

Operating Budget

OVERVIEW

The FY22 Budget totals \$3.76 billion and represents an increase of \$153 million or 4.2% over FY21. This budget provides the resources for the City's continued robust public health response to COVID-19 and sets the stage for our shared equitable recovery. COVID-19 has brought on unprecedented economic and social change to our City, and this budget proposal meets that moment and makes targeted investments to ensure that we emerge from this public health crisis more equitably because we can't go back, we can only go better.

Property Tax continues to drive revenue growth in FY22, accounting for the majority of revenue growth over FY21. The City is expected to experience continued property tax growth in FY22, as well as a modest increase in Local Receipts, including Excise taxes. Net State Aid (state aid net of assessments) is budgeted to decrease by \$25.0 million as continued increases in state assessments for charter school tuition outpace stagnant budgeted state revenue. Non-Recurring Revenue includes \$55 million from the American Rescue Plan Act funds the City is slated to receive.

On the expenditure side, the FY22 budget reflects an increase of \$153 million or 4.2% over FY21. Of this year's growth, 43% is dedicated to education, including Boston Public Schools (BPS) and Charter School Tuition Assessment. 33% of the FY22 growth is dedicated to the Fixed Costs of Pension and Debt Service. 16% of the growth is budgeted to maintain core services and for targeted investments to support and equitable recovery in all departments across the City. Finally, the remaining 6% of spending growth supports

a collective bargaining reserve for unsettled union contracts in City Departments, Boston Public Schools and the Boston Public Health Commission.

This Operating Budget section lays out the FY22 budget and discusses trends in each category of the budget summary table (Table 1) on the following pages. An overview of the City's revenues is followed by a detailed explanation of appropriations and personnel trends and a review of major externally funded services. An all-funds budget is also presented.

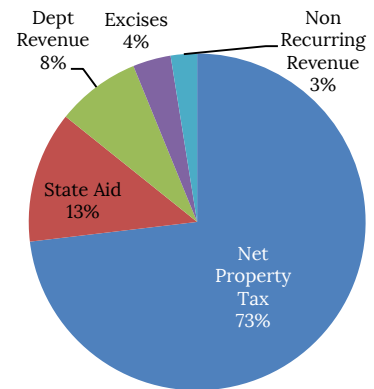


Figure 1 – FY22 Estimated Revenue

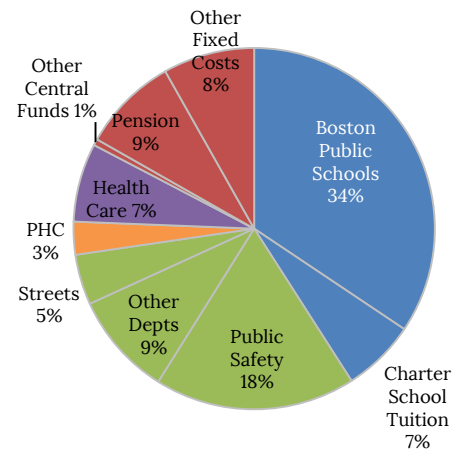


Figure 2 – FY22 Estimated Expenditures

BUDGET SUMMARY

	FY19 Actual	FY20 Actual	FY21 Projection	FY22 Budget
REVENUES (1)				
Property Tax	2,354.14	2,514.16	2,674.86	2,786.73
Property Tax Overlay	(33.26)	(47.32)	(3.74)	(33.40)
Excises	236.51	226.03	122.54	137.64
Fines	74.11	67.38	60.95	59.34
Interest On Investments	30.41	29.47	4.00	4.00
Payments in Lieu of Taxes	54.05	44.88	49.28	49.65
Urban Redev Chapter 121A	54.41	41.52	35.70	28.70
Department Revenue	72.40	66.63	59.19	59.33
Licenses & Permits	82.60	88.36	61.96	62.97
Penalties & Interest	11.42	10.11	9.00	9.00
Available Funds	0.00	0.00	30.95	30.95
State Aid	434.36	458.85	467.74	475.09
Total Recurring Revenue	3,371.15	3,500.05	3,572.43	3,670.00
Budgetary Fund Balance	0.00	0.00	40.00	40.00
American Rescue Plan	0.00	0.00	0.00	55.00
Total Revenues	3,371.15	3,500.05	3,612.43	3,765.00
EXPENDITURES				
City Appropriations (2)	1,364.99	1,412.28	1,408.34	1,431.28
Boston Public Health Commission (2)	87.97	93.41	106.47	110.70
Boston School Department (2)	1,126.68	1,178.56	1,260.49	1,294.72
Reserve for Collective Bargaining	2.51	2.20	1.14	10.00
Other Post-Employment Benefits	40.00	40.00	40.00	40.00
Total Appropriations	2,622.14	2,726.45	2,816.45	2,886.70
Pensions	263.08	280.60	292.09	323.61
Debt Service	177.28	177.98	186.23	205.62
Charter School Tuition	185.03	199.70	214.88	246.65
MBTA	88.21	90.67	93.35	94.12
Other State Assessments	5.51	5.53	5.60	5.42
Suffolk County Sheriff Dept	3.87	3.85	3.85	2.90
Reserve	3.41	0.00	0.00	0.00
Total Fixed Costs	726.39	758.33	798.43	878.30
Total Expenditures	3,348.53	3,484.77	3,612.43	3,765.00
Surplus (Deficit)	22.61	15.28	0.00	0.00

- (1) All revenues displayed are part of the City's general fund that support expenditures displayed in the bottom half of the table.
 (2) See General Fund Appropriations by Cabinet & Department table for breakdown by cabinet and functional unit.
 Numbers may not add.

Table 1

The City's projected revenues provide the basis for planning FY22 appropriations to maintain a balanced budget. Selected FY22 budgeted City revenues compare with FY21 projected revenues as follows: the net property tax levy increases \$82.2 million or 3.1%; excises increase \$15.1 million or 12.3%; interest on investments remains flat at \$4.0 million and miscellaneous department revenue decreases slightly by \$1.6 million or -2.6%; state aid increased by \$7.4 million, or 1.6%.

On the expenditure side of the budget, total appropriations increase by \$70.2 million or 2.5% and fixed costs increase by \$82.3 million or 10.3%. Selected FY22 budgeted appropriations compare with FY21 projections as follows: City appropriations increase \$23 million or 1.6%; the Boston Public Health Commission (PHC) increases by \$4.2 million or 4%; and the School Department (BPS) increases \$34.2 million or 2.7%. In addition, a collective bargaining reserve has been set aside at \$10 million; when the outstanding collective bargaining agreements are negotiated, these reserves will be used to cover those increased costs in City departments, PHC and BPS. Most union contracts have expired and as a result departmental personnel increases are limited in the FY22 budget. City Appropriations also consist of 11 central appropriations, including a large appropriation for Health Insurance totaling \$212.2 million, which has a modest decrease of -1.8% over FY21.

FY22 budgeted fixed costs are growing by \$82.3 million over FY21. Charter School Tuition assessment is a key driver with an increase of \$31.8 million or 14.8%. Pensions will increase by \$31.5 million or 10.8%. Debt Service is also growing with a \$19.4 million or 10.4% increase. The MBTA state assessment is increasing by \$772 thousand.

REVENUE

The City's revenue budget can be divided into five categories: Property Tax, State Aid,

Departmental, Excise and Non Recurring revenue. Over the past two decades, the City's revenue structure has shifted significantly towards a growing reliance on property tax, while State Aid has decreased as a share of the budget. In addition, the COVID-19 pandemic and the resulting economic recession have put a strain on Departmental and Excise revenue. A more detailed discussion of City revenues is provided in the *Revenue Estimates and Analysis* chapter of this volume.

Property Tax Levy

The property tax levy has always been the City's largest and most dependable source of revenue. In FY21 the net property tax levy (levy less a reserve for abatements) totals \$2.67 billion, providing 73.9% of the City's revenue. In FY22, the net property tax levy is estimated to total \$2.75 billion and account for 73.1% of budgeted revenues.

In Massachusetts, Proposition 2 ½ constrains the amount of property tax revenue the City can raise each year from its existing tax base. In each year since FY85, the City has increased its levy by the 2.5% allowable under the limits set forth in Proposition 2 ½.

During these same years, the levy has also been positively impacted by taxable new value or "new growth" that is excluded from the levy limit. Due in part to efforts to attract business development to Boston and grow its housing stock, Boston experienced unprecedented new growth property tax revenue in FY17 through FY21. New growth is budgeted at \$45.0 million in FY22 due to the significant slowdown in the local and national economy, as well as the impact of the two-month non-essential construction pause enacted in the spring 2020 due the pandemic.

State Aid

The primary sources of aid from the State to municipalities are education aid and

unrestricted general government aid. The Commonwealth also distributes aid for libraries and provides some other reimbursements to municipalities.

State aid has been reduced substantially over the course of the last two recessions. Since FY02, net state aid (defined as state aid revenues less state assessments) to the City has been reduced by \$299.4 million or 69.9%. In FY22, net state aid is budgeted to decline by \$25.0 million or -16.2% compared to FY21, based on the status of the FY22 State Budget at the time of the City’s budget resubmission.

In November 2019, the state passed the Student Opportunity Act, which represents a fundamental change in trajectory of State funding for Boston’s schools and students. This bill, when fully implemented, will ensure that Boston benefits from the changes to the Foundation Budget through additional Chapter 70 aid and a full reimbursement for charter school tuition.

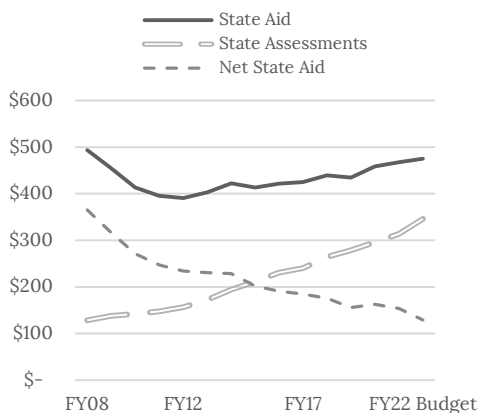


Figure 3 - State Aid, State Assessments and Net State Aid, FY08-FY22

Local Receipts

11.7% of the City’s budgeted revenue in FY22 is comprised of excise taxes, fines, payments-in-lieu-of-taxes, Chapter 121A payments, investment income, departmental revenue, licenses and permits, penalties and interest, and available funds. To forecast these receipts,

the City uses analytical trending of historical collections, as well as analyzing economic data and assumptions.

The FY21 revenue projection includes \$433.6 million in Local Receipt revenue, and the FY22 budget increases to \$441.6 million. This modest \$8.0 million increase assumes a gradual reopening and return to normal in the Boston area.

American Rescue Plan Act

The FY22 budget includes \$55 million from the \$424 million payment Boston is estimated to receive as part of the American Rescue Plan Act of 2021 (ARPA) State and Local Fiscal Recovery Funds (SLFRF). The act is a \$1.9 trillion economic stimulus bill passed by the U.S. Congress and signed into law by President Joe Biden on March 11, 2021. These funds will help the City to continue provide essential services to its residents, despite facing revenue reductions due to the COVID-19 pandemic and the economic recession.

Budgetary Fund Balance

Fund Balance can be appropriated for use during the fiscal year. Budgetary fund balance, more commonly referred to as “free cash”, is described as the portion of available reserves, generated to a considerable degree by annual operating surpluses, which the City can responsibly appropriate for spending. The FY22 Budget uses \$40 million in budgetary fund balance to fund the appropriation for other post-employment benefits (OPEB).

See the *Financial Management* section of Volume I for more detail on this revenue source.

EXPENDITURES

Expenditures are broken down into two primary groups: (1) appropriations directly related to departmental services and (2) fixed and mandated costs. FY22

appropriations are subdivided into three subgroups as follows:

- City Appropriations, which includes all operating department appropriations, centrally budgeted costs such as health insurance and Medicare, a risk retention reserve and a set-aside for tax title and annual audit expenses;
- Boston Public Health Commission (PHC), the City appropriation for the quasi-independent authority and successor to the Department of Health and Hospitals;
- and School Department, the City appropriation for the Boston Public Schools (BPS).

Appropriations are also presented by expenditure category across the three subgroups listed above (Figure 4).

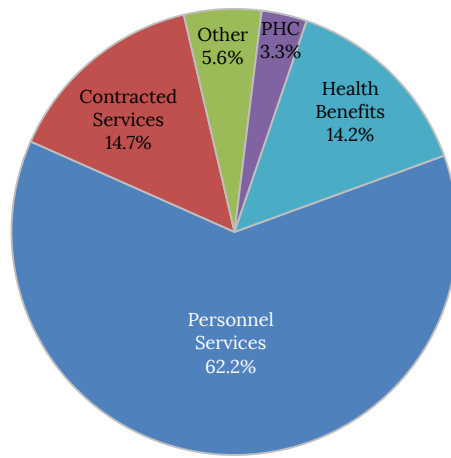


Figure 4 - FY22 Appropriations by Category

Personnel Services include salaries, overtime, unemployment compensation and workers' compensation, and collective bargaining reserves for estimated wage increases for union employees whose agreements are not settled.

The Health Benefits category includes the cost of health, dental and life insurance for City, BPS and PHC employees and retirees, employer Medicare payroll taxes, and the

appropriation for Other Post-Employment Benefits (OPEB).

The Contractual Services category includes expenditures for communications, repairs and service to buildings, equipment and vehicles, transportation, trash collection and disposal, as well as outside legal, advertising, and printing expenses.

Included in the "Other" category are supplies and materials such as gasoline, uniform allowances, office supplies, workers' compensation medical expenses, medical indemnification in the Fire and Police Departments, legal liabilities, and aid to veterans. Also included in the "Other" category are appropriations for equipment, vehicles, a risk retention reserve, the Housing Trust Fund, tax title, and funding for the City's outside audit.

Health Benefits

Health benefit costs comprise a significant portion of the City budget and are a critical benefit for City employees and retirees.

In 2020, the City of Boston conducted an RFP for its non-Medicare health insurance plans. Effective July 1, 2021, the City will transition from two HMO plans to one standard HMO plan and one value HMO plan, with the standard HMO plan under a new provider. As a result of the RFP process, \$12 million in savings will be realized in FY22, due to lower administrative fees and anticipated medical claims and prescription drug savings.

The City continues to benefit from health care cost reforms achieved in FY21-25 Public Employee Committee (PEC) agreement, which continues to provide over 30,000 active and retired employees with quality healthcare coverage while saving the City \$59.7 million over five years. Based on savings included in this agreement, the City will realize up to \$10.8 million in new avoided health care costs in FY22.

The FY22 budget includes \$412 million for all health benefits-related costs for the City’s employees and retirees, comprising 10.9% of total City expenditures – compared to 7.8% in 2001. \$42.25 million of these costs are for future OPEB liabilities, which are discussed in more detail in the following section. The remaining \$370 million of these costs are for current health, dental and life premiums, and employer Medicare payroll taxes.

As shown in Figure 5, these costs grew from \$132 million in FY01 to \$370 million in FY22, an increase of \$238 million or 181%. Over the same period, all other City costs increased 119%. Figure 5 shows three distinct periods of annual cost increases. Steep increases averaged 9% per year from FY01 – FY11. Between FY12 – FY15, costs decreased on an average of 1% per year due to multiple factors, including state health reform legislation, cooperative efforts by the City and its unions to reduce both the City’s share of costs and total costs, and lower nationwide health care cost trends. For FY16 through FY22, health care costs increased at an average of 3% per year, contained by PEC agreement savings.

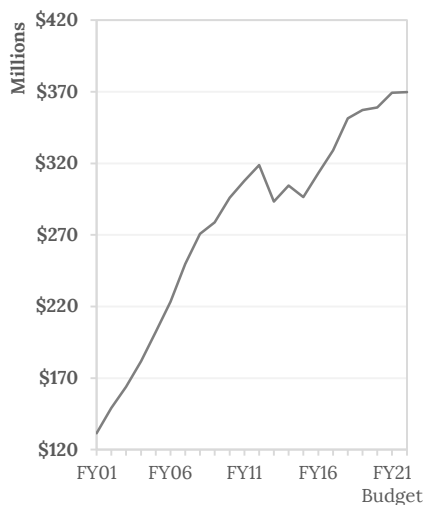


Figure 5 - Health Care Costs (\$ Mil)
Health, Dental, Life Premiums and Medicare Tax

Medicare

Municipal health care reform legislation, passed by the State legislature in 2011, provided municipalities more freedom in health plan design. It also mandated that all Medicare-eligible municipal retirees enroll in Medicare Part B and a City sponsored Medicare supplement plan. As a direct result of the legislation, approximately 5,500 additional City retirees and their spouses enrolled in Medicare supplement plans. Benefits for these plans are comparable to non-Medicare plans but costs are lower due to Medicare reimbursements. As a result of this reform, 74% of retirees and spouses are now enrolled in Medicare plans, compared to just 37% prior to the legislation. City savings from this mandate, beginning in FY13, have totaled approximately \$20 million annually – a major contributor to the total cost decrease in FY13.

City retirees and their beneficiaries are eligible for Medicare through payment of Medicare payroll taxes during their working career. Medicare taxes are paid for all City employees who were hired after March 1986. The City’s share of 50% Medicare taxes, totaling \$23.7 million in the FY22 budget, has increased an average of 7% annually since FY01. This growth is due to increases in total payroll and also the increasing percentage of total employees hired after March 1986 who have retired.

Number of Health Plan Subscribers
Jan 2021

Hlth Plan	Active	Retiree	Total
Indemnity	888	757	1,645
HMO	14,694	2,350	17,044
Medicare	-	11,617	11,617
Total	15,582	14,724	30,306

Table 2

Health Care Costs (\$ Mil)
Health, Life, Dental, Medicare Tax

Fiscal Year	Total Cost	\$ Change	% Change
FY12	\$318.9	\$10.9	3.5%
FY13	\$293.3	-\$25.5	-8.0%
FY14	\$304.4	\$11.1	3.8%
FY15	\$296.5	-\$7.9	-2.6%
FY16	\$313.2	\$16.7	5.6%
FY17	\$329.2	\$16.0	5.1%
FY18	\$351.4	\$22.2	6.7%
FY19	\$357.3	\$5.9	1.7%
FY20	\$358.9	\$1.6	0.5%
FY21*	\$369.2	\$10.3	2.9%
FY22*	\$369.7	\$0.5	0.1%

*Budget estimates

Table 3

City - Union Partnership

In FY12, assisted by 2011 Municipal Health Care Reform, the City adopted MGL Chapter 32B S.19 and began working closely with its thirty-six unions, as represented through the Public Employee Committee (PEC), in making health care changes. Through the terms of the City and PEC's three agreements, City employees and retirees are now paying a higher share of total health care costs through increased premium share, as well as higher out-of-pocket costs for co-pays and deductibles.

The City and the PEC's FY21-25 agreement is projected to reduce costs by approximately \$59.7 million over five years. With changes occurring over the course of five years, the City and the PEC have agreed to a number of cost-saving plan changes. In FY22, these changes include a new value network plan consisting of lower-cost, high-quality providers; small deductibles for PPO and standard HMO plans; and new co-payments for hospitalization and advanced imaging. The agreement also increases current co-payment charges and the share of the premiums paid by employees and retirees.

The City and PEC have also pursued changes to the management of health care claims costs, which have reduced total costs - for both the City and the members:

Self-insurance

Funding of health care costs has progressively moved to self-insurance since FY13. In FY22, roughly 98% of enrollees are enrolled in self-insured plans, for an estimated annual City savings of \$13.7 million, vs. insured premiums.

More cost effective prescription drug management

The City and the PEC continue to explore more cost effective management of the City's prescription benefits, which total roughly \$80 million per year for all plans, net of rebates. The City and PEC have worked to replace the City's existing Medicare prescription drug coverage with lower cost prescription drug plans (PDPs). In FY21, a PDP was included in the Harvard Pilgrim Medicare Enhance plan, with City savings estimated at \$3.9 million annually.

Cost effective provider networks

The City and PEC are making a significant step to encourage cost savings for both members and the City by introducing a value HMO plan, effective July 1, 2021. The AllWays Health Partners value network is focused on high quality, high performance, lower-cost providers, and enrollees will pay lower premiums and out-of-pocket costs. Savings realized from moving from the existing AllWays HMO plan to the AllWays value HMO plan are projected at \$2.5 million.

Expanded wellness and disease management programs

The City, through the PEC agreement, annually contributes \$150,000 toward wellness programs, managed through a subcommittee of the PEC. Recent wellness initiatives have included employee wellness fairs and the establishment of a citywide

digital platform through which City employees, retirees, and their dependents can access information about fitness and nutrition programs, and participate in wellness challenges. Also, new disease management initiatives are being explored and implemented through each respective carrier to assist members in managing chronic diseases such as diabetes.

Other Post-Employment Benefits (OPEB)

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

While the City is required by law to make an annual contribution toward reducing its unfunded pension liability, there is no such requirement for retiree health and life insurance benefits. In FY08, the City followed new Governmental Accounting Standards Board (GASB) requirements to identify and disclose this estimated liability, and also began voluntary annual allocations to fund the liability. Annual allocations are retained in an irrevocable Trust Fund, authorized through the City’s acceptance of M.G.L. Chapter 32B section 20. As of June 30, 2021, the Fund had a balance of \$898.8 million.

As in previous years, this budget dedicates \$40 million toward reducing the City’s long term other post-employment benefits (OPEB) liability. These fiscally responsible actions are critical to the Administration’s prudent financial management policies,

which have contributed to Boston’s triple A bond rating.

The annual Actuarially Determined Contribution (ADC) for the City to significantly reduce the OPEB liability over a 30 year period is projected at \$205.3 million in FY22, as shown in Table 4. \$187.4 million (91%) of this amount will be funded through a combination of pay-as-you-go benefit payments for current retirees (included in health care costs discussed in previous section), a \$40 million FY22 allocation by the City to the Trust, and an additional \$2.25 million deposit by the BPHC into the Trust.

FY22 Annual Actuarially Determined Contribution (ADC) for OPEB Liability

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

\$ in millions

Table 4

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

Energy Management

In FY22, department energy budgets total \$46.1 million with electricity costs making up 55% of the budget, natural gas costs making up 27% of the budget and gasoline/diesel comprising 8% of the budget. The remaining 10% of the budget funds water and sewer, steam, and heating oil.

The Chief of Environment, Energy and Open Space and Chief Financial Officer are charged with making decisions regarding the City's procurement, use, and conservation of energy. In addition, the Chief of Environment, Energy and Open Space monitors the City's progress in meeting the greenhouse gas reduction goals required by the City's Climate Action Plan. The Municipal Energy Unit housed within the Environment, Energy and Open Space Cabinet works with City departments and the Office of Budget Management to develop design standards and implement measures that enhance the energy efficiency of the City's new construction and capital improvement projects.

Over the past nine years, the City has achieved operational savings through the conversion of street lights to newer fixtures using Light Emitting Diode ("LED") technology. The street light retrofits that the City has completed to date have permanently reduced the City's electricity consumption by 37.4 million kilowatt hours (kWh) per year. As a result, about \$6 million of electricity expenses were avoided in the FY22 operating budget.

In FY22, the City will continue implementing improvements that result in utility cost savings for City facilities, under the "Renew Boston Trust" initiative. This is not a trust in the traditional sense, but a program to bundle municipal utility cost savings projects. Efforts began with selection of an Energy Service Company ("ESCO") and their subsequent Investment Grade Audit ("IGA") of the City's facilities portfolio to identify projects with significant utility savings potential. The City selected projects based on the IGA analysis and has begun to implement the program's first phase guided by an Energy Management Service Agreement ("EMSA") that provides long-term financial guarantees on the net savings for such projects. The City will finance this program with general obligation bonds with debt

service costs expected to be offset by the long-term energy savings guaranteed by the ESCO.

To improve the tracking and control of energy use, the City has re-procured services to support an Enterprise Energy Management System ("EEMS"). The current EEMS enables the City to monitor and report on the energy consumed by its 300+ buildings and other fixed assets, and its vehicle fleet, and is used by the City to meet its public reporting obligation under the Building Energy Reporting and Disclosure Ordinance. The EEMS has also facilitated the identification of energy efficiency projects and billing errors that have saved the City \$1.3 million in utility expenses.

The City's electricity requirements have been met by third-party commodity supply contractors since March 2005. To date, the amounts the City has paid to its third-party electricity suppliers have been less than the amounts it would have paid if it had continued to accept default electric service from its local distribution company, Eversource. Avoided costs since FY15 total approximately \$28 million.

Appropriations

The combined appropriations for City Departments, the Public Health Commission (PHC) and the School Department (BPS), and non-departmental appropriations as shown in the FY22 Budget Summary have increased by 2.5% from FY21.

Boston Public Schools with a \$1.29 billion appropriation is increasing by \$34.2 million over the FY21. Boston's total investment in education, including BPS and the City's Charter School Assessment, is growing by \$66 million (4.5%) over FY21.

City Services such as Police, Fire, Public Works, Housing, and other central funds are projected to increase by a total of \$22.9 million (1.6%). The City has created two new

cabinets, Equity & Inclusion including approximately \$3 million in new investments in FY22 and the Office of Police Accountability & Transparency with an initial budget of \$1.3 million. The FY22 budget includes over \$4 million in various departments for job training to assist those in hard hit industries and to promote green jobs and other growing fields. Other investments address immediate needs and expand services for post COVID-19 programming including in Arts & Culture, Parks, Youth Engagement and Employment, and Age Strong. The appropriation for the Housing Cabinet is growing by \$6.3 million or 21.6% with the significant investments in housing and homelessness efforts to prevent displacement and expand housing opportunities for families of every income in neighborhoods across the city. The majority of union contracts have expired, so departmental wage growth is limited, while outstanding contracts are reserved for centrally. Funding for unsettled City, PHC and BPS union contracts are centralized in a \$10 million collective bargaining reserve.

The Public Health Commission (PHC) budget is growing by \$4.2 million (4.0%) in FY22. This increase includes key investments in infectious disease sustainable infrastructure, an after action report on COVID-19, and Emergency Medical Services equipment. Unlike other city departments, the PHC budget contains health insurance and pension.

The FY22 budget also continues and expands upon a number of savings initiatives.

- Boston will realize \$22.8 million in avoided health care costs in FY22, \$10.8 million related to FY22 changes per the PEC agreement and \$12.0 million from new HMO plans as a result of the non-Medicare RFP.
- Across city departments, the City identified \$2.5 million in various non-personnel account savings.

- Favorable utilities and gasoline rates saved city departments an additional \$2.5 million compared to FY21 budgets.
- Renew Boston Trust energy conservation savings will amount to \$910,000 in FY22. And reduced recycling rates will save \$300,000.
- Continuing the practice of proactive review, the City eliminated long-term vacant positions from the budget in FY22 for \$390,000 in savings.

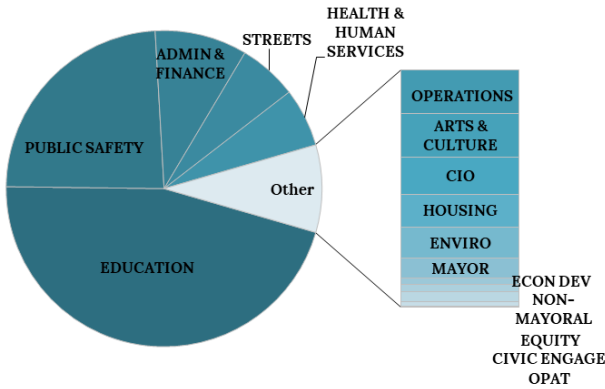
Continued tightening within City departments enables the City to afford targeted investments after reserving for costs associated with collective bargaining, funding its pension obligations, and paying its debt service.

General Fund Appropriations by Cabinet & Department

Cabinet	Department	FY 19 Expenditure	FY 20 Expenditure	FY21 Projection	FY22 Appropriation	22 vs 21
Mayor's Office	Mayor's Office	4,556,277	5,113,678	5,380,619	4,880,619	-500,000
	Election Department	4,205,689	4,647,902	5,262,101	6,275,434	1,013,333
	Intergovernmental Relations	1,291,712	1,423,202	1,388,348	1,406,700	18,352
	Law Department	6,479,021	7,696,848	8,186,099	8,233,602	47,503
	Total	16,532,699	18,881,629	20,217,167	20,796,354	579,187
Equity & Inclusion	Office of Equity	0	0	0	4,335,242	4,335,242
	Office of Diversity	0	0	0	354,667	354,667
	Office of Resilience & Racial Equity	0	0	0	1,651,392	1,651,392
	Office of Language & Communications Access	0	0	0	1,169,967	1,169,967
	Human Rights Commission	0	0	500,746	602,852	102,107
	Office for Immigrant Advancement	411,934	672,804	1,125,549	1,704,718	579,169
	Women's Advancement	257,236	339,765	473,817	869,497	395,680
Total	669,170	1,012,569	2,100,112	10,688,335	8,588,223	
Office of Police Accountability & Transparency (OPAT)	Office of Police Accountability & Transparency	0	0	0	1,300,500	1,300,500
Total	0	0	0	1,300,500	1,300,500	
Operations	Property Management Department	19,616,267	19,987,877	17,160,405	17,251,999	91,594
	Public Facilities Department	6,554,871	6,644,140	7,110,474	7,537,870	427,395
	Inspectional Services Department	19,170,451	18,521,495	21,208,524	21,970,962	762,438
	Total	45,341,589	45,153,512	45,479,403	46,760,830	1,281,427
Civic Engagement	Neighborhood Services	3,044,743	3,692,528	4,137,589	4,129,022	-8,567
Total	3,044,743	3,692,528	4,137,589	4,129,022	-8,567	
Participatory Budgeting	Participatory Budget	0	0	0	1,000,000	1,000,000
Total	0	0	0	1,000,000	1,000,000	
Arts & Culture	Office of Arts & Culture	1,307,975	2,049,325	2,238,752	3,629,075	1,390,323
	Library Department	38,663,859	39,119,630	41,386,509	42,242,858	856,348
	Total	39,971,834	41,168,955	43,625,262	45,871,933	2,246,671
Economic Development	Office of Economic Development	3,506,339	3,463,425	5,403,600	2,941,740	-2,461,860
	Consumer Affairs & Licensing	1,222,148	1,360,358	1,497,453	1,799,759	302,306
	Office of Tourism	1,333,810	1,365,309	1,651,972	2,503,329	851,357
	Total	6,062,297	6,189,092	8,553,025	7,244,828	-1,308,197
Education	Boston Public Schools	1,126,676,079	1,178,562,371	1,260,490,285	1,294,719,861	34,229,576
Total	1,126,676,079	1,178,562,371	1,260,490,285	1,294,719,861	34,229,576	
Environment, Energy & Open Space	Environment Department	4,779,367	3,212,339	3,197,563	4,988,611	1,791,048
	Parks & Recreation Department	25,988,602	28,753,617	27,135,110	28,152,742	1,017,632
	Total	30,767,969	31,965,955	30,332,673	33,141,353	2,808,680
Administration & Finance	Administration & Finance	757,337	2,056,989	2,572,150	1,246,207	-1,325,943
	Assessing Department	7,150,524	6,670,361	7,718,365	7,946,936	228,571
	Auditing Department	2,735,310	2,996,262	2,978,293	3,015,637	37,343
	Budget Management	2,702,651	2,827,300	3,270,971	3,520,571	249,600
	Execution of Courts	18,233,939	7,083,289	5,000,000	5,000,000	0
	Health Insurance	212,029,308	211,341,951	216,096,323	212,236,570	-3,859,753
	Human Resources	4,694,941	5,109,259	6,873,600	6,177,645	-695,956
	Medicare	10,673,357	10,618,969	11,200,000	12,635,794	1,435,794
	Office of Labor Relations	1,122,845	1,309,175	1,459,896	1,605,222	145,326
	Pensions & Annuities - City	3,699,484	3,515,768	3,900,000	3,900,000	0
	Pensions & Annuities - County	13,147	0	0	0	0
	Procurement	1,736,215	2,773,023	1,859,992	2,130,345	270,353
	Registry Division	1,116,384	1,078,121	1,116,639	1,145,181	28,542
	Treasury Department	20,169,845	20,087,308	4,776,638	4,855,544	78,906
	Unemployment Compensation	0	634,863	350,000	350,000	0
	Workers' Compensation Fund	1,618,544	1,767,315	2,000,000	2,000,000	0
	Total	288,453,828	279,869,953	271,172,868	267,765,651	-3,407,217
Health & Human Services	Office of Health & Human Services	0	0	2,450,798	5,894,284	3,443,486
	Boston Center for Youth & Families	27,468,082	28,545,466	29,051,676	29,494,369	442,694
	Commission For Persons W/Disabilities	400,491	483,253	510,616	623,936	113,319
	Age Strong	3,723,852	3,875,010	4,446,097	5,205,227	759,130
	Fair Housing & Equity	290,704	226,931	317,514	517,514	200,000
	Public Health Commission	87,967,402	93,405,427	106,473,529	110,698,090	4,224,561
	Boston VETS	2,937,051	2,900,756	4,612,875	4,612,875	0
	Youth Engagement & Employment	6,091,124	7,198,033	7,818,028	12,475,452	4,657,424
	Total	128,878,705	136,634,876	155,681,133	169,521,746	13,840,613
Housing & Neighborhood Development	Neighborhood Development	14,203,732	20,464,361	29,088,350	35,372,663	6,284,313
Total	14,203,732	20,464,361	29,088,350	35,372,663	6,284,313	
Information & Technology	Department of Innovation and Technology	39,059,083	43,067,317	35,022,259	39,893,304	4,871,045
Total	39,059,083	43,067,317	35,022,259	39,893,304	4,871,045	
Public Safety	Emergency Management	684,252	806,158	985,440	1,133,990	148,550
	Fire Department	259,809,035	277,013,026	271,548,665	275,571,359	4,022,694
	Police Department	416,762,368	425,553,210	421,182,026	399,871,217	-21,310,809
	Total	677,255,656	703,372,394	693,716,130	676,576,565	-17,139,565
Streets	Central Fleet Management	2,993,212	3,509,996	3,012,586	3,165,680	153,094
	Office of Streets	2,131,409	2,040,302	2,053,526	2,290,092	236,566
	Public Works Department	85,363,039	95,183,888	98,909,662	101,578,721	2,669,059
	Snow Removal	22,762,894	22,578,057	21,067,583	21,708,166	640,582
	Transportation Department	38,038,731	38,875,937	38,748,112	40,859,603	2,111,491
Total	151,289,285	162,188,179	163,791,469	169,602,262	5,810,793	
Non-Mayoral Departments	City Clerk	1,233,660	1,311,942	1,392,267	1,404,053	11,786
	City Council	5,442,471	5,508,131	5,736,400	6,136,400	400,000
	Finance Commission	276,453	289,513	299,784	304,075	4,291
	Total	6,952,584	7,109,586	7,428,451	7,844,528	416,078
Grand Total	2,575,159,253	2,679,333,279	2,770,836,176	2,832,229,737	61,393,562	

Table 5

Figure 6 - FY22 Appropriations by Cabinet



The departmental appropriations are shown in the General Fund Appropriation by Cabinet table.

Departmental appropriations can also be viewed by cabinet, to better reflect the overall policy priorities and trends by service area.

In FY22 some programs have transferred between departments. Details of these changes are described below in each of the following cabinet sections.

Mayor's Office

The FY22 budget for the Mayor's Office Cabinet has grown 2.9% from FY21. The cabinet contains the Mayor's Office, the Election Department, Intergovernmental Relations, and the Law Department. The Election Department's budget will increase by 19.3% in FY22 due to the municipal election in November and additional expenses for implementation of no-excuse mail in voting and early voting. The Mayor's Office Budget will decrease by 9.3%, reflecting positions moved to the Equity and Inclusion Cabinet. The FY22 budgets for the other departments in the cabinet will remain fairly stable.

For additional budget detail on the Mayor's Office Cabinet see Volume II.

Equity & Inclusion

The new Equity & Inclusion Cabinet's budget totals \$10.7 million. The Cabinet includes the new Office of Equity, several new departments that were formerly programs within the Mayor's Office, as well as existing departments transferring from other cabinets. The Office of Equity was created to provide administrative and policy direction to the departments making up the cabinet. Headed by the Chief of Equity, the department includes the Economic Mobility Lab and the Equity and Inclusion Unit that was previously in the Economic Development Cabinet. The department will continue to build staffing and programming to support the Boston Residents Job Policy (BRJP) compliance and play a key role in the City's efforts to increase the supplier diversity of city contracts. The Office of Equity plans to add staff in FY22, including a finance position for the cabinet.

The Office of Diversity and the Mayor's Office of Resilience and Racial Equity (MORRE) are moving out of the Mayor's Office in FY22. MORRE's FY22 budget will include \$1.3 million for the citywide rollout of racial equity and leadership training. An additional investment of \$40,000 will enhance community engagement efforts.

Language and Communication Access is also a newly independent department in FY22, consisting of three positions previously in the Office of Neighborhood Services and two new positions that will build research and administrative capacity. The FY22 budget invests \$300,000 in expanding language and communication access services, including interpretation, translation of the City's vital documents, and translation of outreach materials at citywide events.

The Human Rights Commission's FY22 budget is growing by 20.4%. The increase reflects \$100,000 in funding for anti-discrimination supports.

The FY22 budget of the Mayor's Office for Immigrant Advancement (MOIA) is increasing by 51.5%. FY22 investments include a dedicated position to coordinate the Immigrants Lead Boston program and its subsequent alumni classes, a pilot internship program for immigrant professionals trained in COVID-19 recovery sectors, and continuation of the Summer Fellowship program first piloted in summer 2020. The Adopted budget will also fund an increase to the Immigrant Defense Fund and staffing to support immigrants impacted by the Temporary Protected Status Program changes.

Women's Advancement's budget will increase by 83.5% in FY22. The Childcare Entrepreneur Fund will grow by \$250,000, enabling the program to serve over 100 small, Boston-based childcare providers in the coming year. In tandem with the scaled-up programming, a new coordinator position will be added to boost program management capacity. The city will also invest in additional salary negotiation trainings for both employees and employers, to make sure employees are paid fairly.

For additional budget detail on the Equity & Inclusion Cabinet see Volume II.

Office of Police Accountability & Transparency (OPAT)

The Office of Police Accountability & Transparency (OPAT) Cabinet has been created as part of the FY22 budget based on the recommendations of the Boston Police Reform Task Force. OPAT will consist of three programs including: the OPAT Commission, the Civilian Review Board, and the Internal Affairs Oversight Panel. The FY22 budget of \$1.3 million includes funding

to hire staff as well as for equipment and supplies.

The Office will support lasting, generational change by rooting out impropriety and ensuring the type of enhanced oversight that leads to greater community trust. The purpose of OPAT is to provide a single point of entry for individuals with concerns or complaints related to the Boston Police Department and its officers and sworn personnel.

For additional budget detail on the OPAT Cabinet see Volume II.

Operations

In FY22 the budget for the Operations Cabinet is increasing by 2.8%, with the addition of two positions in Public Facilities, as well as, investments in preparation for the post pandemic recovery in Property Management and Inspectional Services.

The Public Facilities' FY22 budget will increase by 6% due to accelerated hiring and the addition of two project manager positions to help support efforts on the City's capital plan.

The Property Management Department's budget will increase by 0.5% primarily due to an adjustment made to security billing with other departments, which offsets the cost of the FY22 investment. A \$500,000 investment will allow the department to implement measures to safely reopen city workspaces post-COVID-19. In FY22 Property Management has also taken on the care and maintenance of 1010 Massachusetts Avenue.

The Inspectional Services Department's (ISD) budget will increase by 3.6% mainly due to contractual increases, an investment of \$100,000 for post COVID-19 process improvements, and additional inspectors. Additionally, the department will undergo various operational reforms as recommended from an operational audit. These reforms will help to improve internal

processes for permit review, investigations, and licensing. Once implemented, residents and businesses will benefit from more efficient review and processing of city permits and licenses. The COVID-19 pandemic has had a great effect on construction, restaurants, short-term rentals, and other industries. As the city prepares for the post pandemic recovery the \$100,000 investment will help improve processes for these hard hit industries to meet ISD regulatory and compliance standards.

For additional budget detail on the Operations Cabinet see Volume II.

Civic Engagement

The FY22 budget for the Civic Engagement Cabinet will remain mostly flat. The transfer of the Language and Communications Access program, formerly a program of the Office of Neighborhood Services, to the new Equity & Inclusion Cabinet is offset by increases in call takers as well as the transfer of the MBK program from the Mayor's Office. The Civic Engagement Cabinet contains the Office of Neighborhood Services, which is home to the City's neighborhood liaisons, Boston 311, and City Hall To Go. In response to COVID-19, the department increased the number of call-takers in Boston 311 to assist constituents with requests related to non-emergency services and information. My Brother's Keeper will also receive a new investment of \$100,000 in program support.

For additional budget detail on the Civic Engagement Cabinet see Volume II.

Participatory Budgeting

In June 2021, the Mayor approved a proposed amendment to the City of Boston Charter that is intended to strike a more equal balance of budgetary powers between the Mayor and the City Council and also includes a provision concerning the

implementation of Participatory Budgeting. The proposed charter amendment requires voter approval via a ballot question to be included on the municipal ballot in November 2021. In advance of the municipal ballot question vote for Participatory Budgeting, the FY22 budget includes a new \$1 million allocation for Participatory Budgeting. The Participatory Budgeting appropriation will support the City's efforts to incorporate participatory budgeting practices, with the goals of being more democratic, inclusive, and transparent. The appropriation will fund efforts to include all residents, with a focus on those residents historically disconnected from the budgeting process.

Arts & Culture

In FY22, funding for the Arts and Culture Cabinet will increase by \$2.2 million, or 5.1%. The increase is largely driven by investments made in the Office of Arts and Culture to promote equity in the arts and support artists and arts organizations through post-COVID-19 recovery. The FY22 budget also maintains strong support for the Boston Public Library, with investments to facilitate an equitable expansion of services when branches reopen.

The FY22 Office of Arts and Culture budget will increase by 62.1%. This budget includes \$1 million for an innovative program to train artists and connect them with City departments or local nonprofits to collaborate on COVID-19 recovery efforts. The City is also supporting local arts organizations through a \$200,000 investment in programming at the historic Strand Theatre in Upham's Corner. These funds will provide opportunities for BIPOC artists, education and job training in creative sectors, and high-quality events and programming at the Strand.

Recognizing the need to invest in communities often underserved by philanthropic art funding, the City is investing \$100,000 to establish a dedicated

funding source for public art conservation and maintenance. This infusion of funds will enable the department to prioritize artworks that reflect the stories of marginalized communities. In addition, to support the ongoing expansion of the City's Percent for Art capital program across Boston's neighborhoods, the budget includes increased capacity for public art project management.

The Boston Public Library (BPL) budget will see a 2.1% increase in FY22. BPL's budget includes the addition of a librarian to the Roslindale branch to meet robust community demand at that location following reopening after renovation. To support BPL's Racial Equity Commitment and Action Plan, the budget also includes a new Equity and Outreach Coordinator and \$30,000 to support related programming. BPL will add a career counselor to serve three libraries in East Boston, Mattapan and Roxbury. In addition, BPL will add a Digital Content Creator and Public Relations Associate to increase marketing and communications capacity, resulting in proactive, targeted outreach and increased awareness of services. The City is also supporting BPL's expansion of services through and beyond reopening from the COVID-19 pandemic, with \$250,000 dedicated to virtual and in-person programming for all BPL patrons.

Driven by the need to ensure that all of BPL's services are accessible to Boston's communities, BPL will implement a permanent elimination of fines for overdue materials beginning in FY22.

In addition to the FY22 general fund budget, BPL has support from external funding sources. These crucial resources, including the Commonwealth of Massachusetts and Affiliates of the Public Library, support a variety of initiatives.

For additional budget detail on the Arts & Culture Cabinet see Volume II.

Economic Development

The Economic Development Cabinet includes the Office of Economic Development, Consumer Affairs & Licensing, and the Office of Tourism. Overall, the Cabinet will see a decrease of 15.3% in FY22.

The Office of Economic Development's (OED) FY22 budget will decrease by 45.6% from its FY21 appropriation; driven by the shift of the Equity and Inclusion Unit to the new Equity and Inclusion Cabinet. This shift is offset by a \$1 million investment in job training for hard hit industries as part of post COVID-19 recovery. The department continues to support Small, Minority- and Women-owned Business Enterprises (MWBE). Additionally, the department continues to manage the Boston Cannabis Equity Fund, which supports the development of equity applicants for the emerging cannabis industry.

The Office of Tourism will increase by 51.5% from its FY21 appropriation. The department is investing in a \$1 million campaign to boost hospitality and local tourism as the city recovers and reopens.

The Consumer Affairs and Licensing Board will increase by 15.5% in FY22. The department will benefit from a \$100,000 investment to support licensing capacity through reopening following the COVID-19 pandemic.

For additional budget detail on the Economic Development Cabinet see Volume II.

Education

At nearly \$1.3 billion, the FY22 operating budget is the largest in the history of the Boston Public Schools, increasing by 2.7% over the FY21 appropriation. In 2020, the City committed to increasing funding for school services by \$100 million over three years, over and above standard cost increases. FY22 marks the second year of

this historic commitment. In FY22 alone, \$36 million in funding for new investments will be included in the BPS budget.

Funding directed to schools will increase to \$830 million. Combined with another \$322 million in school services budgeted centrally - such as transportation, special education, and facilities - total spending in schools will reach \$1.15 billion, representing 89% of the BPS budget.

Of the \$36 million in new FY22 investments, 100% will be spent directly in school budgets or school services budgeted centrally. As a whole, the FY22 investments are aligned with Superintendent Cassellius's strategic vision for the district and the goal of providing an equitable, quality education for all students.

Investments in BPS are guided by three principles: Return, Recover, and Reimagine. Operating investments focus on a safe return to schools to restart the work paused by COVID-19 and the equitable academic and emotional recovery of students from the pandemic. To ensure a safe return to schools, an investment of \$1.4 million adds 20 additional daytime custodians to the BPS team, investing in building condition and cleanliness.

To assist students and their families in a strong recovery from COVID-19, a total of \$16.9 million in investments expands on the FY21 investments in student success and outreach to connect families to resources. This includes an investment of \$10 million and additional funding from the City's American Rescue Plan Act funds to guarantee a full-time social worker or mental health professional in every school in order to provide a coordinated, multi-tiered system of supports to meet the needs of students and their families, needs made more acute by the COVID-19 crisis. An additional \$6.8 million will fund the hiring of 80.5 new family liaisons who reflect the languages and cultures of communities and who will help families

navigate BPS functions like registration, as well as facilitate access to community resources for housing, food, and counseling. As a result of this investment, there will be a family liaison in every school.

Additionally, to mitigate the impact of declining enrollment due to COVID-19, an \$18.5 million investment provides resources to schools beyond the Weighted Student Funding formula and on top of existing soft landings and Foundation for Quality supports. These supports go directly to schools and ensure that schools are able to maintain level services and support their students, regardless of enrollment declines.

In addition to the operating investments, BPS is allocating federal ESSER funds to support Return, Recover, and Reimagine efforts. For more information, see the Education section in Volume I.

For additional budget detail on the Education Cabinet, see Volume II.

Environment, Energy & Open Space

The Environment, Energy and Open Space Cabinet, which includes the Environment Department and the Parks and Recreation Department, will increase by 9.3% in FY22. The cabinet is making targeted investments to ensure access to high-quality open spaces for all Bostonians, implement the City's Climate Action Plan, and support an equitable city-wide recovery from COVID-19.

In FY22, the Environment Department's budget will include a \$1 million initiative to work with organizations in the city to develop job training programs in the renewable energy and green infrastructure industries and support the city's recovery from COVID-19. The Environment Department will also add a new program manager to work with Boston residents and small businesses in accessing state, utility, and other existing resources in energy efficiency and renewable energy. The department will also add a preservation

planner to address the increasing complexity of the Landmark Commission's work in creating and implementing historic districts.

The Parks and Recreation Department budget will increase by 3.8%, funding investments that will improve Boston's open spaces and increase community resilience. As part of a safe reopening, \$250,000 will support the Citywide Recreation program and expand summer recreation opportunities for Boston youth. In FY22, a new Environmental Justice Program Manager will be added to support the Design & Construction division's ongoing work with the Environment Department and the new Equity Cabinet to coordinate the City's equity priorities as they relate to its open spaces. The Animal Care & Control Revolving Fund is being replaced with a \$220,000 appropriation in the operating budget starting in FY22. The department will also receive an additional arborist in FY22.

For additional budget detail on the Environment, Energy & Open Space Cabinet see Volume II.

Administration & Finance

The Administration & Finance (A&F) Cabinet contains the majority of the central departments responsible for the City's administrative functions. Boston has been recognized for its strong financial policies and practices and sound management of both its human and financial capital. The cabinet has a \$3.4 million or -1.3% decrease in FY22, driven by central health insurance efficiencies and some one-time costs related to the citywide Racial Equity and Leadership (REAL) Training and the start of the Human Resources Transformation project.

The A&F cabinet has budgeted resources in FY22 to continue to implement the executive order on equitable procurement, which works to ensure the full participation

of all enterprises in City spending, focusing on small and local minority-, woman-, and veteran-owned businesses.

In FY22, the A&F cabinet will continue a citywide review of collections to better optimize the City's non-tax revenues. The City will also continue to work to maximize federal health insurance reimbursements and revenue recovery efforts.

For additional budget detail on the Administration & Finance Cabinet see Volume III.

Health & Human Services

The FY22 appropriation for the Health & Human Services Cabinet will increase by \$13.8 million or 8.9%. The majority of that increase is for new FY22 investments, including COVID-19 recovery efforts in the City. The cabinet works to promote the health and well-being of the City's residents, particularly its most vulnerable.

The Office of Health and Human Services (HHS), which includes the Office of Food Access, will be adding the Office of Public Safety in FY22. The department's budget will increase by 140.5%. The department's budget includes \$1.25 million for the Youth Development Fund, a grant program which is a key part of a targeted violence prevention strategy with the goal of zero homicides in the City of Boston. Also included is \$300,000 dedicated to Young Adult Jobs. Additionally, HHS will see an investment of \$1.75 million for alternative policing planning. This investment will provide an opportunity for stakeholders to come together to develop a strategic plan and the creation of a model for alternative policing in Boston.

The Office of Food Access will see a \$350,000 investment in efforts to address food insecurity with Community Food Access grants, the expansion of the Boston Double Up Program, and a safety net awareness campaign to increase utilization of food assistance programs. The Office of

Public Safety will expand its Operation Exit program to assist young people returning from incarceration with job training in aeronautics.

Boston Centers for Youth and Families' (BCYF) FY22 budget will increase by 1.7% overall from FY21. The FY22 budget includes a \$500,000 investment in expanded youth programming. In FY22 the City is also kicking off #BCYFree, an initiative to make regular membership free for residents to ensure all centers are open to all residents.

The department's budget also continues to provide grants to local nonprofits supporting after-school youth activities, sports, and academic study programs. Additionally BCYF runs both winter and summer Camp Joy programs with structured enriching activities for children and young adults with special needs. Camp Joy will return for summer 2021 in a hybrid model of virtual and in-person programming following public health guidelines.

The Age Strong Commission's budget will increase by 17.1% in FY22. Investments in Age Strong for FY22 include new events for senior Bostonians to safely reconnect, a comprehensive hoarding assistance program, and a feasibility study to modernize the Commission's taxi coupon program.

The Office of Fair Housing & Equity (FHE) budget has increased by 63% due to a \$200,000 investment in housing investigation and caseload management. This investment is an important tool as the City moves into the pandemic recovery phase and eventual end of its eviction moratorium.

The Boston Public Health Commission (BPHC) serves as the City's health department and provides emergency medical services (EMS); infectious disease surveillance; substance abuse prevention and treatment programs; community health programming; shelter, food, and advocacy

for homeless individuals; and home and school based health services for children and families. In FY22, BPHC's appropriation will increase by 4%. Unlike most City departments, BPHC's appropriation includes health insurance, pension and other post-employment benefits (OPEB).

BPHC is strengthening its infectious disease response by adding operations and clinical staff to the Communicable Disease Control division and multilingual staff in Education and Community Outreach. The Commission is also enhancing employee support and safety efforts. Additionally, \$250,000 will be invested to study and produce an after action report on the City's response to COVID-19.

EMS's FY22 budget includes a targeted investment to ensure that in addition to annual ambulance replacements, essential equipment, such as AEDs and radios, will continue their scheduled replacement plans so EMTs and those doing life-saving work in the field have access to the tools and equipment they need. The Office of Recovery Services will invest in efforts to address improperly discarded syringes and provide sanitation services.

The FY22 budget for the Boston Office of Veterans Engagement, Transition, and Services (Boston VETS) will be level-funded despite a reduction in the need for services under state Chapter 115 due to fewer qualifying Boston veterans. A \$100,000 FY22 investment will ensure the City's COVID-19 recovery efforts remain veteran-inclusive at each step. Boston VETS continues efforts to broaden its reach amongst all veterans throughout the City.

The budget for Youth Engagement and Employment (YEE) will increase by 59.6% in FY22. Funding will continue to support a successful partnership with community-based organizations, and with a FY22 investment of \$3.9 million combined with anticipated state funds, will provide an estimated 5,000 summer jobs. The

department will also work year round to support youth through the Mayor's Youth Council and provide for 1,000 school-year jobs. Additionally, YEE will increase staff capacity and enhance relationships with community-based organizations and improve professional development for Youth Jobs participants.

The FY22 budget for the Commission for Persons with Disabilities will increase by 22.2%. A \$100,000 FY22 investment will ensure the City's COVID-19 recovery efforts remain disability-inclusive.

For additional budget detail on the Health & Human Services Cabinet see Volume III.

Housing and Neighborhood Development

The FY22 budget for the Housing and Neighborhood Development Cabinet will increase by 21.6%. This budget includes \$6 million in new investments and reflects two primary goals: post-COVID-19 support for homelessness and businesses, as well as the expansion of programming and investments to reach the City's Housing Boston 2030 goals.

As part of COVID-19 recovery, it will be all the more critical for the City to support individuals in finding and staying in permanent housing. The operating budget includes an array of programs to support renters. In FY22, the City will expand the City-funded rental voucher program with \$2.5 million in additional funding, doubling total funding for the program. This program will subsidize the rents of those with the most need through providing hundreds of vouchers over five years.

To support small businesses that have borne the brunt of the economic downturn and uncertainty, the City is funding a new \$1 million investment in commercial development assistance. This investment will subsidize ground floor commercial space and provide a significant opportunity to make this space accessible to local

businesses and community uses. Funding will be prioritized for projects in neighborhoods that have experienced historic disinvestment and/or are in lower-income census tracts. This investment, combined with the continuation of the existing Minority- and Women-owned Business Enterprises (MWBE) developer fund, not only creates a bridge to post-COVID-19 recovery, but also emphasizes the push for reinvestment and equity in the City's small business community.

DND conducts various programs to move the needle on chronic, family, and youth homelessness. As part of the FY22 budget, a new investment of \$2.5 million is dedicated to post-COVID-19 homelessness support. This money will create and expand existing DND programs. With this additional investment it will result in 235 households moving into permanent housing and 175 households maintaining their rental assistance for an additional year on average, preventing vulnerable individuals from returning to homelessness.

Furthermore, the FY22 budget projects that DND will have \$138 million in external funds available from federal and state grants, as well as revenue from certain developer fees.

For additional budget detail on the Housing & Neighborhood Development Cabinet see Volume III.

Information & Technology

The Department of Innovation and Technology (DoIT) will see a 13.9% increase over its FY21 appropriation. The COVID-19 pandemic has underscored how critical access to the internet is for enabling households to engage with the economic, social, and civic life of their communities. Since the beginning of the crisis, the City has provided digital tools to thousands of students and their families, as well as older adults, new immigrants, and other vulnerable groups. In FY22, a \$1 million

investment in digital equity will support these efforts and will include expansion of Boston's outdoor wireless network, Wicked Free Wi-Fi. This budget will also fund a \$200,000 study of broadband opportunities.

The FY22 budget further builds out the City's cyber security hardware and software solutions, supporting multi-layered protection to IT infrastructure and safeguarding sensitive data. The department will also make a \$2 million investment in the City's key enterprise systems including enhancements in HR services. As technology needs and corresponding costs grow, DoIT continues to look for efficiencies and in FY22 will reduce contractor spending.

For additional budget detail on the Information & Technology Cabinet, see Volume III.

Public Safety

Overall, the Public Safety Cabinet, which includes the Police Department, the Fire Department, and the Office of Emergency Management, will decrease by 2.5% from FY21. The FY22 budget does support an increase to the police force of 30 police officers, an increase of 20 police cadets, and the development of the fire cadet program.

The Police Department will decrease by 5.1%, due to a \$21 million reduction from FY21 overtime spending. The department will continue its efforts to reduce overtime hours and in FY22, the sworn police force will increase by 30 officers. In order to increase the overall police force and keep pace with regular attrition, there will be two recruit classes in FY22. This budget continues to include funding for BEST clinicians who will be available to help police officers better serve their community.

Building on the continued success of recruiting a diverse police cadet class in

FY19 through FY21, the FY22 budget increases the number of cadets from 40 to 60. This addition to the cadets will continue to provide a stable pipeline of diverse young people for future police officer classes. An investment has also been made to medical services to aid the department in getting injured officers back to work efficiently.

The Fire Department budget will increase by 1.5% in FY22, which is primarily due to restoring overtime to pre-pandemic levels and the reinstatement of District 10, adding 8 FTEs. The FY22 operating budget includes investments in facilities improvements, health and wellness training, and the development of the fire cadet program to start in spring of 2022. Also, in the budget is the annual program to replace apparatuses and the ongoing industrial cleaning of firehouses to promote the health and wellness of firefighters.

The Office of Emergency Management budget represents an increase of 15.1%. This increase is due to an upgrade to the communication system allowing the city to communicate in multiple languages.

For additional budget detail on the Public Safety Cabinet see Volume III.

Streets

The FY22 Streets Cabinet budget, which includes the Department of Public Works and the Boston Transportation Department, increased by 3.5% over the FY21 appropriation. This budget reflects both cost-saving measures and innovative new investments that expand high-quality basic city services to keep our streets clean, safe, and accessible for all users.

The Public Works Department (PWD) FY22 budget will increase by 2.7% over FY21, partially driven by projected increases in the street sweeping contracts. As part of an effort to rethink the future of waste disposal, PWD will create a Zero Waste Drop Off Center and invest in efforts to

provide garbage disposals to residents as well as Zero Waste and Green Jobs training. The FY22 budget also provides additional maintenance funding for critical lighting and building repairs. To accelerate the ADA Ramp program, PWD will hire an additional engineering crew to increase the amount of ramps brought into compliance per year, an investment that supports the capital budget goal of having all pedestrian ramps ADA compliant by 2030. In an investment shared with BTM, PWD will add two engineers to support the Slow Streets program.

The Boston Transportation Department's (BTM) FY22 budget will increase by 5.4% over FY21, with savings from inactivation of long term vacancies and anticipated reductions in certain contracted services offset by innovative investments. As part of the City's overall renewal goal, this budget includes funding for additional bike lanes to support new and existing riders as well as funding to expand the Open Streets program to encourage safe outdoor activity. To better engage and support the community, BTM will invest in a Transportation Community Leadership Academy, where local community leaders will learn how a transportation project can improve community health through green infrastructure, bike lanes, and complete streets models. BTM will add three Transportation Planners to support the Slow Streets Programming. BTM will also support transportation planning and operations jobs training. Finally, BTM will subsidize public transit options.

For additional budget detail on the Streets Cabinet see Volume III.

Reserve for Collective Bargaining

The FY22 collective bargaining reserve, a \$10 million reserve for City departments, Boston Public Schools, and the Public Health Commission, contains funding for unsettled union contracts. Most union contracts have expired and the City has reserved a limited amount for successor

agreements. Salary increases in these agreements will have a direct impact on dollars available in FY22 and in the upcoming years.

FIXED COSTS

Fixed costs make up a growing portion of the City's Budget. The City has very little control over the fixed costs growth, largely driven by the Charter School Tuition Assessment, which is directly deducted from Boston's state aid, and the City's Pension schedule, which requires a 10.8% increase in FY22 to ensure funding consistent with the current pension schedule.

Pensions

Boston's Pension budget is based on the current pension schedule approved by Boston's Retirement Board. The City's Pension schedule requires a \$31.5 million or 10.8% increase in FY22.

The City of Boston participates in a contributory defined benefit retirement system that is administered by the Boston Retirement System (BRS). BRS is one of 106 public pension systems governed by Massachusetts General Law Chapter 32. Boston's current pension schedule is based on an actuarial asset valuation as of January 1, 2020. The current pension schedule assumes a long term rate of return of 7.05%. The City's pension liability is currently 75.6% funded and is on track to reduce the unfunded liability to zero by 2027, thirteen years prior to the legally required funding date of 2040. In May 2021 the Boston Retirement Board voted to increase the pension base on the annual cost of living adjustment from \$14 thousand to \$15 thousand requiring an additional \$5 million increase to the FY22 Pension budget.

Debt Service

The Debt Service budget supports borrowing to finance the City's capital plan.

In FY22 Debt Service is budgeted at \$205.6 million, which is a \$19.4 million or 10.4% increase over the previous year.

The City benefits from its strong financial policies and practices and has triple A bond ratings from Moody's and Standard and Poor's. Strong bond ratings are an assessment of the City's long-term financial stability and lower the cost of borrowing. As the City borrows more over ten years to support investments in its schools, debt service is projected to increase as well.

For further detail see the *Capital Planning* and *Financial Management* chapters of this volume.

State Assessments

Accompanying the local aid distributions on the State's Cherry Sheet are charges to the City from the Commonwealth. These include items such as charter school tuition and MBTA service. The City expects to be assessed \$346.2 million by the Commonwealth in FY22.

For further detail see the *Revenue Estimates & Analysis* chapter of this volume.

Suffolk County

The Suffolk County budget is a fixed cost mandated by state legislation, budgeted at \$2.9 million in FY22. State legislation

converted all existing and future Suffolk County Sheriff employees to state employees effective January 1, 2010. The State charges the City for Suffolk County through an assessment based on the residual unfunded pension liability for former Sherriff employees who retired prior to January 1, 2010. Once the unfunded pension liability is fully extinguished, the budget for Suffolk County will no longer be necessary.

Reserve

The Reserve budget is a fixed cost stipulated by state law and requires the City of Boston to maintain a reserve of 2.5% of the prior year appropriations, not including the School department, on its balance sheet. The reserve's balance as of June 30, 2020 is \$38.6 million; with this balance Boston has met its reserve requirements. The reserve can be used to provide for extraordinary and unforeseen expenditures and the Mayor may make drafts or transfers against this fund with City Council approval after June first of each fiscal year. Since the establishment of this reserve, the City has yet to make any drafts or transfers from the reserve.

Personnel Summary

		1/1/19	1/1/20	1/1/21	1/1/22	Projected
		FTE	FTE	FTE	Projected	Inc/(Dec)
Office of the Mayor	Mayor's Office	44.6	51.0	51.0	44.0	(7.0)
	Election Department	29.0	28.0	28.0	28.0	-
	Intergovernmental Relations	9.0	10.0	9.0	10.0	1.0
	Law Department	52.0	57.0	57.0	57.0	-
	Total	134.6	146.0	145.0	139.0	(6.0)
Equity & Inclusion	Office of Equity	-	-	-	23.0	23.0
	Office of Diversity	-	-	-	3.0	3.0
	Office of Resiliency & Racial Equity	-	-	-	3.0	3.0
	Language & Communications Access	-	-	-	5.0	5.0
	Human Rights Commission	-	-	2.0	6.0	4.0
	Office of Immigrant Advancement	4.0	5.0	8.0	9.0	1.0
	Women's Advancement	4.0	4.0	4.0	5.0	1.0
Total	8.0	9.0	14.0	54.0	40.0	
Office of Police Accountability & Transparency (OPAT)	OPAT	-	-	-	8.0	8.0
Total	-	-	-	8.0	8.0	
Operations	Inspectional Services	218.0	208.0	211.0	214.0	3.0
	Property Management	132.0	126.5	121.5	124.0	2.5
	Public Facilities Department	60.0	60.0	63.0	67.0	4.0
	Total	410.0	394.5	395.5	405.0	9.5
Civic Engagement	Neighborhood Services	45.0	48.0	56.0	54.0	(2.0)
Total	45.0	48.0	56.0	54.0	(2.0)	
Arts & Culture	Office of Arts & Culture	10.0	15.0	13.0	14.0	1.0
	Library Department	384.0	381.9	381.6	383.6	2.0
	Total	394.0	396.9	394.6	397.6	3.0
Economic Development	Office of Economic Development	26.0	25.0	24.4	10.4	(14.0)
	Consumer Affairs & Licensing	15.0	15.0	18.2	19.0	0.8
	Office of Tourism	10.0	11.0	10.0	10.0	-
	Total	51.0	51.0	52.6	39.4	(13.2)
Education	School Department	9,248.6	9,302.9	9,527.8	9,759.0	231.2
	Total	9,248.6	9,302.9	9,527.8	9,759.0	231.2
Environment, Energy & Open Space	Environment	26.0	27.0	29.0	32.0	3.0
	Parks and Recreation	213.0	227.0	230.0	232.0	2.0
	Total	239.0	254.0	259.0	264.0	5.0
Administration & Finance	Administration & Finance	5.0	6.0	5.0	6.0	1.0
	Assessing Department	77.0	70.0	78.0	80.0	2.0
	Auditing Department	33.0	32.0	29.0	29.0	-
	Budget Management	21.7	22.7	23.7	23.7	-
	Human Resources	45.8	46.0	46.0	49.0	3.0
	Labor Relations	8.0	9.0	9.0	9.0	-
	Procurement	21.0	21.0	19.0	20.0	1.0
	Registry Division	19.0	18.0	18.0	18.0	-
	Treasury Department	46.0	49.0	49.0	49.0	-
	Total	276.5	273.7	276.7	283.7	7.0
Health & Human Services	Office of Health and Human Services	-	-	11.0	13.0	2.0
	Boston Center for Youth & Families	369.0	359.5	351.7	352.7	1.0
	Commission for Persons with Disabilities	6.0	7.0	7.0	9.0	2.0
	Age Strong Commission	48.5	48.4	47.8	48.8	1.0
	Fair Housing & Equity	7.0	7.0	7.0	7.0	-
	Public Health Commission	832.4	846.9	871.7	882.7	11.0
	Boston VETS	12.0	14.0	12.0	12.0	-
	Youth Engagement & Employment	7.0	9.0	9.0	11.0	2.0
Total	1,281.9	1,291.8	1,317.2	1,336.2	19.0	
Housing & Neighborhood Development	Neighborhood Development	37.0	39.7	42.4	42.4	-
	Total	37.0	39.7	42.4	42.4	-
Information & Technology	Dept of Innovation & Technology	131.6	127.0	123.0	123.0	-
	Total	131.6	127.0	123.0	123.0	-
Public Safety	Emergency Management	1.5	3.8	4.1	4.1	-
	Fire Department	1,611.5	1,618.5	1,616.5	1,664.5	48.0
	Police Department	2,862.6	2,895.7	2,839.7	2,889.7	50.0
Total	4,475.6	4,518.0	4,460.3	4,558.3	98.0	
Streets	Office of Streets	22.0	24.0	20.0	20.0	-
	Central Fleet Management	44.0	42.0	43.0	43.0	-
	Public Works Department	313.0	316.0	305.8	309.8	4.0
	Transportation	363.5	365.5	359.0	362.0	3.0
	Total	742.5	747.5	719.0	734.8	15.8
Non-Mayoral	City Clerk	13.0	14.0	15.0	15.0	-
	City Council	80.2	75.6	83.2	83.2	-
	Finance Commission	4.0	4.0	3.0	3.0	-
	Total	97.2	93.6	101.2	101.2	-
Grand Total	17,572.5	17,693.6	17,893.1	18,299.6	406.5	

Table 6

Personnel Changes

The Personnel Summary table shows a four-year comparison of city-funded and filled full-time equivalent (FTE) positions. This includes both permanent and emergency employees. The projected FTE numbers used for FY22 are estimates based on the personnel funding levels contained in the FY22 budgets.

FY20-FY21 FTE Changes

The total net increase in FTEs from January 1, 2020 to January 1, 2021 was 199.5. The majority of the growth was in priority area of Education. The City's Position Review Committee continued to review all proposed job postings for vacant positions. In FY21, the City instituted a more stringently controlled hiring process that slowed hiring significantly for impacted departments. While the controlled hiring was eased mid-year as the overall fiscal picture became clearer, the city continues to scrutinize all requests to post open positions. Additionally 16 long-term vacant positions were eliminated in the FY21 budget.

The School Department increased by 224.9 FTEs. Although General Education teachers decreased by 68.3, this is offset by an increase in Special Education teachers, which are up 95.3; overall, teachers are up 41.9 positions over Jan 1, 2020. Classroom Aides also increased by 45.4 positions. Despite schools being closed for most students for much of the year, BPS has focused on health and safety of students and staff reporting in person by increasing the amount of full time custodians by 24. Program Support positions grew with the addition of social workers at targeted schools. Long term leave positions were up 60, partially a result of the COVID-19 pandemic.

Public Safety FTEs decreased by 57.7 from Jan 1, 2020 to Jan 1, 2021. The Police Department declined by 56 FTEs; driven by a decrease of 30 cadet positions. Due to the timing of cadet qualifications to join the sworn force, their numbers were higher than usual in Jan 2020. Police sworn officers' retirements were higher than anticipated by 23 positions and the remaining change was due to civilian attrition. The Fire Department had a minimal decline of 2 FTEs due to normal attrition.

The Streets Cabinet decreased by 19.7 FTEs. Due to the controlled hiring policy in FY21, Public Works is down 10 positions since Jan 1, 2020. BTD also decreased 6.5 FTEs, as hiring slowed. Finally, the Office of Streets is down 4, driven by a departmental desire to reorganize after several high level vacancies.

The Equity and Inclusion Cabinet was newly created in FY21. The Jan 2021 FTEs included only three of the departments in the cabinet. The other four departments were programs in different departments in Jan 2021 as addressed in the next section on FY22 projected FTEs. The Human Rights Commission was re-inactivated in FY21 with services to promote education and enforcement of human rights; it had 2 FTEs. The Office of Immigrant Advancement increased by 3 over Jan 2020 due to programmatic expansion. Women's Advancement remained flat.

The Operations Cabinet as a whole increased by 1 FTE's; but that belies larger department shifts. Property Management had a decrease of 5 FTEs, driven by critical, but hard to fill security officer positions. ISD and Public Facilities each increased by 3 as a result of aggressive efforts to fill vacancies.

The Civic Engagement Cabinet increased by 9 FTEs with the hiring of 311 Call Takers in response to the COVID-19 pandemic. The Arts & Culture Cabinet decreased by 2.3 FTEs. While the Library was essentially flat, the Office of Arts and Culture had 2 vacancies.

The Economic Development Cabinet grew by 1.6 FTEs, driven by 3 Cannabis Board members in Consumer Affairs and Licensing. That increase is offset by minor decreases in Tourism and the Office of Economic Development. The Environment, Energy and Open Space Cabinet increased by 5 from January 2020 to January 2021. The Parks Department increased by 3, the Environment Department by 2.

The Health & Human Services Cabinet shows a net increase of 25.4 FTEs. This is driven by the Public Health Commission's increase of 24.8. The Recovery Services Bureau increased by 10 positions, reflecting the city's commitment to those services. BPHC also increased by 7 public safety positions to improve security in the Northampton Square area. The Boston Centers for Youth and Families decrease of 7.8 FTEs is due to a transfer of 11 positions to the new Office of Health Human Services Department. Additional departments in the cabinet remained the same or had minor changes.

Other cabinets had minor changes that are reflective of regular attrition and hiring patterns.

FY22 Projected FTE Changes

The City projects a net increase in FTE levels of 406.5 from January 1, 2021 to January 1, 2022. The vast majority of the growth is targeted in the priority areas of education, public safety, and equity.

The City will continue to review the need for hiring into all vacant positions in FY22. Only critical positions will be approved to post and hire. Departments eliminated 14

long-term vacant positions in the current budget process.

The School Department represents the greatest portion of the projected growth with an expected increase of 231.2 filled FTEs from January 2021 to January 2022. The district's hiring plan will result in a social worker and family liaison in every school, helping provide social-emotional support and assistance to families. Teaching positions will increase following the continued trend of additional special education and bilingual teachers. The district will also add 20 new daytime custodians.

The Public Safety Cabinet is expected to show an additional 98 FTEs in January 2022. Historically, the number of Public Safety employees on the payroll as of January 1 of any year has fluctuated with the timing of retirements and new classes. The Fire Department's projected increase of 48 is due to the timing of the fall class. The goal of the department is to have enough firefighters in the suppression force to cover the minimum manning level of 262 and to reduce overtime. The Fire Department also reestablished District 10, adding 4 District Chiefs and 4 Incident Tech Commanders. The Police Department is planning to increase the sworn force by 30 officers with a large fall class and a second spring class to retain the higher sworn level following expected attrition. This growth in the police sworn level is part of a concerted effort to reduce overtime. The department is also increasing cadet recruits by 50%, which will result in 20 additional FTEs.

The new Equity & Inclusion Cabinet is projected to have 54 FTEs, showing a projected increase of 40. The Office of Equity is building up with 23 positions, including the Chief of Equity and a finance position for the entire cabinet. This increase also includes 21 new and existing FTEs from the Equity and Inclusion unit, which transferred here from Economic Development. The Office of Diversity and

the Office of Resilience & Racial Equity are both moving out of the Mayor's Office with existing staff. Language and Communications Access is transferring out of Neighborhood Services with 3 existing positions and is adding a new Research Analyst and administrative support. The Human Rights Commission is expected to add four additional staff to support the work of the commission. Immigrant Advancement and Women's Advancement will each hire coordinators for successful new programs: Immigrants Lead Boston and the Childcare Entrepreneur Fund.

The new Office of Police Accountability & Transparency is expected to have 8 FTEs as of Jan 1, 2022, as they build up their office. The Operations Cabinet is anticipated to increase by 9.5 FTEs as the departments fill vacancies; ISD will hire additional Health and Building Inspectors and Public Facilities plans to hire 2 new project managers to support the expansion of the capital plan. The Civic Engagement Cabinet will decrease with the transfer of the Language Access program from the Office of Neighborhood Services to its own department in the Equity & Inclusion cabinet.

The Arts and Culture Cabinet will grow by 3 FTEs. The Office of Arts and Culture will hire a new Senior Public Art Project Manager to help manage new public art projects that enhance the public realm, including Percent for Art. The Library is adding a librarian for the revitalized Roslindale branch and an Equity & Outreach Coordinator as dedicated staff for its Racial Equity Commitment & Action Plan.

The Environment, Energy and Open Space Cabinet will grow by 5 FTEs. The Environment Department plans to hire a program manager to assist residents and small businesses in accessing renewable energy resources, as well as additional

support for the Landmarks Commission. Parks and Recreation will add a design and construction position to help coordinate environmental justice strategy and an additional city arborist. The Administration & Finance Cabinet projects an increase of 7 FTEs including a new Director of Strategic Procurement in the Office of Administration and Finance and an Equitable Procurement position in Procurement. Assessing is adding new positions to develop new talent and expand career pathways in the valuation division. Human Resources continues its HR transformation work with the goal of making Boston the gold standard of municipal human resources organizations.

The Health and Human Services Cabinet will increase by 19 FTEs primarily due to post COVID-19 efforts at the Public Health Commission (PHC). PHC's Infectious Disease Bureau will add 8 FTEs to build additional capacity in education and community outreach with multilingual staff as well as communicable disease control operations and clinical staff. The Commission is also enhancing capacity around occupational health and safety and employee support with new staff. Youth Engagement & Employment will hire a Deputy Director and a Data Evaluation Manager.

Neighborhood Development in the Housing Cabinet and the Department of Innovation and Technology in the Information & Technology Cabinet anticipate stable staffing levels in FY22.

The Streets Cabinet is projected to increase by 7 FTEs. A significant investment in Slow Streets will add 5 FTEs, 3 Planners in Transportation and 2 Engineers in Public Works. Public Works will also add 2 engineers as part of its pedestrian ramp acceleration efforts.

External Funds	FY20 Expenditure	FY21 Estimated	FY22 Estimated
Neighborhood Development	68,972,279	105,525,870	158,434,503
Boston Public Schools	124,130,929	204,912,166	146,664,908
Budget Management	23,600,385	111,252,974	136,500,000
Public Health Commission	43,764,815	45,847,893	47,009,403
Treasury Department	24,705,360	26,300,000	29,491,975
Emergency Management	10,840,210	16,686,045	11,328,932
Age Strong	5,965,259	7,738,724	10,865,853
Police Department	8,376,346	9,021,227	10,131,492
Other	34,572,835	39,273,677	37,346,780
Total	344,928,418	520,710,684	587,773,846

Table 7

External Funds

The City’s \$3.76 billion operating budget is supplemented by approximately \$588 million in external funds. These funds consist mainly of federal, state, and private funding earmarked for specific purposes. Education, housing, economic development, public health and public safety are some of the largest areas for which these funds are targeted.

Thirty-two departments and agencies expect to receive federal, state or other forms of external funding in FY22. Over 94% of the City’s external funds are found in eight of those thirty-two departments. These eight departments are Boston Public Schools, Neighborhood Development, Public Health Commission, Treasury Department, Emergency Management, Age Strong Commission, Police Department and the Library Department. Descriptions and amounts of grants by department can be found in Volumes II and III.

Federal grants have historically provided funding for the key City priorities of education, community development, and services for seniors. Boston Public Schools, the Department of Neighborhood Development (DND), and the Age Strong Commission has been the traditional

recipients of recurring entitlement grants provided by the federal government.

In response to the catastrophic impact of the COVID-19 pandemic, the federal government has passed three unprecedented relief packages. These packages include:

CARES, CARES-Coronavirus Relief Fund (CRF) & FEMA

The Coronavirus Aid, Relief, and Economic Security Act, also known as the CARES Act, is a \$2.2 trillion economic stimulus bill signed into law on March 27, 2020. CARES provided additional funding to Boston using existing federal funding formula grants to city departments including the Department of Neighborhood Development and the Age Strong Commission plus to Boston Public Schools through the Elementary and Secondary School Emergency Relief (ESSER) program. Finally, the most significant CARES program provided directly to Boston is the Coronavirus Relief Fund (CRF), specifically targeted for local government. Boston was awarded \$120.8 million from CARES-CRF. The three caveats for CARE-CRF funds are:

- Necessary expenditures incurred due to the public health emergency of COVID-19

- Budgets costs not accounted for in most recent adopted budget, AND
- Costs incurred March 1 thru December 31, 2021

In addition to CARES CRF funding created as an immediate response to the COVID-19 emergency, the City anticipates reimbursement from the Federal Emergency Management Agency (FEMA) provide through the Commonwealth of Massachusetts for approximately \$16 million in COVID-19 emergency response spending.

Both CARES-CRF and FEMA budgets are reflected in the Office of Budget Management.

Coronavirus Relief Bill

The second stimulus bill, the Consolidated Appropriations Act of 2021, provided an additional \$900 billion in stimulus relief, extended the availability of CARES-CRF funding by one year and was signed into law on December 27, 2020. This second stimulus package provided second round of Elementary and Secondary School Emergency Relief (ESSER) funding to Boston Public Schools and a brand new Emergency Rent Relief program awarded to the Department of Neighborhood Development.

American Rescue Plan Act (ARPA) of 2021

The American Rescue Plan Act (ARPA) of 2021 is a \$1.9 trillion stimulus bill providing hundreds of millions in federal funding to the City, the Boston Public Schools and other local organizations through December 2024. The City of Boston will have access to the ARPA- State and Local Fiscal Recovery Funds (SL-FRF) and Boston Public Schools will be provided resources through an unprecedented third round of Elementary and Secondary School Emergency Relief (ESSER), and other local organizations over the next five fiscal years.

Eligible uses of ARPA-SL-FRF funding are broader than CARES-CRF funding and include:

Revenue replacement to strengthen support for vital public services and help retain jobs;

- Urgent COVID-19 response efforts to continue to decrease spread of the virus and bring the pandemic under control;
- Assistance to small businesses, households, and hard-hit industries, and economic recovery;
- Addressing systemic public health and economic challenges that have contributed to the unequal impact of the pandemic on certain populations; and
- Investments in water, sewer and broadband infrastructure.

In May 2021, the City received \$212 million from the U.S. Treasury. We expect to receive the remainder of funds over the next year. In partnership with the Boston City Council, the City has already allocated \$136.5 million, about 25% of total expected ARPA funds, for two main purposes:

1. In the FY22 operating budget the City has dedicated \$55 million to offset local revenue declines during the pandemic to ensure flexibility, stability and fiscal resiliency, as well as make near-term investments to expand and create vital city programs to Reopen, Recover and Renew our City post COVID-19.
2. Additionally, \$81.5 million has been appropriated as emergency relief to City and community programs and initiatives, focused on public health, the economy and resources for individuals and families hardest hit by the pandemic.

For the remaining ARPA dollars, the administration has established an Equitable Recovery Coordinating Committee, made

up of stakeholders from across City government to ensure equitable, transparent, and accountable distribution of these funds for economic and social recovery.

Community Preservation Act

By adopting the Community Preservation Act (CPA) in November 2016, the City has created a Community Preservation Fund. This fund is not part of the City's general fund and is displayed as a special revenue external fund in this budget document. This fund is capitalized primarily by a one percent property tax-based surcharge on residential and business property tax bills that began in July 2017. The City uses this revenue to fund initiatives consistent with

FY22 All Funds Budget

The all funds table consolidates the projected FY22 expenditures from the General Fund, Special Revenue Funds

CPA guidelines: affordable housing, historic preservation, open space and public recreation.

Boston has collected a \$19.7 million in FY19 and \$22.1 million in FY20, which was matched with \$3.6 million and \$4.8 million from the state through the CPA Trust Fund, respectively. The city expects to collect \$26.3 million in revenue in FY21 and \$29.5 million in FY22.

Since 2018, the first year of allocations, Boston's 9-member Community Preservation Committee, comprised of Boston residents, recommended 198 projects totaling \$92.8 million in all three CPA categories.

(primarily external grants) and the Capital Fund by department. More detail on the expenditures made from each of these funds is shown in Volumes II and III of the City of Boston's FY22 budget document.

All Funds Budgets - FY22

Cabinet	Department	General Fund Budget	External Funds Budget	Capital Budget	Total All Funds Budget	
Mayor's Office	Mayor's Office	4,880,619	210,549	50,000	5,141,168	
	Election Department	6,275,434			6,275,434	
	Intergovernmental Relations	1,406,700			1,406,700	
	Law Department	8,233,602	250,000		8,483,602	
	Total	20,796,354	460,549	50,000	21,306,904	
Equity & Inclusion	Office of Equity	4,335,242	141,201		4,476,442	
	Office of Diversity	354,667			354,667	
	Office of Resiliency & Racial Equity	1,651,392			1,651,392	
	Office of Language & Communications Access	1,169,967			1,169,967	
	Human Right Commission	602,852			602,852	
	Office for Immigrant Advancement	1,704,718	330,276		2,034,995	
	Women's Advancement	869,497	47,500		916,997	
Total	10,688,335	518,977	-	11,207,312		
Office of Police Accountability & Transparency	Office of Police Accountability	1,300,500			1,300,500	
	% Transparency					
Total	1,300,500	-	-	1,300,500		
Operation	Property Management Department	17,251,999		46,059,733	63,311,732	
	Public Facilities Department	7,537,870			7,537,870	
	Inspectional Services Department	21,970,962	155,480		22,126,442	
Total	46,760,830	155,480	46,059,733	92,976,043		
Civic Engagement	Neighborhood Services	4,129,022	30,000		4,159,022	
Total	4,129,022	30,000	-	4,159,022		
Participatory Budgeting	Participatory Budget	1,000,000			1,000,000	
Total	1,000,000	-	-	1,000,000		
Arts & Culture	Office of Arts & Culture	3,629,075	535,795	920,100	5,084,970	
	Library Department	42,242,858	9,457,743	20,977,918	72,678,519	
Total	45,871,933	9,993,538	21,898,018	77,763,489		
Economic Development	Office of Economic Development	2,941,740	4,832,009		7,773,749	
	Boston Planning and Development Agency			1,059,494	1,059,494	
	Consumer Affairs & Licensing	1,799,759	64,557		1,864,316	
	Office of Tourism	2,503,329	50,000		2,553,329	
Total	7,244,828	4,946,566	1,059,494	13,250,888		
Education	Boston Public Schools	1,294,719,861	146,664,908	170,082,778	1,611,467,547	
Total	1,294,719,861	146,664,908	170,082,778	1,611,467,547		
Environment, Energy & Open Space	Environment Department	4,988,611	1,519,719	20,300,000	26,808,329	
	Parks & Recreation Department	28,152,742	5,585,712	41,394,351	75,132,805	
Total	33,141,353	7,105,431	61,694,351	101,941,134		
Administration & Finance	Administration & Finance	1,246,207	265,091		1,511,298	
	Assessing Department	7,946,936			7,946,936	
	Auditing Department	3,015,637	246,131		3,261,767	
	Budget Management	3,520,571	136,500,000		140,020,571	
	Execution of Courts	5,000,000			5,000,000	
	Health Insurance	212,236,570			212,236,570	
	Human Resources	6,177,645			6,177,645	
	Medicare	12,635,794			12,635,794	
	Office of Labor Relations	1,605,222			1,605,222	
	Pensions & Annuities - City	3,900,000			3,900,000	
	Procurement	2,130,345			2,130,345	
	Registry Division	1,145,181			1,145,181	
	Treasury Department	4,855,544	29,491,975		34,347,519	
	Unemployment Compensation	350,000			350,000	
	Workers' Compensation Fund	2,000,000			2,000,000	
	Total	267,765,651	166,503,196	-	434,268,848	
	Health & Human Services	Office of Health and Human Services	5,894,284	220,000		6,114,284
		Boston Center for Youth & Families	29,494,369	1,005,888	23,050,000	53,550,258
		Commission For Persons W/Disabilities	623,936	50,000		673,936
Age Strong		5,205,227	10,865,853		16,071,080	
Fair Housing & Equity		517,514	799,762		1,317,276	
Public Health Commission		110,698,090	47,009,403	31,445,984	189,153,477	
Boston VETS		4,612,875			4,612,875	
Youth Engagement & Employment		12,475,452	1,040,444		13,515,896	
Total	169,521,746	60,991,351	54,495,984	285,009,081		
Housing & Neighborhood Development	Neighborhood Development	35,372,663	158,434,503	28,299,880	222,107,046	
	Total	35,372,663	158,434,503	28,299,880	222,107,046	
Information & Technology	Dept of Innovation & Technology	39,893,304	6,852,539	26,403,347	73,149,190	
Total	39,893,304	6,852,539	26,403,347	73,149,190		
Public Safety	Emergency Management	1,133,990	11,328,932	50,000	12,512,921	
	Fire Department	275,571,359	2,846,758	29,095,913	307,514,030	
	Police Department	399,871,217	10,131,492	18,224,979	428,227,688	
Total	676,576,565	24,307,182	47,370,892	748,254,639		
Streets	Central Fleet Management	3,165,680			3,165,680	
	Office of Streets	2,290,092			2,290,092	
	Public Works Department	101,578,721	10,000	61,722,455	163,311,176	
	Snow Removal	21,708,166			21,708,166	
	Transportation Department	40,859,603	799,625	45,060,924	86,720,152	
Total	169,602,262	809,625	106,783,379	277,195,266		
Non-Mayoral Departments	City Clerk	1,404,053			1,404,053	
	City Council	6,136,400			6,136,400	
	Finance Commission	304,075			304,075	
	Total	7,844,528	-	-	7,844,528	
Grand Total	2,832,229,737	587,773,846	564,197,856	3,984,201,439		

Table 8

Performance Management

Boston's performance management efforts, driven in partnership between the Citywide Data Analytics Team and the Office of Budget Management, strive to ensure that the City delivers the most effective and efficient services possible. This partnership continually reviews performance metrics, with the Police Department and the Streets, Equity, and Innovation Cabinets all undergoing a thorough review of their performance scorecards in FY21. FY22 will continue this process with selected departments.

CityScore

Launched in 2016, CityScore is a nationally recognized tool designed to inform the Mayor, City managers, and the public about the performance of City government by aggregating key performance metrics.

CityScore's 22 metrics are monitored daily to get an understanding of the quality of life in Boston and the performance of City government. Since its inception, CityScore has prompted key process improvements, increased data-driven decision-making at all levels of city government, and informed the budget process.

Focus on Priorities

The Mayor's FY22 budget priorities highlight the goals of recovery, reopening, and renewal to a better Boston. Equity has lived at the heart of every budget decision, with the vision of creating a city that promotes equity, builds community, and helps fulfill Boston's great promise. The performance measures listed below reflect the City's top priorities and the partnerships necessary to achieve these ambitious goals.

Priority FY22 Performance Goals

Performance Measure	Responsible Department
Education	
New K1 seats available	Schools
Participants in the Early Literacy Program	Boston Public Library
Housing	
# of homeless Veterans placed in permanent housing	Neighborhood Development
# of low income housing units permitted (deed restricted and IDP)	Neighborhood Development
# of middle income housing units permitted (deed restricted and market)	Neighborhood Development
# of potential evictions averted	Neighborhood Development
Mobility	
Average annual PCI rating of Boston's roads	Public Works
% of street light outages addressed on time	Public Works
# of Accessible Pedestrian Signals Installed	Transportation
Average personnel hours on a hokey route (hand cleaning streets/sidewalks)	Public Works
Prosperity & Equity	
# of jobs created through Small Business Programs	Economic Development
# of employees in companies newly signing Boston's 100% Talent Compact	Women's Advancement
Arts, Culture, and Creativity	
% of first time Boston Cultural Council organizational grant awardees	Arts & Culture
Library card daily usage	Boston Public Library
Average number of eBook holds	Boston Public Library
Health & Safety	
EMS median response time for Priority 1 calls	Public Health Commission
# of individuals placed in recovery services	Public Health Commission
Firefighters attending resiliency, health, and safety symposiums	Fire Department

Table 9

MULTI-YEAR BUDGET PLAN

Introduction

While the City must maintain an annual budget process by statute, a two-year projection provides a useful context for current decision making and future planning purposes.

With City costs rising faster than its revenue, the City is projecting budget shortfalls in FY22 and FY23. In projecting the City's operating budget for FY22 and FY23, education cost growth, increasing annual pension schedule obligations, uncertain costs related to outstanding collective bargaining agreements and continued health insurance cost escalation continue to drive high rates of expenditure growth. The property tax levy is assumed to grow from its base by the allowable 2.5% and by new growth in the levy. In terms of state aid, continued pressure from rising state Charter Schools costs combined with historic underfunding of the Charter School Tuition Reimbursement obligation and relatively stagnant education aid, will likely lead to the continuation of the negative growth trend in net state aid.

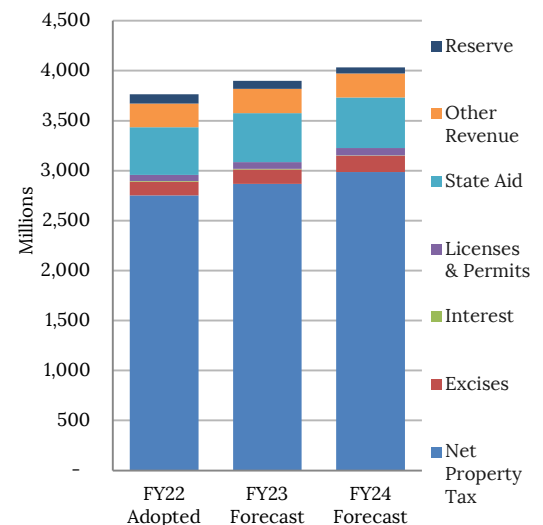
Starting in FY21 almost all City collective bargaining contracts expired and the few unions with contracts settled through FY21 will expire by FY22. While the next round of negotiations for FY21 and beyond has begun, no key contract terms or wage patterns have been established. The projected FY22 and FY23 collective bargaining reserves are intended to acknowledge some costs in this area but do not indicate an established wage pattern for successor contracts.

Another area of concern is the unfunded liability related to other post-employment benefits. The City currently provides post-employment health care and life insurance benefits to eligible retirees in accordance with state law and pays its share of the cost on a pay-as-you-go basis in the current

year's operating budget. This method of financing understates the full obligation to provide these benefits after retirement. The City, including the Boston Public Health Commission (BPHC), has an unfunded liability for these benefits of \$2.13 billion, as of the most recent independent actuarial valuation on June 30, 2019. The FY21 budget authorizes another payment of \$40 million to the City's OPEB Liability Trust Fund; the FY22 and FY23 projections also include \$40 million payments.

Revenue Trends

The following chart displays the breakdown of revenue projected for FY23-FY24.



**Figure 7 – Multi-Year Revenue Forecast
FY22 Budget, FY23 & FY24 Projected**

Major revenue trends include:

Property Tax Levy: The levy will grow by the allowable 2.5% increase, and new growth is projected to remain level in FY23 and FY24 due the long term effects of the COVID-19 pandemic and global recession. The net property tax assumes an overlay reserve set at \$33.4 million, also level with FY22. A net total increase in the levy of over \$230 million is projected over the two years.

State Aid: Gross state aid is assumed to increase in both FY23 and FY24, by 4.1% in

FY23 and an additional 4.0% in FY23. The City is projecting that Unrestricted General Government Aid will grow by 3.5% in FY23 and 3.0% in FY24. Chapter 70 education is also expected to grow slightly, by roughly 0.8% in both FY23 and FY24. The rollout of the Student Opportunity Act is expected to continue in FY23. The Act included a phased implementation of full funding of charter school reimbursement, following years of underfunding. As a result, charter school reimbursement is anticipated to increase by 19.2% in FY23 and a further 12.1% in FY24. However, funding challenges will continue in FY23 and FY24, as these reimbursement increases will be accompanied by a significant increase in the Charter School Tuition Assessment, decreasing total resources available for appropriations.

Excises: Excises are expected to rebound gradually in FY23 and FY24 with a recovering economy, though they are unlikely to reach pre-pandemic levels.

Fines: Fines are expected to marginally increase given improvements made in enforcement.

Interest on Investments: Interest income is expected to rise by \$1 million in FY23 compared to the FY22 Adopted budget and then hold level in FY24, based on possible Federal Reserve interest rate increases.

Payments in Lieu of Taxes (PILOT): PILOT revenue is projected to grow slightly in FY23 and then be flat in FY24. PILOT revenue grew during a five year ramp up of payments over FY12-FY16 and has been steady since that time. We expect the program to continue with support from the non-profit community.

Miscellaneous Department Revenue: In FY23 and FY24, the City projects marginal increases in departmental revenue reflecting a return to full operational capacity, offset in part by decreases to federal health insurance reimbursement and other areas.

Licenses and Permits: Building permits are projected to increase in FY23 and FY24 based on cautious optimism regarding the development environment.

Budgetary Fund Balance: For FY23 and FY24 the use of Budgetary Fund Balance for OPEB expenses is projected to be level at \$40 million.

Federal Relief: The City projects it may make continued use of American Rescue Plan Act funds for revenue replacement in FY23 and FY24, though tapering off from the \$55 million budgeted in FY22.

These estimates are based on conservative revenue assumptions reflecting continued uncertainty surrounding the pandemic and the global economic disruption it has caused.

Expenditure Trends

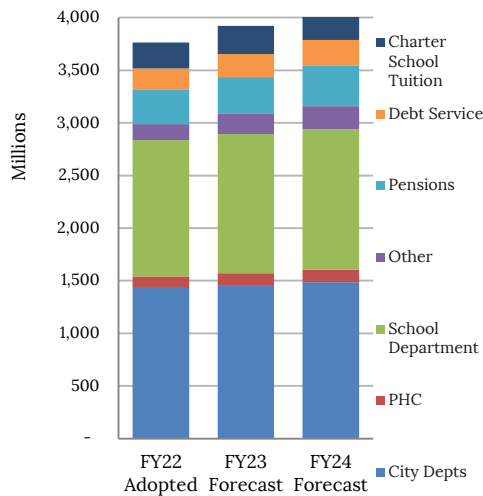
The expenditure chart displays the allocation of expenditures projected for FY23-FY24.

As the City examines projected expenditures for FY23 and FY24, expenditures are anticipated to grow at a faster rate than the City's revenue growth, leading to projected shortfalls for FY23 and FY24. Fixed costs alone are projected to grow significantly due to increases in charter school costs under the existing cap and upward adjustments in the City's pension schedule. In addition, the City continues to project considerable appropriations growth due to rising employee-related costs.

Appropriations: Inflationary and other increases have been estimated in FY23 and FY24 for expenditures such as health insurance and other personnel cost growth. At the School Department, estimated inflationary increases for health insurance and other personnel cost growth have been projected for FY23 and FY24.

Due primarily to the factors referred to above, appropriations are estimated to

increase by a total of \$92.4 million or 3.2% in FY23 and cumulatively increase by \$165.7 million or 5.7% in FY24.



**Figure 8 - Expenditures
FY22 Budget, FY23 & FY24 Projected**

Fixed Costs: In FY23 fixed costs are expected to increase by 7.3% and cumulatively increase by 16.3% in FY24. These increases can be attributed to several factors including: the continued expansion of charter schools, even under the existing cap and the resulting increase in the tuition assessment, scheduled pension cost increases, and increased borrowing.

Under these revenue and expenditure assumptions, the FY23 and FY24 budgets are currently projected to have shortfalls of approximately \$23 million and \$42 million. For the most part, the projections are based on current operations and the roll out of approved initiatives in FY23 and FY24. As the FY23 budget process goes forward and projections are further refined, the City will be looking at ways to operate more efficiently within the confines of projected revenues.

Employee hiring must continue to be controlled, as the bulk of the projected increase in appropriations is employee-related. New collective bargaining agreements will need to be affordable,

given cost and revenue pressures outlined in this forecast. The City, in partnership with its unions, will continue to look at ways to mitigate the impacts of annual increases in the cost to provide health insurance to its employees and retirees. The City's policy regarding the use of its fund balance has been to limit the use of this source of revenue to offset certain fixed costs such as pension contributions and related post-retirement health benefits and/or to fund extraordinary and non-recurring events as determined and certified by the City Auditor. The projections shown here assume that budgetary fund balance will be used only to support the OPEB appropriations for FY23 and FY24.

In addition to the use of fund balance, the forecasts for both FY23 and FY24 anticipate the use of revenue replacement funding eligible for use as part of the American Rescue Plan Act (ARPA) funding allocation. The City will work with the newly created Equitable Recovery Coordinating Committee, established to prioritize the use of the American Rescue Plan Act (APRA) funding, to both fund recovery efforts and to replace revenue loss in the City's general fund budget related to the economic impact of COVID-10 pandemic.

Planning a Balanced Budget

Multi-year planning is useful because it allows for time to make adjustments to relieve the cost pressures on certain services. It also promotes cost-saving or new programming alternatives to improve the financial position projected in the out years, and helps monitoring changes in assumptions as new needs or innovations present themselves.

Much of the City's budget remains fairly stable during the year, but a variance of just 1% would equate to a \$36 million problem in the bottom line. Common areas of variance are snow removal, with year-to-year swings of millions of dollars; legal settlements, for

which the City attempts to reserve for but may need to absorb on a pay-as-you-go basis; public safety overtime, particularly if a significant event occurs (acts of terrorism, natural disasters or major public events, for example), and outside funding sources for essential needs that may suddenly be eliminated.

It is important to note that the City's fiscal controls are effective in reducing the chances of an unmanageable deficit. The City manages position vacancies through a committee comprised of the Chief Financial Officer, the Human Resources Director, and the City's Budget Director. In place for over a decade, the committee serves to strictly control and monitor all hiring. In addition, the City's financial and human resources information system (BAIS) provides levels of systematic controls that can be used to project and plan for personnel funding

requirements. Similar BAIS systematic controls are in place to control non-personnel expenditures.

Conclusion

This multi-year overview is provided as a guide to understand the impacts of the decisions presented in the budget, and to provide a framework for addressing future challenges and initiatives. Although it is not statutorily required, it is a useful tool in long-range planning and policy analysis.

From a budget planning and management standpoint, the parameters summarized here were built through an interactive forecast model. This approach allows for the development of multi-year scenarios based on various assumptions for City operations set within the financial constraints of the City's revenue and fixed cost budgets.

MULTI-YEAR BUDGET SUMMARY

(Dollars in Millions)

	FY22 Adopted	FY23 Forecast	FY24 Forecast
REVENUES			
Property Tax	2,786.73	2,901.40	3,018.93
Property Tax Overlay	(33.40)	(33.40)	(33.40)
Excises	137.64	143.63	162.74
Fines	59.34	65.59	67.64
Interest On Investments	4.00	5.00	5.00
Payments in Lieu of Taxes	49.65	50.04	50.46
Urban Redev Chapter 121A	28.70	25.70	19.70
Department Revenue	59.33	60.96	61.36
Licenses & Permits	62.97	68.09	73.39
Penalties & Interest	9.00	9.00	9.00
Available Funds	30.95	30.95	30.95
State Aid	475.09	491.80	505.87
Total Recurring Revenue	3,670.00	3,818.75	3,971.64
Budgetary Fund Balance	40.00	40.00	40.00
American Rescue Plan Act (ARPA)	55.00	40.00	20.00
Total Revenues	3,765.00	3,898.75	4,031.64
EXPENDITURES			
City Appropriations	1,431.28	1,458.10	1,487.24
Public Health Commission	110.70	113.27	116.22
School Department	1,294.72	1,322.72	1,335.95
Reserve for Collective Bargaining City	10.00	45.00	73.00
Other Post Employment Benefits	40.00	40.00	40.00
Total Appropriations	2,886.70	2,979.09	3,052.40
Pensions	323.61	351.41	382.51
Debt Service	205.62	219.00	244.65
Charter School Tuition	246.65	267.31	286.82
MBTA	94.12	96.47	98.88
Other State Assessments	5.42	5.45	5.48
Suffolk County Sheriff Dept	2.90	2.90	2.90
Reserve	-	-	-
Total Fixed Costs	878.30	942.53	1,021.24
Total Expenditures	3,765.00	3,921.62	4,073.64
Surplus (Deficit)	0.00	-22.88	-42.00

Numbers may not add due to rounding

BUDGET DOCUMENT STRUCTURE

The Operating Budget for FY22 and Five Year Capital Plan for FY22-26 are presented in three volumes. Volume I is an overview of the City's financial position and policy direction.

Volumes II and III, which are organized by cabinet, present the budget detail for each department's operating budget and capital projects. Please refer to the chapter on Budget Organization and Glossary in Volume I for an illustration of the City's organizational chart.

The City's budget is built at the program level for each department, which is the basis for budget planning. However, line item budget detail is only provided in this budget document at the department level. Program line item detail is available upon request.

In addition to program budgets, Volumes II and III provide a mission statement, key objectives, as well as past and promised performance levels for each departmental program. For those departments with capital projects, a project profile is provided for every capital project. The project profile includes authorization information as well as planned spending levels.

Definitions of the terms used throughout the budget document are presented in the glossary, which can be found in Volume I in the chapter titled Budget Organization and Glossary.

Technical Note

The City of Boston's combined FY22 Budget and FY22-FY26 Capital Plan was published using Microsoft Word. Graphics were generated using Microsoft Excel. Oracle - Hyperion Planning and Microsoft Access were used for data management and analysis.