,791	6,542	7,768	8,000
Personal property sites inspected			1,445	1,400
Residential and condo abatement applications reviewed	1,317	1,344	1,672	1,600

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	2,809,758	2,591,273	2,721,841	2,742,789
Non Personnel	216,210	158,705	149,099	165,900
Total	3,025,968	2,749,978	2,870,940	2,908,689

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 '09	Actual '10	Projected '11	Target '12
% of annual abatement cases closed	18%	19%	23%	38%
% of public requests to Commissioner's office addressed within 3 days	100%	100%	100%	95%
Public requests received	690	698	586	550

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	1,046,294	1,135,420	1,123,518	1,172,485
Non Personnel	538,378	711,973	410,254	333,950
Total	1,584,672	1,847,393	1,533,772	1,506,435

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.

FY12 Performance Strategies

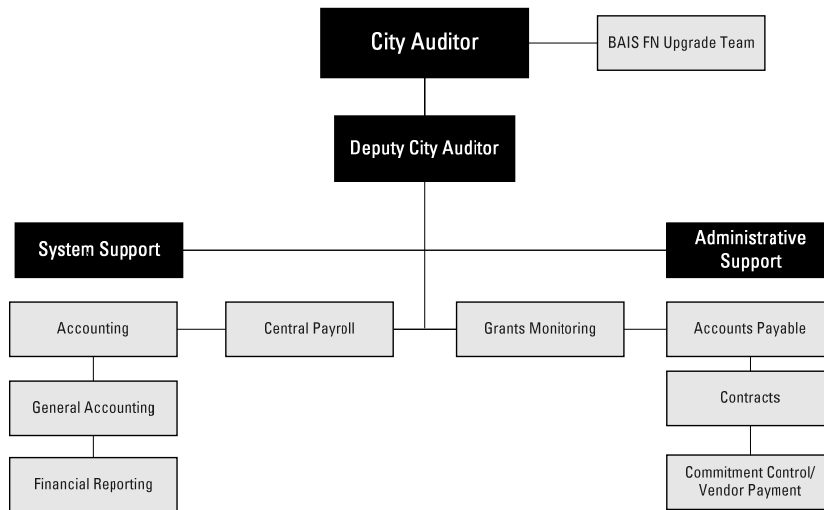
- To ensure the City's financial records are complete and accurate.
- To ensure the efficient management of payroll records and provide timely responses to all requests for information.
- To process payrolls and related transactions completely, accurately, and on-time.
- To provide a support structure for effective management and operations.
- To 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.
- To support the management and execution of the BAIS financial upgrade to V9.1.

Operating Budget	Program Name	Total Actual '09	Total Actual '10	Total Approp '11	Total Budget '12
	Administration	482,735	439,445	419,398	478,620
	Accounting	552,940	556,129	591,652	576,396
	Central Payroll	469,920	473,640	495,440	496,531
	Grants Monitoring	215,550	200,489	168,995	223,727
	Accounts Payable	563,509	584,349	594,551	515,722
	Total	2,284,654	2,254,052	2,270,036	2,290,996

External Funds Budget	Fund Name	Total Actual '09	Total Actual '10	Total Approp '11	Total Budget '12
	ARRA - Earned Indirect	0	56,012	165,485	69,037
	BAIS Financials Upgrade	0	0	1,968,920	2,408,847
	Total	0	56,012	2,134,405	2,477,884

Selected Service Indicators		Actual '09	Actual '10	Approp '11	Budget '12
	Personnel Services	2,132,013	2,108,049	2,131,393	2,148,187
	Non Personnel	152,641	146,003	138,643	142,809
	Total	2,284,654	2,254,052	2,270,036	2,290,996

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	2,098,326	2,079,630	2,121,313	2,138,307	16,994
51100 Emergency Employees	17,470	11,275	0	0	0
51200 Overtime	16,217	10,297	10,080	9,880	-200
51600 Unemployment Compensation	0	6,847	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,132,013	2,108,049	2,131,393	2,148,187	16,794
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	10,343	9,497	10,629	10,086	-543
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	7,839	6,641	6,800	9,718	2,918
52800 Transportation of Persons	200	0	200	1,000	800
52900 Contracted Services	104,215	100,548	97,500	105,100	7,600
Total Contractual Services	122,597	116,686	115,129	125,904	10,775
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	11,156	10,844	11,900	11,200	-700
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	16	1,000	500	-500
Total Supplies & Materials	11,156	10,860	12,900	11,700	-1,200
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	0	212	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	5,610	5,917	4,450	5,205	755
Total Current Chgs & Oblig	5,610	6,129	4,450	5,205	755
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	12,328	12,328	6,164	0	-6,164
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	950	0	0	0	0
Total Equipment	13,278	12,328	6,164	0	-6,164
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	2,284,654	2,254,052	2,270,036	2,290,996	20,960

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
City Auditor	CDH	NG	1.00	121,791	Prin Admin Analyst (Aud)	SE1	07	2.00	148,748
Asst Prin Accountant	SU4	14	2.00	101,684	Senior Admin Asst	SE1	07	1.00	79,677
Sr Accountant	SU4	13	4.00	188,076	Sr Adm Anl	SE1	06	1.00	72,511
Head Account Clerk	SU4	12	4.00	155,658	Sr Adm An(SpProjStff)(Aud)	SE1	06	3.00	176,987
Dep City Auditor	EXM	11	1.00	107,385	Supv-Acctng(Auditing)	SE1	05	2.00	122,799
P Admin Asst	SE1	10	2.00	202,355	Supv-Acctng(TransDiv)(Aud)	SE1	05	1.00	66,540
Sr Data Proc Sys An(Budget)	SE1	09	1.00	80,242	Admin Asst	SE1	05	1.00	58,407
Asst City Auditor	SE1	09	2.00	187,063	Admin Analyst (Aud)	SE1	04	2.00	101,146
Prin Admin Assistant	SE1	08	2.00	156,955	Sr Research Analyst	SE1	03	3.00	165,221
					SrResAn(GrantsUnit)(Aud)	SE1	03	1.00	36,823
					Total			36	2,330,066
					Adjustments				
					Differential Payments				0
					Other				28,470
					Chargebacks				-46,662
					Salary Savings				-173,567
					FY12 Total Request				2,138,307

External Funds History

<i>Personnel Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	0	0	307,251	724,176	416,924
51100 Emergency Employees	0	0	0	32,263	32,263
51200 Overtime	0	0	2,142	163,636	131,494
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	0	0	0	0	0
51500 Pension & Annuity	0	0	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	0	0	0	0	0
Total Personnel Services	0	0	309,393	920,075	610,682
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	0	0	0	71,000	71,000
52200 Utilities	0	0	0	43,000	43,000
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	95,000	95,000
52700 Repairs & Service of Equipment	0	0	0	11,000	11,000
52800 Transportation of Persons	0	0	3,494	6,000	2,506
52900 Contracted Services	0	56,012	160,460	531,855	371,395
Total Contractual Services	0	56,012	163,954	757,855	593,901
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	7,000	7,000
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	0	0	477	10,600	10,123
53700 Clothing Allowance	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	5,000	5,000
Total Supplies & Materials	0	0	477	22,600	22,123
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	0	0	1,657,457	607,354	-1,050,103
Total Current Chgs & Oblig	0	0	1,657,457	607,354	-1,050,103
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	150,000	150,000
55900 Misc Equipment	0	0	3,124	20,000	16,876
Total Equipment	0	0	3,124	170,000	166,876
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	0	56,012	2,134,405	2,477,884	343,479

External Funds Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Prin Dp Sys Anl-DP	SE1	11	1.00	102,078	Sr Admin Analyst (Special Projects)	EXM	06	1.00	69,037
Sr Data Proc Systems Anl I	SE1	09	6.00	495,316	Admin Asst	SE1	05	1.00	45,879
					Total			9	712,311
					Adjustments				
					Differential Payments				0
					Other				11,865
					Chargebacks				0
					Salary Savings				0
					FY12 Total Request				724,176

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 support the management and execution of the BAIS financial upgrade to V9.1.

<i>Performance Measures</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of information requests processed within 10 days	94%	83%	73%	90%
% of personnel transactions accurately processed in 5 days	85%	100%	100%	90%
% of vendor invoices accurately processed within 3 days	87%	99%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	409,464	402,550	398,123	450,824
Non Personnel	73,271	36,895	21,275	27,796
Total	482,735	439,445	419,398	478,620

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of account reconciliations completed within 5 days	100%	100%	76%	95%
% of journal vouchers completed within 3 days	99%	99%	99%	95%
% of payrolls posted within 7 days of pay period end	100%	100%	94%	95%
Account reconciliations completed	892	903	974	900
Journal vouchers processed accounting	21,459	21,958	20,375	18,500
Monthly financial reports distributed	913	812	874	900
Pay periods posted within 7 days	52	52	49	50

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	548,444	551,750	580,842	571,279
Non Personnel	4,496	4,379	10,810	5,117
Total	552,940	556,129	591,652	576,396

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of payroll confirms met within scheduled time frame	87%	65%	43%	95%
Payroll reviews				5
Payrolls confirmed within scheduled time frame	45	34	23	50
Scheduled payroll confirms	52	52	53	52

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	467,119	470,078	488,929	492,369
Non Personnel	2,801	3,562	6,511	4,162
Total	469,920	473,640	495,440	496,531

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 review, process, and record financial transactions in a timely fashion and undertake custody of financial records.

Performance Measures	Actual '09	Actual '10	Projected '11	Target '12
% of journal vouchers processed within 3 days	78%	85%	86%	90%
Journal vouchers processed grants	1,591	1,588	1,589	1,400
Journal vouchers processed within 3 days	1,245	1,346	1,374	1,260
Subrecipient findings cleared	10	11	2	10
Subrecipient findings reported	10	12	5	9

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	213,404	198,657	163,997	219,839
Non Personnel	2,146	1,832	4,998	3,888
Total	215,550	200,489	168,995	223,727

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 review, process, and record financial transactions.

<i>Performance Measures</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of contracts routed within 3 days of receipt	79%	81%	90%	90%
% of procurement documents approved within 3 days	90%	91%	94%	95%
% of vendor invoices processed within 5 days	98%	99%	98%	98%
Procurement documents approved	15,314	14,753	18,777	15,500

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	493,582	485,014	499,502	413,876
Non Personnel	69,927	99,335	95,049	101,846
Total	563,509	584,349	594,551	515,722

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.

B AIS 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.

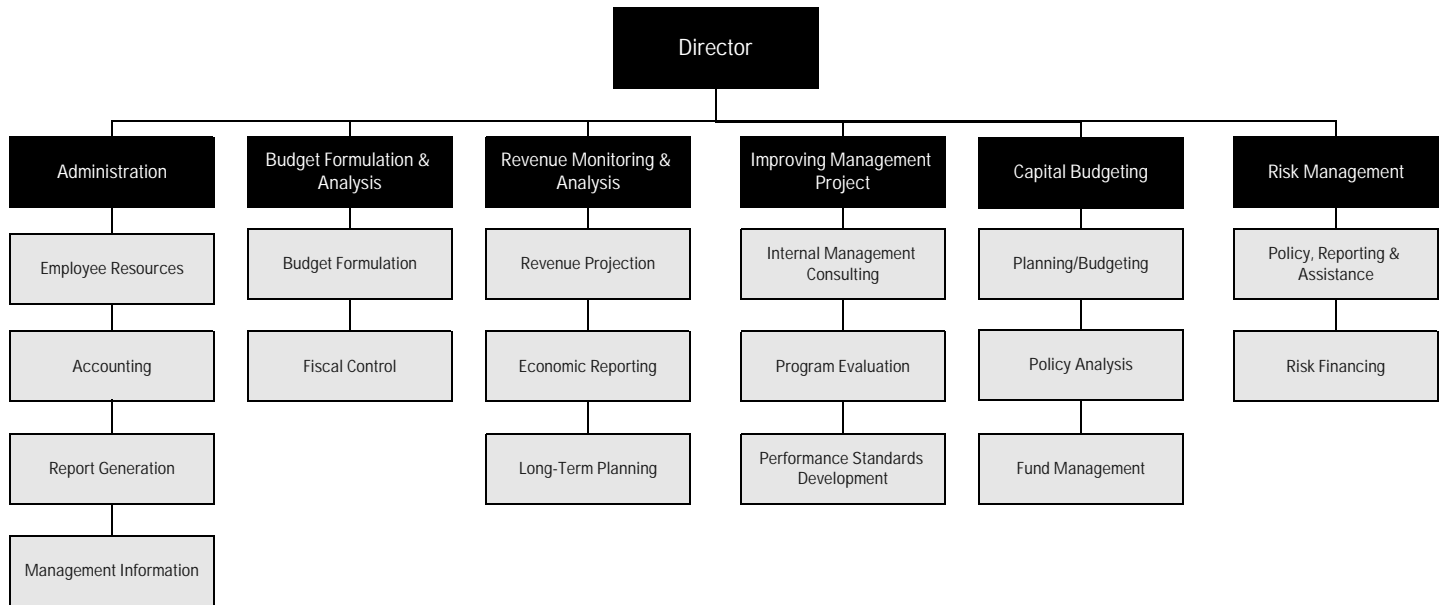
FY12 Performance Strategies

- 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 '09	Total Actual '10	Total Approp '11	Total Budget '12
	Administration	1,811,916	1,555,475	1,511,676	1,492,609
	Budget Formulation	522,872	515,450	586,317	572,602
	Revenue Monitoring	254,035	254,331	270,349	271,829
	Improving Management Project	57,990	57,507	66,868	60,459
	Capital Budgeting	450,275	466,103	88,546	82,184
	Risk Management	90,714	157,973	169,901	159,778
	Total	3,187,802	3,006,839	2,693,657	2,639,461

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	2,012,866	2,042,604	1,743,417	1,732,836
Non Personnel	1,174,936	964,235	950,240	906,625
Total	3,187,802	3,006,839	2,693,657	2,639,461

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

Personnel Services					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	1,987,436	2,015,812	1,723,417	1,712,836	-10,581
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	23,547	21,142	20,000	20,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	1,883	5,650	0	0	0
Total Personnel Services	2,012,866	2,042,604	1,743,417	1,732,836	-10,581
Contractual Services					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	37,763	24,165	37,015	24,400	-12,615
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	1,787	5,184	2,500	2,500	0
52800 Transportation of Persons	275	74	275	275	0
52900 Contracted Services	965,776	762,067	718,500	702,500	-16,000
Total Contractual Services	1,005,601	791,490	758,290	729,675	-28,615
Supplies & Materials					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	1,861	2,568	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	0	102	2,000	2,000	0
Total Supplies & Materials	1,861	2,670	6,600	6,600	0
Current Chgs & Oblig					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	1,011	4,753	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	156,511	161,999	185,350	170,350	-15,000
Total Current Chgs & Oblig	157,522	166,752	185,350	170,350	-15,000
Equipment					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	9,952	0	0	0	0
55600 Office Furniture & Equipment	0	3,185	0	0	0
55900 Misc Equipment	0	138	0	0	0
Total Equipment	9,952	3,323	0	0	0
Other					
	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	3,187,802	3,006,839	2,693,657	2,639,461	-54,196

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Supv-Budget	CDH	NG	1.00	114,876	Sr Data Proc Sys An(Budget)	SE1	09	1.00	93,531
Admin Assistant	SU4	16	1.00	61,823	Prin Budget Analyst (Ads-Bdd)	SE1	09	1.00	93,531
Dep Director	MYO	14	1.00	99,200	Prin Admin Assistant	SE1	08	1.00	87,083
Adm Sec	SU4	14	1.00	41,940	Sr Management Analyst	SE1	08	3.00	209,950
Budget Supervisor	MYO	12	1.00	77,566	Budget Policy Analyst	MYO	07	1.00	63,867
Exec Asst(Management Serv,Asd)	EXM	12	1.00	111,445	Prin Admin Asst(Asd)	EXM	07	1.00	54,712
Sr Finance Manager	MYO	10	1.00	80,812	Management Analyst (Obpe)	SE1	06	7.00	414,719
Exec Asst (Obpe)	EXM	10	4.00	404,710	Sr Adm An(SpProjStff)(Aud)	SE1	06	1.00	72,511
					Total			27	2,082,278
					Adjustments				
					Differential Payments				0
					Other				23,015
					Chargebacks				-293,469
					Salary Savings				-98,988
					FY12 Total Request				1,712,836

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of available regular hours worked	98%	97%	96%	99%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	663,792	667,865	657,736	661,484
Non Personnel	1,148,124	887,610	853,940	831,125
<i>Total</i>	<i>1,811,916</i>	<i>1,555,475</i>	<i>1,511,676</i>	<i>1,492,609</i>

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

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	511,166	507,821	573,317	564,602
Non Personnel	11,706	7,629	13,000	8,000
Total	522,872	515,450	586,317	572,602

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% by which actual revenues exceed actual expenditures	0.2%	0.4%	0.2%	0.4%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	250,636	252,156	266,649	269,629
Non Personnel	3,399	2,175	3,700	2,200
Total	254,035	254,331	270,349	271,829

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Hours of continuing Professional Education Training	223	195	51	100
Program or service analyses completed	3	3	3	3
Project benefits realized	2	2	2	2

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	54,591	55,332	63,168	58,259
Non Personnel	3,399	2,175	3,700	2,200
Total	57,990	57,507	66,868	60,459

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of funds expended in accordance with bond requirements	100%	100%	100%	100%
Debt service costs as a % of operating expenditures	5.2%	5.5%	5.5%	5.8%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	444,233	462,237	81,646	77,684
Non Personnel	6,042	3,866	6,900	4,500
<i>Total</i>	<i>450,275</i>	<i>466,103</i>	<i>88,546</i>	<i>82,184</i>

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
City-wide risk management reviews or improvements	1	1	1	1
Risk financing strategy implemented	87%	87%	87%	87%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	88,448	97,193	100,901	101,178
Non Personnel	2,266	60,780	69,000	58,600
Total	90,714	157,973	169,901	159,778

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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Execution of Courts	4,805,672	15,969,757	3,500,000	3,500,000
	<i>Total</i>	<i>4,805,672</i>	<i>15,969,757</i>	<i>3,500,000</i>	<i>3,500,000</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	0	0	0	0
Non Personnel	4,805,672	15,969,757	3,500,000	3,500,000
<i>Total</i>	<i>4,805,672</i>	<i>15,969,757</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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Health Insurance	186,480,707	196,076,530	207,414,861	218,282,804
	<i>Total</i>	<i>186,480,707</i>	<i>196,076,530</i>	<i>207,414,861</i>	<i>218,282,804</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	0	0	0	0
Non Personnel	186,480,707	196,076,530	207,414,861	218,282,804
<i>Total</i>	<i>186,480,707</i>	<i>196,076,530</i>	<i>207,414,861</i>	<i>218,282,804</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.

FY12 Performance Strategies

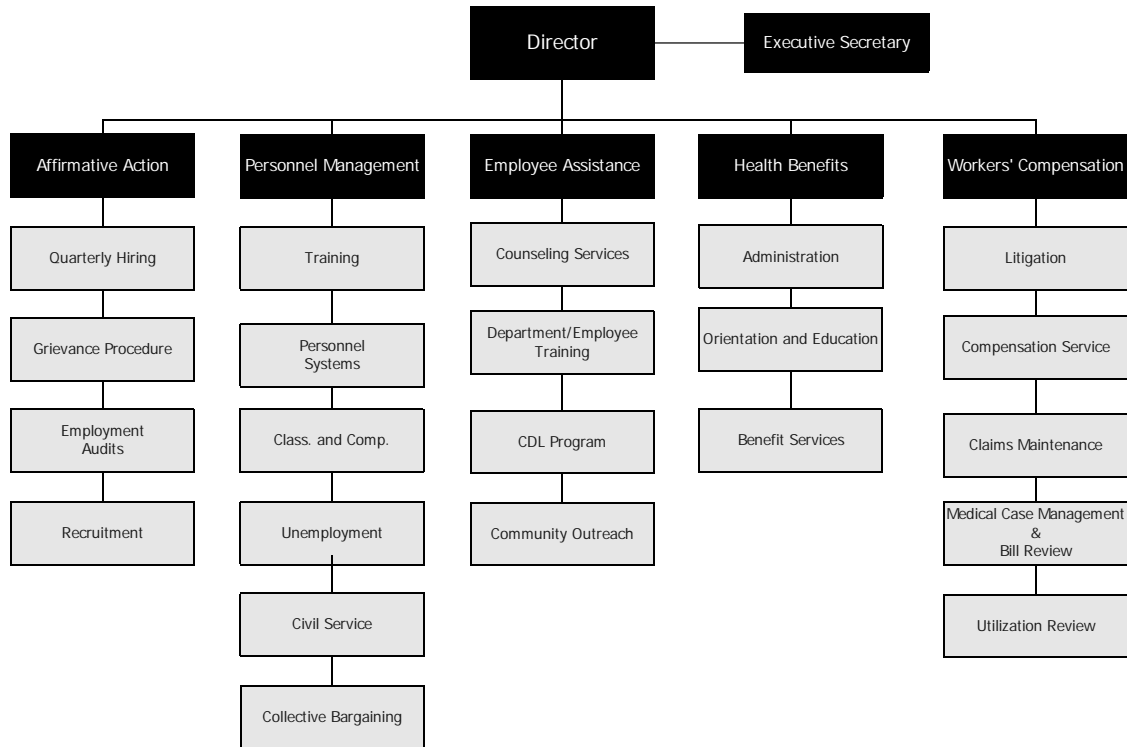
- To recruit and sustain a workforce that reflects Boston's diverse population.
- To reduce medical and indemnity costs associated with workers' compensation claims.
- To return injured employees to work as soon as possible.
- To track all new hires by race, gender and salary on a monthly basis.

Operating Budget	Program Name	Total Actual '09	Total Actual '10	Total Approp '11	Total Budget '12
	Personnel	1,621,917	1,490,681	1,631,984	1,616,496
	Affirmative Action	81,454	78,541	87,445	86,959
	Health Benefits & Insurance	538,241	531,911	568,410	583,780
	Employee Assistance	153,878	155,852	96,447	96,702
	Workers' Compensation	789,337	808,943	838,917	875,177
	Total	3,184,827	3,065,928	3,223,203	3,259,114

External Funds Budget	Fund Name	Total Actual '09	Total Actual '10	Total Approp '11	Total Budget '12
	Occupational Safety & Health Education & Training	0	7,464	0	0
	Total	0	7,464	0	0

Selected Service Indicators		Actual '09	Actual '10	Approp '11	Budget '12
	Personnel Services	2,914,905	2,820,294	2,946,171	3,011,885
	Non Personnel	269,922	245,634	277,032	247,229
	Total	3,184,827	3,065,928	3,223,203	3,259,114

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	2,842,376	2,760,601	2,895,788	2,968,314	72,526
51100 Emergency Employees	72,529	45,453	50,383	43,571	-6,812
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	14,240	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,914,905	2,820,294	2,946,171	3,011,885	65,714
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	49,475	30,673	50,000	29,000	-21,000
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	1,874	3,988	2,000	3,926	1,926
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	46,355	26,213	42,850	36,850	-6,000
Total Contractual Services	97,704	60,874	94,850	69,776	-25,074
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	136	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	26,903	29,742	25,225	25,025	-200
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	27,039	29,742	25,225	25,025	-200
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	0	498	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	135,576	143,246	152,730	152,428	-302
Total Current Chgs & Oblig	135,576	143,744	152,730	152,428	-302
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	8,454	8,454	4,227	0	-4,227
55600 Office Furniture & Equipment	0	2,820	0	0	0
55900 Misc Equipment	1,149	0	0	0	0
Total Equipment	9,603	11,274	4,227	0	-4,227
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	3,184,827	3,065,928	3,223,203	3,259,114	35,911

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Supv Of Personnel	CDH	NG	1.00	113,202	Sr Adm Asst (PPerAnl/C&C)	EXM	09	1.00	93,531	
Alcoholism Coord I	SU4	18	1.00	71,831	Prin Admin Asst Asd Pers	EXM	09	1.00	93,531	
Personnel Asst (Ads/Psd)	SU4	17	2.00	133,712	Exec Asst (EAP/OHR)	EXM	09	1.00	93,531	
Supv-Management Svcs	SU4	17	3.00	179,426	Asst Corp Counsel III	EXM	08	1.00	87,082	
Adm Assistant	SU4	15	1.00	57,171	Employee Devel Coord(Supv/Pers)	SE1	08	1.00	87,083	
Adm Sec	SU4	14	1.00	50,842	Sr Adm Asst (OHR)	SE1	08	2.00	174,166	
Employee Servs Representative	SU4	14	2.00	87,245	Prin Admin Assistant	SE1	08	2.00	174,166	
Claims Investigator(Unemplmnt)	SU4	14	1.00	50,842	Senior Admin Asst	SE1	07	1.00	79,677	
Adm Analyst	SU4	14	1.00	50,842	Prin Admin Asst (ASD)	SE1	07	1.00	79,677	
Head Clerk & Secretary	SU4	13	1.00	47,019	DP Sys Analyst	SE1	06	1.00	72,511	
Asst Director (HR)	EXM	12	2.00	210,828	Sr Adm Asst(W.C)	SE1	06	2.00	145,023	
Head Clerk	SU4	12	4.00	147,816	Sr Adm Assistant	SE1	06	1.00	72,511	
Health Insurance Coordinator	EXM	12	1.00	111,445	Utilization Review Spec	SE1	06	1.00	71,932	
Head Account Clerk	SU4	12	3.00	127,741	Prin Research Analyst	SE1	06	1.00	54,492	
Workmen'S Compensation Agent	EXM	11	1.00	107,385	Internship & Fellowship recruiter	SE1	05	1.00	55,154	
Principal Clerk	SU4	10	1.00	41,817	Personnel Analyst	SE1	05	1.00	66,540	
Supvising Claims Agent (Asd)	EXM	09	1.00	88,027	Affirm Action Monitor	SE1	05	1.00	66,540	
					Admin Secretary (ASD)	SE1	04	1.00	60,567	
								Total	48	3,304,906
Adjustments										
Differential Payments									0	
Other									41,619	
Chargebacks									-309,951	
Salary Savings									-68,260	
								FY12 Total Request	2,968,314	

External Funds History

<i>Personnel Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	0	0	0	0	0
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	0	0	0	0	0
51500 Pension & Annuity	0	0	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	0	0	0	0	0
Total Personnel Services	0	0	0	0	0
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	0	0	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	0	0	0	0
52700 Repairs & Service of Equipment	0	0	0	0	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	0	7,464	0	0	0
Total Contractual Services	0	7,464	0	0	0
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	0	0	0	0	0
53700 Clothing Allowance	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	0	0	0	0	0
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	0	0	0	0	0
Total Current Chgs & Oblig	0	0	0	0	0
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	0	7,464	0	0	0

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of city workforce earning over median salary - people of color	29%	30%	30%	32%
% of city workforce earning over median salary - women	20%	19%	19%	22%
% of total new hires - people of color	44%	40%	36%	40%
% of total new hires - women	50%	39%	39%	40%
% of total promotions - people of color	18%	17%	25%	33%
% of total promotions - women	27%	20%	22%	28%
Citywide - % of total person hours absent	4	4	4	TBR
Citywide - Hours absent per employee	73	78	76	TBR
Median salary of City employees	58,014	60,395	60,708	TBR
Total employees in city workforce	8,392	8,020	7,864	TBR
Total new hires	325	265	424	TBR
Total promotions	107	126	125	TBR

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	1,422,765	1,308,806	1,447,432	1,454,171
Non Personnel	199,152	181,875	184,552	162,325
Total	1,621,917	1,490,681	1,631,984	1,616,496

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of city workforce - people of color	35%	36%	35%	36%
% of city workforce - women	31%	31%	30%	32%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	71,455	71,971	77,445	76,959
Non Personnel	9,999	6,570	10,000	10,000
Total	81,454	78,541	87,445	86,959

Program 3. Health Benefits & Insurance

Eugene Pastore, 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 '09	Actual '10	Projected '11	Target '12
% of active employees enrolled in HMOs	92%	93%	93%	93%
Active employees enrolled in health insurance	15,273	15,716	15,537	15,537
Employee % share of total healthcare costs - Family plan		18	18	18
Employees enrolled in dental/vision benefit plan	6,323	6,166	5,813	5,833
Employer cost of most utilized HMO family plan	14,528	15,690	17,180	18,426
Health insurance premiums as % of total City budget	11	12	13	13

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	504,265	505,632	537,535	561,405
Non Personnel	33,976	26,279	30,875	22,375
Total	538,241	531,911	568,410	583,780

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Assessments completed		321	333	342	350
Referrals made		316	332	361	360

<i>Selected Service Indicators</i>		<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services		153,878	155,852	96,447	96,702
Non Personnel		0	0	0	0
Total		153,878	155,852	96,447	96,702

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Average number of claimants on Workers Compensation payroll (non-uniform)	255	245	246	240
Total medical costs paid to Workers Compensation claimants (non-uniform)	3,001,265	2,622,104	2,724,642	2,900,000
Total reported injuries (non-uniform)	1,284	1,101	1,180	1,150
Total wages paid to Workers Compensation claimants (non-uniform)	8,885,737	9,000,323	8,776,273	9,200,000
Total Workers Compensation payroll as a % of total City payroll			1	1

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	762,542	778,033	787,312	822,648
Non Personnel	26,795	30,910	51,605	52,529
Total	789,337	808,943	838,917	875,177

External Funds Projects

Occupational Safety and Health Education and Training Program

Project Mission

This one year grant from the Commonwealth of MA Department of Industrial Accidents funded a pilot safety training program for employees in order to decrease work related injuries.

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.

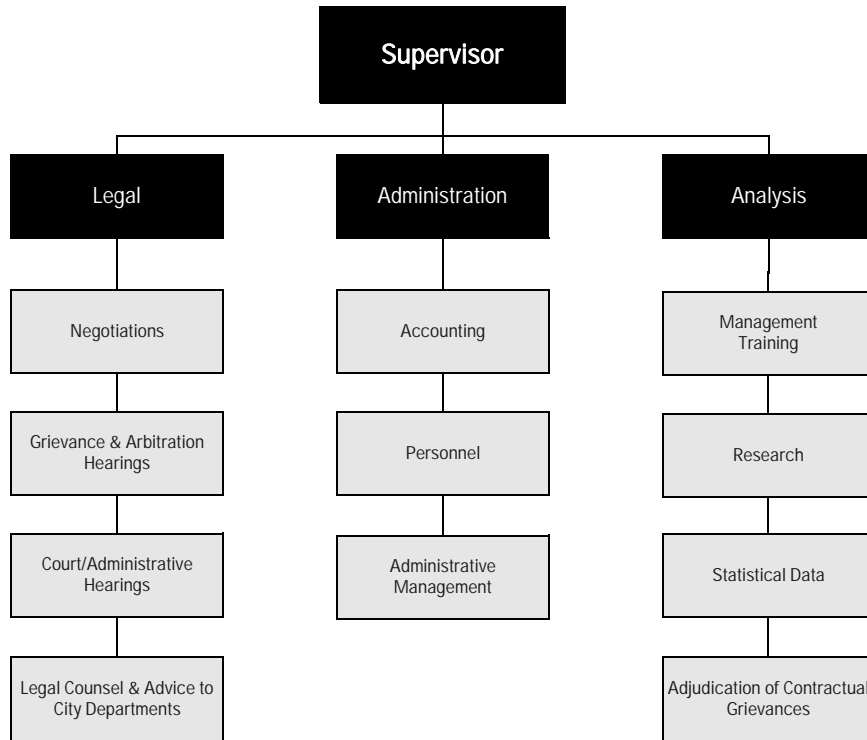
FY12 Performance Strategies

- 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Labor Relations	1,507,046	1,370,636	1,410,881	1,411,048
	Total	1,507,046	1,370,636	1,410,881	1,411,048

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	765,479	754,987	785,345	803,165
Non Personnel	741,567	615,649	625,536	607,883
Total	1,507,046	1,370,636	1,410,881	1,411,048

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	745,980	745,605	780,339	798,146	17,807
51100 Emergency Employees	7,545	9,382	5,006	5,019	13
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	11,954	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	765,479	754,987	785,345	803,165	17,820
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	6,055	5,900	6,660	5,800	-860
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	214	5,029	2,750	6,550	3,800
52800 Transportation of Persons	1,200	2,770	1,200	1,500	300
52900 Contracted Services	697,283	562,419	577,950	556,390	-21,560
Total Contractual Services	704,752	576,118	588,560	570,240	-18,320
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	0	626	793	167
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	4,018	3,315	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	4,018	3,315	4,976	5,143	167
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	32,127	29,813	32,000	32,500	500
Total Current Chgs & Oblig	32,127	29,813	32,000	32,500	500
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	670	6,403	0	0	0
Total Equipment	670	6,403	0	0	0
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	1,507,046	1,370,636	1,410,881	1,411,048	167

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Supv-Labor Relations	CDH	NG	1.00	115,290	Asst Corp Counsel III	EXM	08	5.00	386,201
Legal Secretary (OLR)	EXM	14	1.00	41,179	Exec Asst(LaborRelations)	EXM	06	1.00	72,511
Asst Supv/Labor Relations	EXM	11	1.00	107,385	Labor Relations Analyst	EXM	04	1.00	60,567
					Total			10	783,134
					Adjustments				
					Differential Payments				0
					Other				15,012
					Chargebacks				0
					Salary Savings				0
					FY12 Total Request				798,146

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of city collective bargaining contracts settled	96%	92%	5%	100%
% of grievances filed for arbitration	55%	60%	55%	60%
Training programs that OLR has presented or co-presented for City employees	6	17	1	10

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	765,479	754,987	785,345	803,165
Non Personnel	741,567	615,649	625,536	607,883
Total	1,507,046	1,370,636	1,410,881	1,411,048

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.

FY12 Performance Strategies

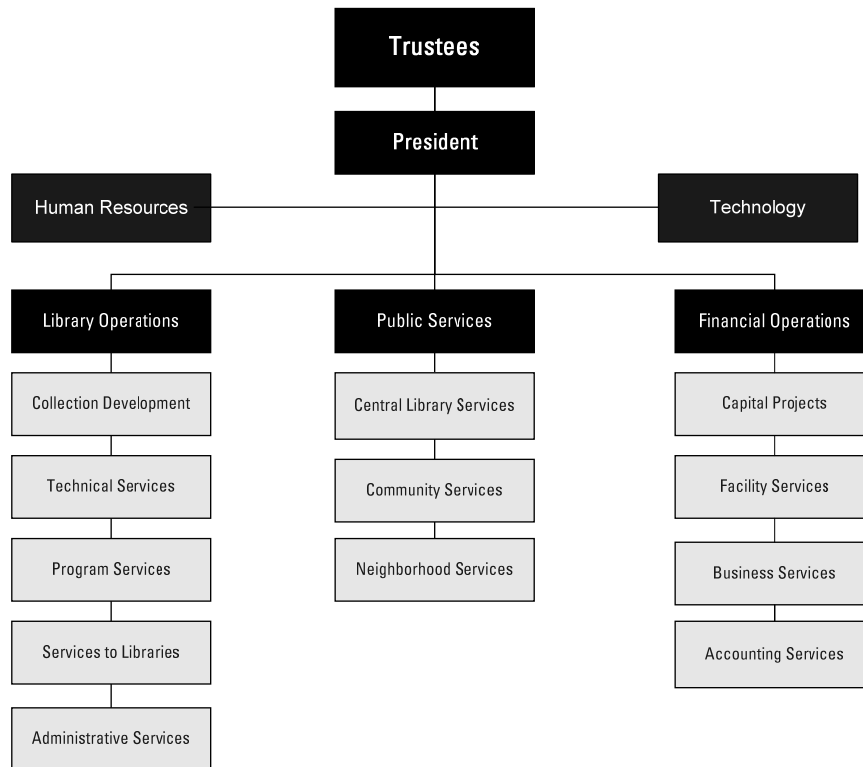
- To assist people of all ages, backgrounds, and stages of learning by offering a variety of programs to meet identified needs and interests.
- To compile and deliver, via www.bpl.org, online resources.
- To implement recommendations of a system-wide preservation team created to ensure ongoing preservation 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 '09	Total Actual '10	Total Approp '11	Total Budget '12
	Administration	17,118,409	16,062,057	17,303,698	16,225,510
	Community Library Services	11,496,408	11,144,546	11,294,279	12,299,862
	Research Library Services	2,596,393	2,655,659	1,771,172	1,613,460
	Total	31,211,210	29,862,262	30,369,149	30,138,832

External Funds Budget	Fund Name	Total Actual '09	Total Actual '10	Total Approp '11	Total Budget '12
	Boston Regional Library System	932,339	901,469	0	0
	Donations	555,063	700,528	450,000	450,000
	Library for the Commonwealth	7,069,132	2,564,587	2,210,241	2,210,241
	State Aid to Libraries	559,056	561,238	530,673	562,030
	Trust Fund Income	3,046,154	4,550,060	2,798,433	3,297,607
	Total	12,161,744	9,277,882	5,989,347	6,519,878

Selected Service Indicators		Actual '09	Actual '10	Approp '11	Budget '12
	Personnel Services	20,009,714	20,829,933	20,467,521	20,565,843
	Non Personnel	11,201,496	9,032,329	9,901,628	9,572,989
	Total	31,211,210	29,862,262	30,369,149	30,138,832

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	19,414,778	20,227,732	19,912,521	20,253,843	341,322
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	462,403	304,501	275,000	32,000	-243,000
51600 Unemployment Compensation	23,439	179,621	200,000	200,000	0
51700 Workers' Compensation	109,094	118,079	80,000	80,000	0
Total Personnel Services	20,009,714	20,829,933	20,467,521	20,565,843	98,322
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	90,000	45,000	45,000	45,000	0
52200 Utilities	3,842,104	3,331,639	3,826,187	3,692,424	-133,763
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	1,826,310	1,509,210	1,629,235	1,591,105	-38,130
52700 Repairs & Service of Equipment	458,677	221,069	187,298	187,298	0
52800 Transportation of Persons	58,934	57,659	59,300	59,300	0
52900 Contracted Services	1,508,129	1,007,774	1,213,319	1,261,490	48,171
Total Contractual Services	7,784,154	6,172,351	6,960,339	6,836,617	-123,722
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	19,565	11,597	6,739	6,739	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	53,000	3,000	4,194	1,194	-3,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	2,717,116	2,604,596	2,609,788	2,344,788	-265,000
Total Supplies & Materials	2,789,681	2,619,193	2,620,721	2,352,721	-268,000
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	30,668	23,546	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	251,876	192,373	275,568	273,395	-2,173
Total Current Chgs & Oblig	282,544	215,919	295,568	293,395	-2,173
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	65,256	65,256
55600 Office Furniture & Equipment	121,631	0	0	0	0
55900 Misc Equipment	198,486	0	0	0	0
Total Equipment	320,117	0	0	65,256	65,256
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	25,000	24,866	25,000	25,000	0
Total Other	25,000	24,866	25,000	25,000	0
Grand Total	31,211,210	29,862,262	30,369,149	30,138,832	-230,317

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Collection Development Manager	PL2	06	1.00	84,835	Technical Support Analyst	PSA	02	1.00	63,964
Motor Equip Operator & Lbr	AFP	05	3.00	121,688	Collection Librarian II	PSA	02	1.00	64,464
Sr Clerk	AFP	05	2.00	95,284	Cataloger & Classifier I	PSA	01	3.00	175,453
Spec Library Asst II	AFP	05	12.65	602,674	Children's Librarian I	PSA	01	8.00	439,026
Staff Officer-Special Projects	PL2	05	1.00	62,394	Reader & Info Librarian I	PSA	01	3.00	169,346
Coord-Ship&Rec&Stocks&Supplies	PL2	05	1.00	84,230	Reference Librarian I	PSA	01	8.50	492,073
Coord of Literacy Services	PL2	05	1.00	84,230	Young Adults Librarian I	PSA	01	4.00	211,447
Manager of Education, Interpretation & Outreach	PL2	05	1.00	84,230	Generalist I	PSA	01	6.00	312,806
Special Lib Asst I (Branch)	AFP	05	21.00	989,783	Acquisitions Librarian I	PSA	01	1.00	58,652
Programming Coordinator	PL2	05	0.25	18,253	Spec Collection Lib I	PSA	01	1.00	58,652
Quality Services Manager	PSA	05	1.00	84,230	Collections Librarian	PSA	01	1.00	58,652
Asst Neighborhood Services Mgr	PSA	05	2.00	163,186	Digital Librarian I	PSA	01	1.00	51,635
Manager of Digital Services	PSA	05	1.00	84,230	Floater Librarian I	PSA	01	2.00	84,461
Coord of Services to Libraries	PL2	05	0.50	34,382	Library Aide	EXO	NG	154.00	354,288
BookConservatorProjDirec	PSA	04	0.65	50,658	President	CDH	NG	1.00	175,962
Branch Librarian II	PSA	04	9.00	679,097	Dir Public Services	PL2	NG	1.00	83,571
Chief-Cataloging	PSA	04	1.00	77,935	Asst Supv Of Custodians	PL2	11	2.00	140,770
Curator-Microtext & Newspapers	PSA	04	0.65	50,658	Prin Clerk & Stenographer (RC)	AFP	09	1.00	57,171
Jr Building Custodian	AFP	04	1.00	37,043	Dir Operations	PL2	09	1.00	126,189
Jr Bldg Cust	AFP	04	12.00	494,212	Supv of Circulation & Shelving	AFP	09	1.00	63,952
Laborer	AFP	04	3.00	121,324	Technical Specialist	AFP	09T	2.00	151,515
SrReader&InfoLibrarianI	PSA	04	1.00	77,935	Spec Library Asst V (BPL)	AFP	08F	3.00	187,740
Spec Library Asst I	AFP	04	15.60	681,021	Special Library Asst V	AFP	08	7.50	470,554
Interlibrary Loan Officer	PSA	04	0.60	46,761	Special Library Asst V	PL1	08	1.00	60,202
Curator-ProfessionalLibIV	PSA	04	1.95	138,041	Supn-Library Buildings	PL2	08	1.00	92,869
BranchLibrarian	PSA	04	2.00	154,011	Wkg Frprs Carpenter	AFP	08	1.00	53,286
Head Central ChildServ	PSA	04	1.00	77,935	Wkg Frperson Painter	AFP	08	1.00	53,286
PublicRelationsWrite/Editor	PSA	04	1.00	77,435	Regional Administrator	PL2	08	1.00	112,823
Digital Systems Librarian IV	PSA	04	1.00	61,706	Systems Officer	PL2	08	1.00	112,823
Asst_Prin_Acct	PSA	03	2.00	117,476	Wkg Foreprs, Oper/Labor BPL	AFP	08	1.00	53,286
Clerk	AFP	03	3.00	116,463	Manager of Budget & Finance	PL2	08	1.00	103,067
Prin Library Asst	AFP	03	7.80	311,736	Special Library Assistant V	PL1	08	1.00	62,601
Branch Librarian I	PSA	03	13.00	917,059	Events Planner	PL1	08	0.25	12,624
Curator-Manuscripts	PSA	03	0.65	38,984	Central Library Services Manager	PL2	08	1.00	112,823
Professional Librarian III	PSA	03	2.00	141,233	Neigh Library Service Manager	PL2	08	1.00	96,164
Reader & Info Librarian III	PSA	03	1.00	70,866	Carpenter	AFP	07	2.00	96,562
Sr Cataloger & Classifier	PSA	03	1.00	69,164	Hvy Mtr Equip Oper & Lbr	AFP	07	1.00	50,097
Business Analyst	PSA	03	1.00	69,164	Painter	AFP	07	1.00	50,097
Acquisitions Librarian III	PSA	03	1.00	70,866	Budget & Procurement Manager	PL2	07	1.00	102,345
Prin Library Assistant	PL1	03	1.00	36,530	Technical Services Manager	PL2	07	1.00	102,345
Programs Librarian	PSA	03	1.00	69,164	Assoc Neigh Serv Manager	PL2	07	1.00	75,819
Web Services Librarian	PSA	03	1.00	70,367	Keeper of Special Collections	PL2	07	0.65	66,524
HdOfBibliographicServMetrBLNet	PSA	03	0.50	34,582	Human Resources Manager (BPL)	PL2	07	1.00	102,345
Senior Library Asst (Branch)	AFP	03	47.00	1,794,469	Special Library Asst IV	PL1	07	1.00	57,171
Adults Librarian II	PSA	02	5.00	321,318	Sr Bldg Cust	AFP	06	21.00	963,962
Childrens Librarian II	PSA	02	19.00	1,148,580	Sr Bldg Cust(T)	AFP	06	1.00	48,807
Reader & Info Librarian II	PSA	02	1.00	64,464	Spec Library Asst III	AFP	06	3.30	172,443
Reference Librarian II	PSA	02	3.25	209,508	Supv-Accounting	PL2	06	1.00	92,860
Sr Lib Asst	AFP	02	29.85	1,007,912	Communications Manager	PL2	06	1.00	92,860
Young Adults Librarian II	PSA	02	2.00	110,491	Network & Server Manager	PL2	06	1.00	92,860
Cataloger & Classifier II	PSA	02	1.00	64,464	Jr Bld Cust-Traveling	AFP	06	2.00	85,130
Generalist II	PSA	02	7.00	433,313	Network Services Manager	PL2	06	1.00	92,860
Systems Librarian II	PSA	02	0.65	41,902	Coord of Regional Admin Serv	PL2	06	1.00	92,860

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Development Office Asst	PL1	02	0.50	28,947	Operating System & Program Manager	PL2	06	1.00	92,860	
Inter Library Loan Librarian	PSA	02	0.65	41,902	Sp Library Asst II (Branch)	AFP	06	8.00	418,451	
								Total	528.9	20,747,774
Adjustments										
								Differential Payments	0	
								Other	115,012	
								Chargebacks	0	
								Salary Savings	-608,942	
								FY12 Total Request	20,253,844	

External Funds History

<i>Personnel Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	4,949,340	3,153,872	2,002,034	2,372,929	370,895
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	3,051	233,948	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	194,874	174,181	110,748	149,718	38,970
51500 Pension & Annuity	113,332	163,668	72,754	97,997	25,243
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	9,802	8,522	11,722	15,788	4,066
Total Personnel Services	5,270,399	3,734,191	2,197,258	2,636,432	439,174
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	8,365	198,389	2,300	2,300	0
52200 Utilities	103,201	101,118	237,030	187,077	-49,953
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	16,676	108,735	376,283	376,283	0
52700 Repairs & Service of Equipment	183,948	243,166	3,000	40,500	37,500
52800 Transportation of Persons	59,668	49,942	37,000	37,000	0
52900 Contracted Services	2,533,273	2,302,911	683,153	804,663	121,510
Total Contractual Services	2,905,131	3,004,261	1,338,766	1,410,323	71,557
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
53000 Auto Energy Supplies	0	12,822	0	0	0
53200 Food Supplies	27,946	18,068	0	0	0
53400 Custodial Supplies	91,021	94,354	70,151	70,151	0
53500 Med, Dental, & Hosp Supply	1,442	0	0	0	0
53600 Office Supplies and Materials	16,784	124,765	0	0	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	64,184	133,810	0	0	0
53900 Misc Supplies & Materials	3,057,395	1,404,347	1,621,261	1,618,461	-2,800
Total Supplies & Materials	3,258,772	1,788,166	1,691,412	1,688,612	-2,800
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	427,216	614,843	543,111	582,011	38,900
Total Current Chgs & Oblig	427,216	614,843	543,111	582,011	38,900
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	31,895	88,736	0	0	0
55900 Misc Equipment	268,331	46,035	218,800	165,000	-53,800
Total Equipment	300,226	134,771	218,800	165,000	-53,800
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	1,650	0	0	0
Total Other	0	1,650	0	0	0
Grand Total	12,161,744	9,277,882	5,989,347	6,519,878	530,531

External Funds Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Library Aide	EXO	NG	3.00	6,902	Principal Library Asst(Branch)	AFP	04	1.00	41,971	
Special Library Asst V	AFP	08	0.50	31,301	Prin Library Asst	AFP	03	4.20	155,335	
Events Planner	PL1	08	0.75	37,871	Curator-Manuscripts	PSA	03	0.35	20,991	
Keeper of Special Collections	PL2	07	0.35	35,821	Professional Librarian III	PSA	03	2.00	141,732	
Spec Library Asst III	AFP	06	0.70	36,579	Asst Keeper of Prints	PSA	03	1.00	70,866	
Spec Library Asst II	AFP	05	1.35	64,317	Hd of Bibliographic Serv Metr BLNet	PSA	03	0.50	34,582	
Applications Manager	PL2	05	1.00	73,920	Reference Librarian II	PSA	02	2.75	159,340	
Programming Coordinator	PL2	05	0.75	54,758	Sr Lib Asst	AFP	02	3.15	110,688	
Coord of Services to Libraries	PL2	05	0.50	34,382	Systems Librarian II	PSA	02	0.35	22,562	
Book Conservator Proj Director	PSA	04	0.35	27,277	Development Office Asst	PL1	02	0.50	28,947	
Curator-Microtext & Newspapers	PSA	04	0.35	27,277	Inter Library Loan Librarian	PSA	02	0.35	22,562	
Spec Library Asst I	AFP	04	1.40	61,108	Youth & Community Outreach Lib	PSA	02	2.00	125,524	
Interlibrary Loan Officer	PSA	04	0.40	31,174	Literacy Specialist II (BPL)	PSA	02	1.00	56,904	
Curator-ProfessionalLibIV	PSA	04	2.05	152,265	Reference Librarian I	PSA	01	4.50	260,489	
					Curriculum Development Coord	PSA	03	1.00	51,281	
					Total				38.1	1,978,727
					Adjustments					
					Differential Payments				0	
					Other				68,000	
					Chargebacks				330,000	
					Salary Savings				-3,799	
					FY12 Total Request				2,372,928	

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>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	5,959,718	7,064,165	7,460,777	6,711,228
Non Personnel	11,158,691	8,997,892	9,842,921	9,514,282
Total	17,118,409	16,062,057	17,303,698	16,225,510

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 '09	Actual '10	Projected '11	Target '12
Adults using library cards	315,613	321,215	297,334	315,000
Books and audiovisual materials borrowed and downloaded	3,403,538	3,587,136	3,534,413	3,500,000
Books and audiovisual materials borrowed and downloaded by Boston residents	2,610,877	2,801,710	2,743,791	2,800,000
Books, manuscripts, videos, music, photos, maps, prints, realia used online			3,412,533	2,500,000
Boston residents signing up for new library cards	40,332	38,358	36,523	40,000
Boston residents using library cards	314,104	321,811	300,872	315,000
BPL website visits	5,284,022	7,731,111	7,227,401	7,500,000
Children using library cards	66,980	65,527	61,489	65,000
English as a Second Language (ESL) Programs	1,520	1,858	1,429	1,500
Homework Assistance Program (HAP) participants	15,535	25,374	19,427	16,000
Program attendance total	187,621	213,936	185,427	190,000
Public use of BPL computers	678,069	738,867	743,268	750,000
Public wireless internet sessions	158,572	207,779	230,753	250,000
Student programs (visits to and from schools)	2,044	3,361	3,012	2,500
Teens using library cards	29,840	30,421	28,446	29,000

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	11,461,532	11,122,452	11,235,572	12,241,155
Non Personnel	34,876	22,094	58,707	58,707
Total	11,496,408	11,144,546	11,294,279	12,299,862

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.

Performance Measures	Actual '09	Actual '10	Projected '11	Target '12
Books and other materials provided to other libraries via the InterLibrary Loan Program	22,003	18,668	13,374	10,000
Books and other materials received from other libraries via the InterLibrary Loan Program	17,780	19,538	12,252	15,000
Computers available for public access	520	613	700	600
Digital items available in all of BPL's digital collections			56,921	58,000
In-building use of library materials	892,210	764,526	686,057	725,000

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	2,588,464	2,643,316	1,771,172	1,613,460
Non Personnel	7,929	12,343	0	0
Total	2,596,393	2,655,659	1,771,172	1,613,460

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, governmental organizations, corporations, foundations, and other private donors for the benefit of the public library. Donations are often one-time funding sources for specific programs or projects that are generally of a temporary nature.

Library for the Commonwealth

Project Mission

The Library for the Commonwealth provides reference and research services for individual residents of the Commonwealth at the Boston Public Library through developing, maintaining, and preserving comprehensive collections of a research and archival nature to supplement library resources available throughout Massachusetts. The Massachusetts Board of Library Commissioners provides this appropriation for the Library to maintain the human resources, expertise, and bibliographic skills needed to develop and provide access to these reference and research collections. 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 granted by the Commonwealth of Massachusetts Board of Library Commissioners to the Trustees of the Public Library of the City of Boston annually. The Library is required to meet certain minimum standards of free public service established by the Board to receive the grant. Standards considered include but are not limited to: meeting the Municipal Appropriation Requirement, 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. Funds are used to buy goods and services to support library operations.

Trust Fund Income

Project Mission

The majority of the Library's assets are held in trust in accordance with the intentions of the donors. The principal of the trust funds is invested in various types of investment securities that generate income. This income is used to purchase library materials and support certain library positions and functions.

Library Department Capital Budget

Overview

Fiscal year 2012 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.

FY12 Major Initiatives

- Design a new branch library in East Boston.
- Begin a facility program and design study at the Dudley Branch library.
- Begin design of energy savings improvements at the Johnson Building. Implement low cost improvements.
- Complete construction and open the Leventhal Map Center at the McKim Library.
- Upgrade the software and components of the Integrated Library System, the key public service delivery system of the library and all the branches.

<i>Capital Budget Expenditures</i>	<i>Total Actual '09</i>	<i>Total Actual '10</i>	<i>Estimated '11</i>	<i>Total Projected '12</i>
<i>Total Department</i>	<i>3,887,377</i>	<i>5,473,652</i>	<i>3,407,537</i>	<i>7,930,000</i>

Library Department Project Profiles

ADAMS 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, Construction Management **Status,** To Be Scheduled

Location, Dorchester **Operating Impact,** No

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
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 6/30/10	FY11	FY12	FY13-16	Total
Grants/Other	0	0	0	0	0
Total	1,609	0	50,000	1,398,391	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, electrical and HVAC systems.

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

Location, Citywide **Operating Impact,** No

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
City Capital	1,250,000	0	500,000	0	1,750,000
Grants/Other	0	0	0	0	0
Total	1,250,000	0	500,000	0	1,750,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
Grants/Other	0	0	0	0	0
Total	717,635	125,000	300,000	607,365	1,750,000

Library Department Project Profiles

DUDLEY SQUARE BRANCH LIBRARY

Project Mission

Initiate a programming and design study to assess library requirements and facility improvements.

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

Location, Roxbury **Operating Impact,** No

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
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				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	0	0	40,000	35,000	75,000
Grants/Other	0	0	0	0	0
Total	0	0	40,000	35,000	75,000

EAST BOSTON LIBRARY

Project Mission

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

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

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

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
City Capital	2,620,000	7,485,000	0	0	10,105,000
Grants/Other	0	7,295,000	0	0	7,295,000
Total	2,620,000	14,780,000	0	0	17,400,000

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	68,048	600,000	1,200,000	8,236,952	10,105,000
Grants/Other	0	0	400,000	6,895,000	7,295,000
Total	68,048	600,000	1,600,000	15,131,952	17,400,000

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, Construction Management **Status**, To Be Scheduled

Location, Roxbury **Operating Impact**, No

Authorizations

Source	Existing	FY12	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	FY11	FY12	FY13-16	Total
	6/30/10				
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

FANEUIL BRANCH LIBRARY PHASE II

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, Construction Management **Status**, To Be Scheduled

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

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
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	FY11	FY12	FY13-16	Total
	6/30/10				
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

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, Construction Management **Status**, In Design

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

Authorizations

Source	Existing	FY12	Future	Non Capital		Total
				Fund		
City Capital	300,000	1,635,000	0	0		1,935,000
Grants/Other	0	0	0	0		0
Total	300,000	1,635,000	0	0		1,935,000

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	0	20,000	325,000	1,590,000	1,935,000
Grants/Other	0	0	0	0	0
Total	0	20,000	325,000	1,590,000	1,935,000

INTEGRATED LIBRARY SYSTEM

Project Mission

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

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

Location, Citywide **Operating Impact**, No

Authorizations

Source	Existing	FY12	Future	Non Capital		Total
				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				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	0	250,000	1,250,000	1,000,000	2,500,000
Grants/Other	0	0	0	0	0
Total	0	250,000	1,250,000	1,000,000	2,500,000

Library Department Project Profiles

JAMAICA PLAIN BRANCH LIBRARY

Project Mission

Construct an addition and renovate the existing branch to improve access and programming.

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

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

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
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	FY11	FY12	FY13-16	Total
	6/30/10				
City Capital	0	0	0	8,500,000	8,500,000
Grants/Other	0	0	0	0	0
Total	0	0	0	8,500,000	8,500,000

JOHNSON BUILDING

Project Mission

Assess building system needs, waterproofing, accessibility, chiller replacement, and other infrastructure repairs in conjunction with McKim IID.

Managing Department, Construction Management **Status,** In Construction

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

Authorizations

Source	Existing	FY12	Non Capital		Total
			Future	Fund	
City Capital	750,000	0	0	0	750,000
Grants/Other	0	0	0	0	0
Total	750,000	0	0	0	750,000

Expenditures (Actual and Planned)

Source	Thru	FY11	FY12	FY13-16	Total
	6/30/10				
City Capital	41,601	263,800	125,000	319,599	750,000
Grants/Other	0	0	0	0	0
Total	41,601	263,800	125,000	319,599	750,000

Library Department Project Profiles

JOHNSON BUILDING ENERGY IMPROVEMENTS

Project Mission

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

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

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

Authorizations

Source	Existing	FY12	Future	Non Capital		Total
				Fund		
City Capital	350,000	3,000,000	11,650,000	0		15,000,000
Grants/Other	0	0	0	0		0
Total	350,000	3,000,000	11,650,000	0		15,000,000

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	1,665	170,000	600,000	14,228,335	15,000,000
Grants/Other	0	0	0	0	0
Total	1,665	170,000	600,000	14,228,335	15,000,000

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, Library Department **Status**, New Project

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

Authorizations

Source	Existing	FY12	Future	Non Capital		Total
				Fund		
City Capital	0	3,900,000	0	0		3,900,000
Grants/Other	0	0	0	0		0
Total	0	3,900,000	0	0		3,900,000

Expenditures (Actual and Planned)

Source	Thru				Total
	6/30/10	FY11	FY12	FY13-16	
City Capital	0	0	400,000	3,500,000	3,900,000
Grants/Other	0	0	0	0	0
Total	0	0	400,000	3,500,000	3,900,000

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	FY12	Non Capital		Total
			Future	Fund	
City Capital	492,545	0	0	0	492,545
Grants/Other	7,455	0	0	0	7,455
Total	500,000	0	0	0	500,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
Grants/Other	6,015	0	0	1,440	7,455
Total	6,015	0	150,000	343,985	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, Music and Fine Arts Departments, Rare Books and Manuscripts Department.

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

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

Authorizations

Source	Existing	FY12	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 6/30/10	FY11	FY12	FY13-16	Total
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 PHASE II D MAP CENTER

Project Mission

Renovate space within the McKim Library to house the Leventhal Map Center. Renovation work includes painting, flooring, HVAC modifications, lighting and electrical upgrades, furnishings and signage.

Managing Department, Construction Management **Status,** In Construction

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

Authorizations

Source	Existing	FY12	Future	Non Capital Fund	Total
City Capital	0	0	0	0	0
Grants/Other	1,800,000	0	0	0	1,800,000
Total	1,800,000	0	0	0	1,800,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
City Capital	0	0	0	0	0
Grants/Other	0	600,000	1,200,000	0	1,800,000
Total	0	600,000	1,200,000	0	1,800,000

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, Construction Management **Status,** New Project

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

Authorizations

Source	Existing	FY12	Future	Non Capital Fund	Total
City Capital	0	480,000	0	0	480,000
Grants/Other	0	0	0	0	0
Total	0	480,000	0	0	480,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
City Capital	0	0	40,000	440,000	480,000
Grants/Other	0	0	0	0	0
Total	0	0	40,000	440,000	480,000

Library Department Project Profiles

NORTH END BRANCH LIBRARY

Project Mission

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

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

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

Authorizations

Source	Existing	FY12	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 6/30/10	FY11	FY12	FY13-16	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

PARKER HILL LIBRARY

Project Mission

Replace windows and repoint masonry walls.

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

Location, Roxbury **Operating Impact,** No

Authorizations

Source	Existing	FY12	Future	Non Capital Fund	Total
City Capital	0	0	2,400,000	0	2,400,000
Grants/Other	0	0	0	0	0
Total	0	0	2,400,000	0	2,400,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	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

Library Department Project Profiles

ROOF REPLACEMENT AT 5 BRANCH LIBRARIES

Project Mission

Phase II: replace roof at West End and repair/replace roof and windows at the Charlestown branch. Phase I is complete: replace roof and repair/replace windows at Fields Corner, South End and West Roxbury.

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

Location, Various neighborhoods **Operating Impact**, No

Authorizations

Source	Existing	FY12	Future	Non Capital Fund	Total
City Capital	3,800,000	0	0	0	3,800,000
Grants/Other	0	0	0	0	0
Total	3,800,000	0	0	0	3,800,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
City Capital	1,507,988	30,000	1,800,000	462,012	3,800,000
Grants/Other	0	0	0	0	0
Total	1,507,988	30,000	1,800,000	462,012	3,800,000

SECURITY AUDIT RECOMMENDATIONS IMPLEMENTATION

Project Mission

Implement security upgrades at all branch library locations.

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

Location, Citywide **Operating Impact**, No

Authorizations

Source	Existing	FY12	Future	Non Capital Fund	Total
City Capital	500,000	0	0	0	500,000
Grants/Other	0	0	0	0	0
Total	500,000	0	0	0	500,000

Expenditures (Actual and Planned)

Source	Thru 6/30/10	FY11	FY12	FY13-16	Total
City Capital	0	0	0	500,000	500,000
Grants/Other	0	0	0	0	0
Total	0	0	0	500,000	500,000

Library Department Project Profiles

UPHAMS CORNER LIBRARY (NEW)

Project Mission

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

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

Location, Dorchester **Operating Impact,** No

Authorizations

Source	Existing	FY12	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 6/30/10	FY11	FY12	FY13-16	Total
City Capital	0	0	50,000	12,930,000	12,980,000
Grants/Other	0	0	0	0	0
Total	0	0	50,000	12,930,000	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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Medicare Payments	6,169,605	6,594,999	7,250,000	7,924,250
	<i>Total</i>	<i>6,169,605</i>	<i>6,594,999</i>	<i>7,250,000</i>	<i>7,924,250</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	6,169,605	6,594,999	7,250,000	7,924,250
Non Personnel	0	0	0	0
<i>Total</i>	<i>6,169,605</i>	<i>6,594,999</i>	<i>7,250,000</i>	<i>7,924,250</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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Pensions & Annuities - City	4,100,000	4,100,000	4,100,000	4,100,000
	Total	4,100,000	4,100,000	4,100,000	4,100,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	4,100,000	4,100,000	4,100,000	4,100,000
Non Personnel	0	0	0	0
Total	4,100,000	4,100,000	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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Pensions & Annuities - County	48,132	49,212	100,000	100,000
	<i>Total</i>	<i>48,132</i>	<i>49,212</i>	<i>100,000</i>	<i>100,000</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	48,132	49,212	100,000	100,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>48,132</i>	<i>49,212</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.

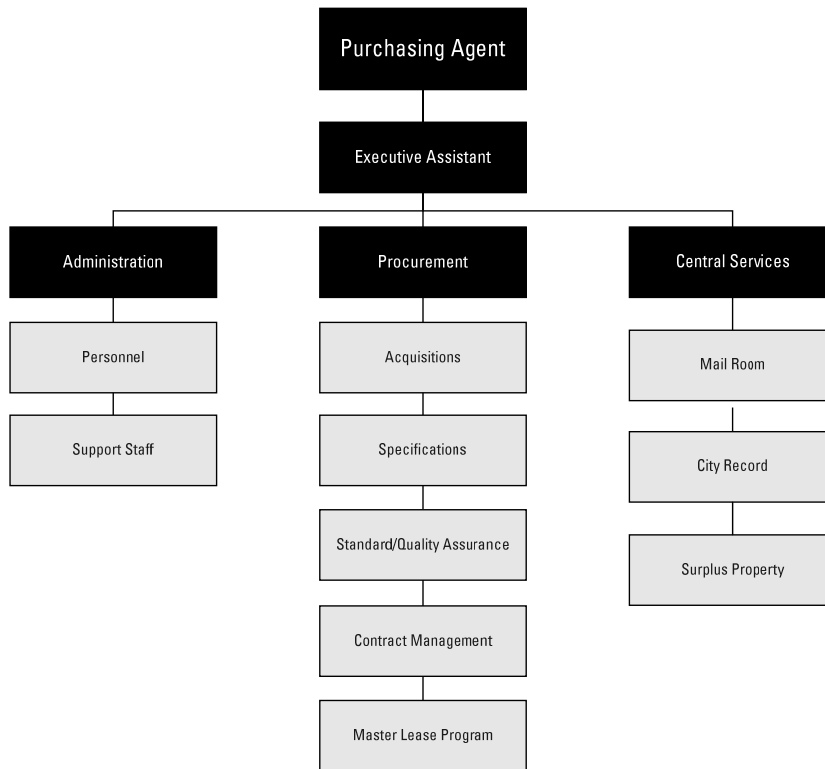
FY12 Performance Strategies

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Administration	240,351	283,964	240,183	201,356
	Procurement	800,901	739,697	1,156,946	1,111,792
	Central Services	324,315	282,298	323,074	333,147
	Total	1,365,567	1,305,959	1,720,203	1,646,295

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	1,234,794	1,223,981	1,553,228	1,531,169
Non Personnel	130,773	81,978	166,975	115,126
Total	1,365,567	1,305,959	1,720,203	1,646,295

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 and County 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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	1,234,794	1,223,338	1,553,228	1,531,169	-22,059
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	643	0	0	0
Total Personnel Services	1,234,794	1,223,981	1,553,228	1,531,169	-22,059
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	15,983	13,092	18,000	14,400	-3,600
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	5,000	0	-5,000
52600 Repairs Buildings & Structures	0	0	2,000	0	-2,000
52700 Repairs & Service of Equipment	32,939	25,283	20,875	21,175	300
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	22,465	26,027	32,000	10,420	-21,580
Total Contractual Services	71,387	64,402	77,875	45,995	-31,880
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	12,437	10,614	29,550	15,150	-14,400
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	12,437	10,614	29,550	15,150	-14,400
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	0	2,519	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	1,251	1,950	3,855	1,945	-1,910
Total Current Chgs & Oblig	1,251	4,469	3,855	1,945	-1,910
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	45,698	2,493	46,695	46,036	-659
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	0	3,000	0	-3,000
Total Equipment	45,698	2,493	49,695	46,036	-3,659
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
56200 Special Appropriation	0	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	0	0	6,000	6,000	0
Grand Total	1,365,567	1,305,959	1,720,203	1,646,295	-73,908

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Purchasing Agent	CDH	NG	1.00	110,605	Asst Buyer	SU4	12	1.00	45,217
Director	CDH	NG	1.00	104,884	Exec Asst	EXM	11	1.00	79,230
Sr Buyer	SU4	17	3.00	200,569	Prin Acct Clerk	SU4	10	1.00	35,756
Adm Assistant	SU4	17	2.00	131,147	Asst Purchasing Agent	SE1	09	2.00	187,063
Buyer/Purchasing	SU4	16	3.00	169,807	Prin Admin Assistant	SE1	08	1.00	87,083
Mailroom Equipment Operator	SU4	15	1.00	51,330	Sr Adm Analyst	SE1	06	1.00	72,511
Adm Assistant	SU4	15	2.00	113,246	Admin Asst (Asst/Cab)	SE1	05	1.00	66,540
Adm Analyst	SU4	14	1.00	44,477	Sr Adm Assistant	SE1	05	1.00	66,540
					Total			23	1,566,005
					Adjustments				
					Differential Payments				0
					Other				32,019
					Chargebacks				-66,856
					Salary Savings				0
					FY12 Total Request				1,531,168

Program 1. Administration

Barry Fadden, Manager Organization: 143100

Program Description

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

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	228,659	269,809	231,943	194,066
Non Personnel	11,692	14,155	8,240	7,290
<i>Total</i>	<i>240,351</i>	<i>283,964</i>	<i>240,183</i>	<i>201,356</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 '09	Actual '10	Projected '11	Target '12
% of requisition items purchased on contract	92%	93%	95%	93%
% of total dollar value of total items purchased that meet Environmentally Preferred Product guidelines		12%	15%	20%
Average per gallon price the City pays for gasoline	2.17	2.31	2.85	3.10
Dollar amount that the City pays on average for gasoline below the quoted fixed price	0.85	0.13	-0.40	0.10
Total purchase orders	5,805	5,743	5,687	6,000

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	787,662	729,197	1,085,586	1,095,122
Non Personnel	13,239	10,500	71,360	16,670
Total	800,901	739,697	1,156,946	1,111,792

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.

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	218,473	224,975	235,699	241,981
Non Personnel	105,842	57,323	87,375	91,166
<i>Total</i>	<i>324,315</i>	<i>282,298</i>	<i>323,074</i>	<i>333,147</i>

Registry Division Operating Budget

Judith A. McCarthy, Registrar Appropriation: 163

Department Mission

The mission of the Registry Division is to respond to public requests for certified births, marriages, and deaths promptly and accurately and maintain compliance with the State Registrar's Office.

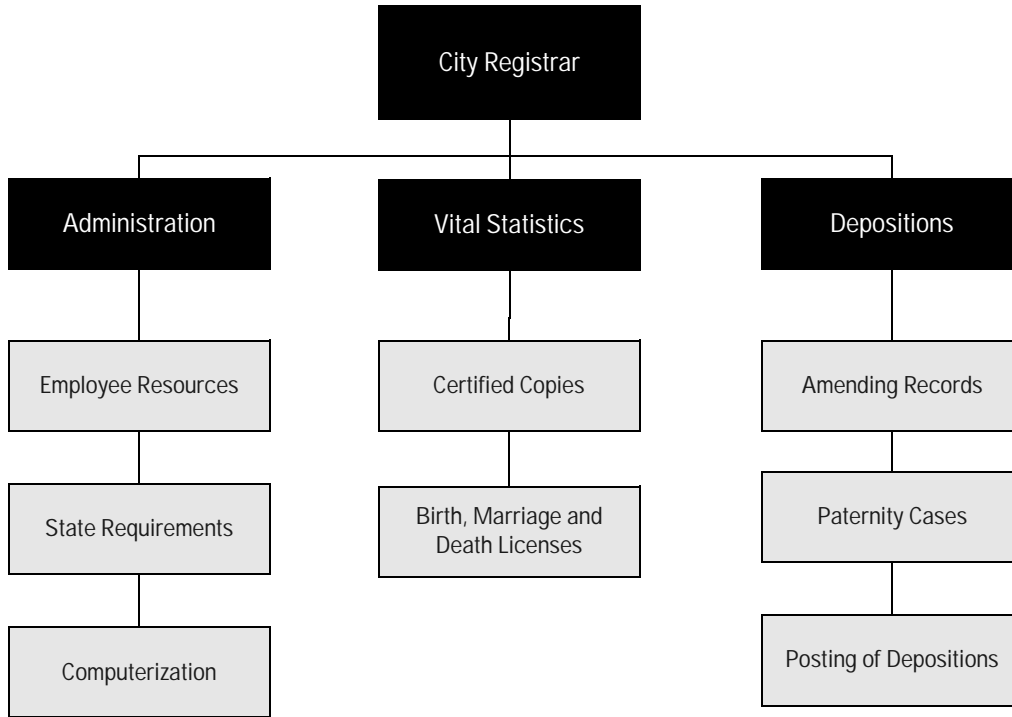
FY12 Performance Strategies

- To achieve overall customer satisfaction.
- To record and deliver correct information in accordance with MGL.
- To reduce waiting time for handling of birth, marriage and death requests.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Administration	250,353	254,839	248,060	251,175
	Vital Statistics	587,238	569,639	627,075	637,588
	Depositions	108,493	108,901	120,462	119,994
	Total	946,084	933,379	995,597	1,008,757

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	890,455	890,456	936,997	953,352
Non Personnel	55,629	42,923	58,600	55,405
Total	946,084	933,379	995,597	1,008,757

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 37,000 new entries and issues more than 100,000 copies of certified records.

Department History

<i>Personnel Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	890,455	890,456	936,997	953,352	16,355
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	890,455	890,456	936,997	953,352	16,355
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	7,003	5,533	7,200	4,005	-3,195
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	3,996	3,066	4,100	4,100	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	31,641	13,264	28,500	28,500	0
Total Contractual Services	42,640	21,863	39,800	36,605	-3,195
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	11,948	9,580	17,000	17,000	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	794	750	750	0
Total Supplies & Materials	11,948	10,374	17,750	17,750	0
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	261	285	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	780	615	1,050	1,050	0
Total Current Chgs & Oblig	1,041	900	1,050	1,050	0
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	9,786	0	0	0
Total Equipment	0	9,786	0	0	0
<i>Other</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	946,084	933,379	995,597	1,008,757	13,160

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary
Adm Sec	SU4	14	1.00	50,842	Principal Clerk	SU4	10	4.00	159,098
Head Cashier(Vitals/Registry)	SU4	14	1.00	50,842	Prin Clerk(Vitals/Registry)	SU4	10	8.00	323,533
Deposition Clerk	SU4	13	1.00	47,019	First Asst City Registrar	SE1	07	1.00	79,677
City Registrar	CDH	NG	1.00	105,396	Asst City Registrar	SE1	05	2.00	133,080
					Total			19	949,487
					Adjustments				
					Differential Payments				0
					Other				3,866
					Chargebacks				0
					Salary Savings				0
					FY12 Total Request				953,353

Program 1. Administration

Marie D. Reppucci, Manager Organization: 163100

Program Description

The Administration Program maintains an efficient staff, complies with the State Registrar's Office requirements, and provides for the effective management of the day-to-day operations of the Division.

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	235,091	230,897	234,960	239,140
Non Personnel	15,262	23,942	13,100	12,035
<i>Total</i>	<i>250,353</i>	<i>254,839</i>	<i>248,060</i>	<i>251,175</i>

Program 2. Vital Statistics

Marie D. Reppucci, Manager Organization: 163200

Program Description

The Vital Statistics Program issues certified copies of birth, marriage, and death certificates, and processes marriage licenses. The program also responds to requests for information from federal, state, and local authorities.

Program Strategies

- To achieve overall customer satisfaction.
- To reduce waiting time for handling of birth, marriage and death requests.

Performance Measures	Actual '09	Actual '10	Projected '11	Target '12
% of customers surveyed who rate services as satisfactory	99%	99%	99%	99%
Average waiting time for counter requests (mins)	8	9	11	8
Average waiting time for mail requests (days)	4	6	6	6
Counter requests for certificates	72,174	67,440	70,066	64,000
Customers rating services as satisfactory	1,969	1,706	1,718	1,800
Customers surveyed	1,990	1,717	1,723	2,000
Mail requests for certificates	29,136	29,361	26,900	30,000

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	549,252	552,539	589,075	600,653
Non Personnel	37,986	17,100	38,000	36,935
Total	587,238	569,639	627,075	637,588

Program 3. Depositions

Rosalie Boylan, Manager Organization: 163300

Program Description

The Depositions Program is responsible for recording correct information in accordance with Massachusetts General Laws.

Program Strategies

- To record and deliver correct information in accordance with MGL.

<i>Performance Measures</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Affidavits completed	2,208	2,640	2,715	2,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	106,112	107,020	112,962	113,559
Non Personnel	2,381	1,881	7,500	6,435
Total	108,493	108,901	120,462	119,994

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.

FY12 Performance Strategies

- 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Collecting Division	2,432,417	2,437,995	2,529,398	1,879,397
	Treasury Division	1,962,132	1,789,497	1,777,304	1,777,304
	Total	4,394,549	4,227,492	4,306,702	3,656,701

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	2,796,524	2,786,044	2,858,260	2,859,388
Non Personnel	1,598,025	1,441,448	1,448,442	797,313
Total	4,394,549	4,227,492	4,306,702	3,656,701

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	2,747,217	2,762,807	2,827,710	2,833,653	5,943
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	47,463	23,237	30,550	25,735	-4,815
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	1,844	0	0	0	0
Total Personnel Services	2,796,524	2,786,044	2,858,260	2,859,388	1,128
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	57,743	40,563	53,042	36,413	-16,629
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	18,098	8,482	22,350	22,350	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	442,791	214,182	117,850	117,850	0
Total Contractual Services	518,632	263,227	193,242	176,613	-16,629
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	533,121	582,367	587,800	603,300	15,500
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	100	100	0
Total Supplies & Materials	533,121	582,367	587,900	603,400	15,500
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	143	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	23,143	16,689	17,300	17,300	0
Total Current Chgs & Oblig	23,286	16,689	17,300	17,300	0
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
56200 Special Appropriation	522,986	579,165	650,000	0	-650,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	522,986	579,165	650,000	0	-650,000
Grand Total	4,394,549	4,227,492	4,306,702	3,656,701	-650,001

Department Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Sr Programmer	SU4	15	2.00	98,973	Adm Secretary	SU4	17	1.00	49,143	
Tax Title Supv	SU4	15	2.00	114,343	Prin Accountant	SU4	16	8.00	467,869	
Adm Assistant	SU4	15	1.00	50,992	First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	122,889	
Head Administrative Clerk	SU4	14	1.00	50,842	Adm Analyst	SU4	14	1.00	50,842	
Sr Legal Asst	SU4	14	1.00	45,950	Exec Asst (Treas/Trea)	SE1	11	1.00	107,385	
Dep Collector	SU4	13	6.00	269,481	Prin Admin Asst(Fin Cabinet)	EXM	10	1.00	101,178	
Tell.	SU4	13	4.00	171,486	Second Asst Coll-Trs	SE1	10	1.00	101,178	
Head Clerk	SU4	12	3.00	119,823	Asst Corp Counsel V	EXM	10	1.00	101,178	
First Asst Coll-Trs	SE1	11	1.00	107,385	Exec Sec (Treasury/Trust)	SE1	09	1.00	93,531	
Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	101,178	Supervisor Accounting	SE1	08	6.00	503,846	
Supervisor Accounting	SE1	08	1.00	87,083	Prin Admin Asst (Treas/Treas)	SE1	06	1.00	64,375	
Data Proc Sys Analyst I	SE1	07	1.00	79,677	Exec Asst(Treasury)	SE1	06	1.00	72,511	
Prin Admin Asst (Trs/Col)	SE1	06	3.00	213,786	Sr Adm Assistant	SE1	05	3.00	199,620	
Collector-Treasurer	CDH	NG	1.00	146,311	Admin Asst(Trs/Col)	SE1	04	1.00	60,567	
					Total				56	3,753,420
					Adjustments					
					Differential Payments					0
					Other					38,594
					Chargebacks					-750,612
					Salary Savings					-207,749
					FY12 Total Request					2,833,653

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.

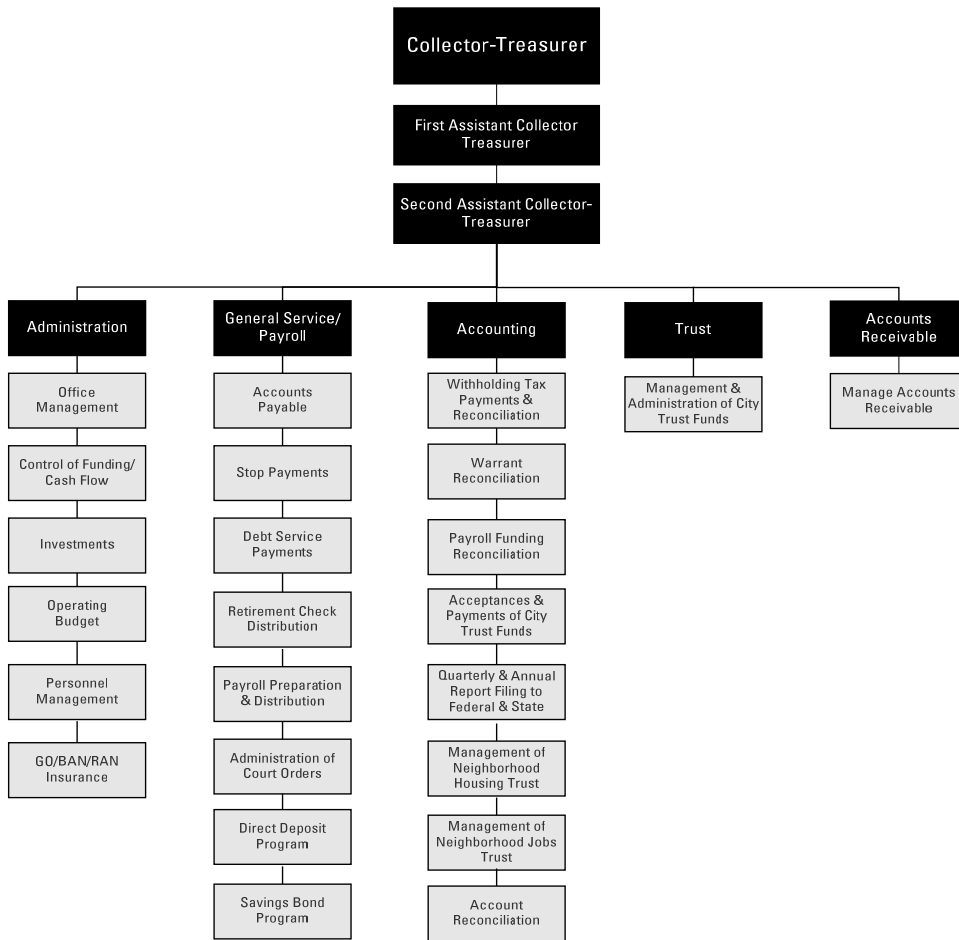
FY12 Performance Strategies

- 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Administration	694,749	568,877	471,471	462,987
	General Service/Payroll	627,808	587,926	636,855	665,852
	Accounting	227,786	223,307	241,814	249,287
	Accounts Receivable	411,789	409,387	427,164	399,178
	Trust	0	0	0	0
	Total	1,962,132	1,789,497	1,777,304	1,777,304

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	1,422,268	1,377,475	1,366,642	1,374,124
Non Personnel	539,864	412,022	410,662	403,180
Total	1,962,132	1,789,497	1,777,304	1,777,304

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	1,407,777	1,375,600	1,359,292	1,371,589	12,297
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	12,647	1,875	7,350	2,535	-4,815
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	1,844	0	0	0	0
Total Personnel Services	1,422,268	1,377,475	1,366,642	1,374,124	7,482
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	26,680	13,823	23,062	10,080	-12,982
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	12,795	4,127	15,850	15,850	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	245,042	95,799	75,350	75,350	0
Total Contractual Services	284,517	113,749	114,262	101,280	-12,982
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	241,702	288,505	286,300	291,800	5,500
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	241,702	288,505	286,300	291,800	5,500
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
54300 Workers' Comp Medical	143	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	13,502	9,768	10,100	10,100	0
Total Current Chgs & Oblig	13,645	9,768	10,100	10,100	0
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	1,962,132	1,789,497	1,777,304	1,777,304	0

Division Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Collector-Treasurer	CDH	NG	1.00	146,311	Second Asst Coll-Trs	SE1	10	1.00	101,178	
Adm Secretary	SU4	17	1.00	49,143	Asst Corp Counsel V	EXM	10	1.00	101,178	
Prin Accountant	SU4	16	8.00	467,869	Exec Sec (Treasury/Trust)	SE1	09	1.00	93,531	
First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	122,889	Supervisor Accounting	SE1	08	6.00	503,846	
Adm Analyst	SU4	14	1.00	50,842	Prin Admin Asst (Treas/Treas)	SE1	06	1.00	64,375	
Exec Asst (Treas/Trea)	SE1	11	1.00	107,385	Exec Asst(Treasury)	SE1	06	1.00	72,511	
Prin Admin Asst(Fin Cabinet)	EXM	10	1.00	101,178	Sr Adm Assistant	SE1	05	3.00	199,620	
					Admin Asst(Trs/Col)	SE1	04	1.00	60,567	
					Total				29	2,242,423
					Adjustments					
					Differential Payments				0	
					Other				15,794	
					Chargebacks				-750,612	
					Salary Savings				-136,016	
					FY12 Total Request				1,371,589	

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Average return on city investments	2.0%	.36%	.31%	.2%
Bank statements analyzed	12	12	12	12
GO, BAN/RAN, refundings, lease financings	3	4	3	1

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	416,578	429,475	355,675	350,515
Non Personnel	278,171	139,402	115,796	112,472
Total	694,749	568,877	471,471	462,987

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of interest and principal paid by the due date	100%	100%	100%	100%
Monthly Average of non-payroll payments prepared monthly	21,120	18,000	21,079	18,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	417,249	366,428	391,994	393,642
Non Personnel	210,559	221,498	244,861	272,210
Total	627,808	587,926	636,855	665,852

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
% of withheld taxes paid on due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	220,592	215,403	230,574	243,845
Non Personnel	7,194	7,904	11,240	5,442
Total	227,786	223,307	241,814	249,287

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.

Performance Measures	Actual '09	Actual '10	Projected '11	Target '12
Billable units utilizing the accounts receivable and billing system	22	23	23	23

Selected Service Indicators	Actual '09	Actual '10	Approp '11	Budget '12
Personnel Services	367,849	366,169	388,399	386,122
Non Personnel	43,940	43,218	38,765	13,056
Total	411,789	409,387	427,164	399,178

Program 5. Trust

Robert Fleming, 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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Annual Trust Fund investment return	-14%	12.8%	19.3%	4.75%

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</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.

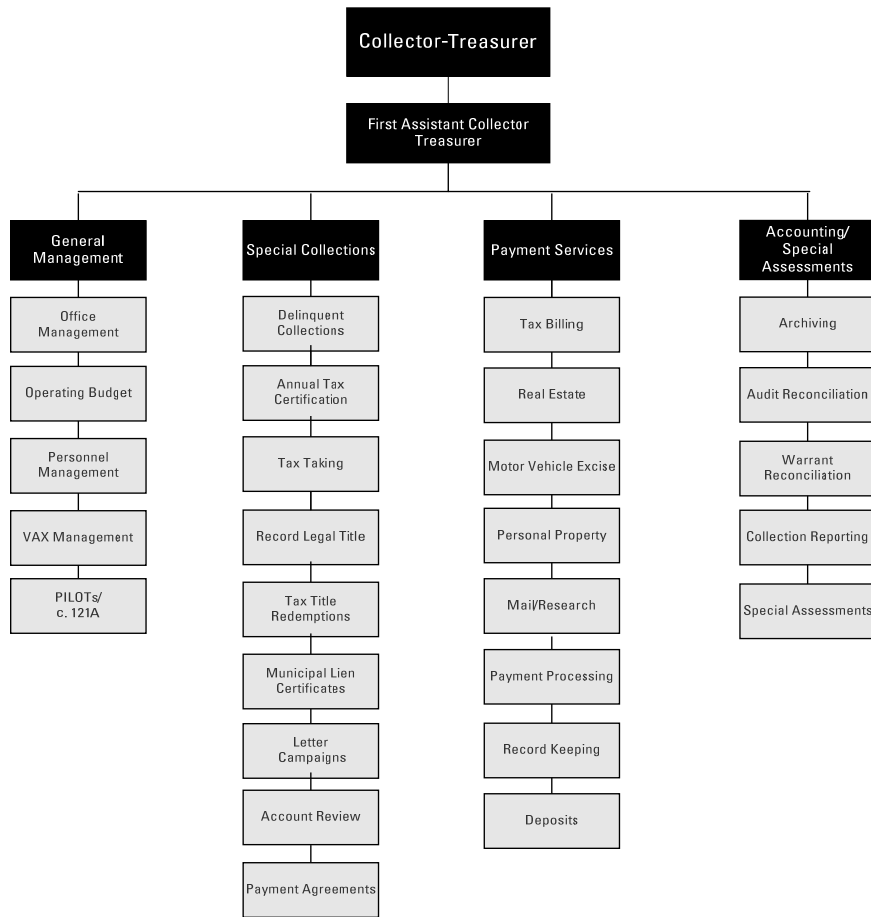
FY12 Performance Strategies

- 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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	General Management	644,656	446,494	396,847	507,101
	Special Collections	533,860	1,354,218	1,267,328	476,143
	Payment Services	1,230,402	581,455	792,165	820,069
	Accounting/Special Assessments	23,499	55,828	73,058	76,084
	Total	2,432,417	2,437,995	2,529,398	1,879,397

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	1,374,256	1,408,569	1,491,618	1,485,264
Non Personnel	1,058,161	1,029,426	1,037,780	394,133
Total	2,432,417	2,437,995	2,529,398	1,879,397

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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
51000 Permanent Employees	1,339,440	1,387,207	1,468,418	1,462,065	-6,353
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	34,816	21,362	23,200	23,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,374,256	1,408,569	1,491,618	1,485,265	-6,353
<i>Contractual Services</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
52100 Communications	31,063	26,740	29,980	26,333	-3,647
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	5,303	4,355	6,500	6,500	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	197,749	118,383	42,500	42,500	0
Total Contractual Services	234,115	149,478	78,980	75,333	-3,647
<i>Supplies & Materials</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	291,419	293,862	301,500	311,500	10,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	100	100	0
Total Supplies & Materials	291,419	293,862	301,600	311,600	10,000
<i>Current Chgs & Oblig</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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	9,641	6,921	7,200	7,200	0
Total Current Chgs & Oblig	9,641	6,921	7,200	7,200	0
<i>Equipment</i>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
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>	FY09 Expenditure	FY10 Expenditure	FY11 Appropriation	FY12 Adopted	Inc/Dec 11 vs 12
56200 Special Appropriation	522,986	579,165	650,000	0	-650,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	522,986	579,165	650,000	0	-650,000
Grand Total	2,432,417	2,437,995	2,529,398	1,879,398	-650,000

Division Personnel

Title	Union Code	Grade	Position	FY12 Salary	Title	Union Code	Grade	Position	FY12 Salary	
Sr Programmer	SU4	15	2.00	98,973	Tell.	SU4	13	4.00	171,486	
Tax Title Supv	SU4	15	2.00	114,343	Head Clerk	SU4	12	3.00	119,823	
Adm Assistant	SU4	15	1.00	50,992	First Asst Coll-Trs	SE1	11	1.00	107,385	
Head Administrative Clerk	SU4	14	1.00	50,842	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	101,178	
Sr Legal Asst	SU4	14	1.00	45,950	Supervisor Accounting	SE1	08	1.00	87,083	
Dep Collector	SU4	13	6.00	269,481	Data Proc Sys Analyst I	SE1	07	1.00	79,677	
					Prin Admin Asst (Trs/Col)	SE1	06	3.00	213,786	
					Total				27	1,510,998
					Adjustments					
					Differential Payments	0				
					Other	22,800				
					Chargebacks	0				
					Salary Savings	-71,733				
					FY12 Total Request	1,462,065				

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
PILOT accounts monitored	44	44	44	44
Property tax collection rate	98.9%	98.8%	98.9%	98.9%
Real estate bills paid online	20,297	29,500	35,690	40,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	374,676	339,814	352,427	457,517
Non Personnel	269,980	106,680	44,420	49,584
Total	644,656	446,494	396,847	507,101

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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Annual certification amount	9,574,117	8,087,979	8,569,342	8,500,000
Annual certifications	3,309	3,062	3,030	3,000
Annual tax taking amount	6,246,228	5,251,294	5,147,897	5,500,000
Annual tax takings	2,787	2,138	2,178	2,200
Delinquent motor vehicle excise tax collected	8,019,189	7,558,425	7,080,658	7,000,000
Delinquent personal property taxes collected	349,482	6,399,550	1,707,352	400,000
Delinquent real estate taxes collected	7,122,513	7,809,773	9,112,000	7,700,000
Municipal lien certificates processed	17,474	15,794	15,614	15,000
Tax title accounts resolved	2,709	2,351	1,982	2,000
Tax title amount collected	16,136,799	14,794,187	16,261,728	15,000,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	530,452	566,013	588,904	463,039
Non Personnel	3,408	788,205	678,424	13,104
Total	533,860	1,354,218	1,267,328	476,143

Program 3. Payment Services

Ellen Higginbottom, 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 '09</i>	<i>Actual '10</i>	<i>Projected '11</i>	<i>Target '12</i>
Boat excise bills issued	2,314	2,867	2,387	2,400
Delinquent real estate notices sent	58,639	54,081	53,915	57,000
Personal property tax bills issued	22,785	23,335	23,376	25,000

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	449,777	449,573	483,637	493,145
Non Personnel	780,625	131,882	308,528	326,924
Total	1,230,402	581,455	792,165	820,069

Program 4. Accounting/Special Assessments

Celia Barton, 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>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	19,351	53,169	66,650	71,563
Non Personnel	4,148	2,659	6,408	4,521
<i>Total</i>	<i>23,499</i>	<i>55,828</i>	<i>73,058</i>	<i>76,084</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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Unemployment Compensation	13,970	16,318	350,000	350,000
	<i>Total</i>	<i>13,970</i>	<i>16,318</i>	<i>350,000</i>	<i>350,000</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	13,970	16,318	350,000	350,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>13,970</i>	<i>16,318</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 '09</i>	<i>Total Actual '10</i>	<i>Total Approp '11</i>	<i>Total Budget '12</i>
	Workers' Compensation Fund	2,409,472	2,022,700	2,200,000	2,200,000
	<i>Total</i>	<i>2,409,472</i>	<i>2,022,700</i>	<i>2,200,000</i>	<i>2,200,000</i>

<i>Selected Service Indicators</i>	<i>Actual '09</i>	<i>Actual '10</i>	<i>Approp '11</i>	<i>Budget '12</i>
Personnel Services	0	0	0	0
Non Personnel	2,409,472	2,022,700	2,200,000	2,200,000
<i>Total</i>	<i>2,409,472</i>	<i>2,022,700</i>	<i>2,200,000</i>	<i>2,200,000</i>