

# Chief Financial Officer

Chief Financial Officer .....	167
Assessing Department .....	169
Operations.....	173
Valuation .....	174
Executive.....	175
Auditing Department.....	177
Administration.....	181
Accounting.....	182
Central Payroll.....	183
Grants Monitoring .....	184
Accounts Payable .....	185
Budget Management.....	187
Administration .....	191
Budget Formulation .....	192
Revenue Monitoring.....	193
Improving Management Project .....	194
Capital Budgeting .....	195
Risk Management.....	196
Execution of Courts.....	199
Medicare Payments.....	201
Pensions and Annuities - City .....	203
Pensions and Annuities - County .....	205
Purchasing Division .....	207
Administration .....	211
Procurement.....	212
Central Services .....	213
Treasury Department.....	215
Treasury Division .....	219
Administration.....	223
General Service/Debt Service .....	224
Payroll .....	225
Accounting .....	226
Accounts Receivable .....	227
Trust.....	228
Collecting Division .....	229
General Management .....	233
Special Collections .....	234
Tax Title System .....	235
Teller Operations.....	236

Accounting/Special Assessments.....	237
Current Payment Services .....	238

# Chief Financial Officer

*Lisa C. Signori, Chief Financial Officer*

## ***Cabinet Mission***

The Chief Financial Officer (CFO) ensures coordination of the City's financial processes. The CFO oversees the operating budget presentation and monitoring as well as the preparation and monitoring of the City's capital budget. The CFO develops systems or proposes legislative changes to ensure revenue predictability and reasonable growth, and ensures prudent management of all funds due to and disbursed by the City. Strict fiscal controls and adherence to sound financial practices, as reflected in expenditure and revenue reports, financial statements, audits and reviews, are assured by the CFO.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Assessing Department	4,860,721	5,138,326	5,455,728	5,654,614
	Auditing Department	1,784,878	1,888,390	1,919,674	1,986,924
	Budget Management	2,467,746	2,341,656	2,169,688	2,213,531
	Execution of Courts	2,165,776	18,842,206	3,500,000	3,500,000
	Medicare Payments	3,902,067	4,100,000	4,450,000	4,671,000
	Pensions & Annuities - City	4,600,000	4,600,000	4,600,000	4,600,000
	Pensions & Annuities - County	300,000	300,000	300,000	100,000
	Purchasing Division	1,229,368	1,138,234	1,241,870	1,279,870
	Taxpayer Referral & Assistance	331,696	0	0	0
	Treasury Department	3,969,953	4,017,245	4,265,687	3,590,687
	<b><i>Total</i></b>	<b><i>25,612,205</i></b>	<b><i>42,366,057</i></b>	<b><i>27,902,647</i></b>	<b><i>27,596,626</i></b>



# Assessing Department Operating Budget

Ronald W. Rakow, Commissioner Appropriation: 136

## Department Mission

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

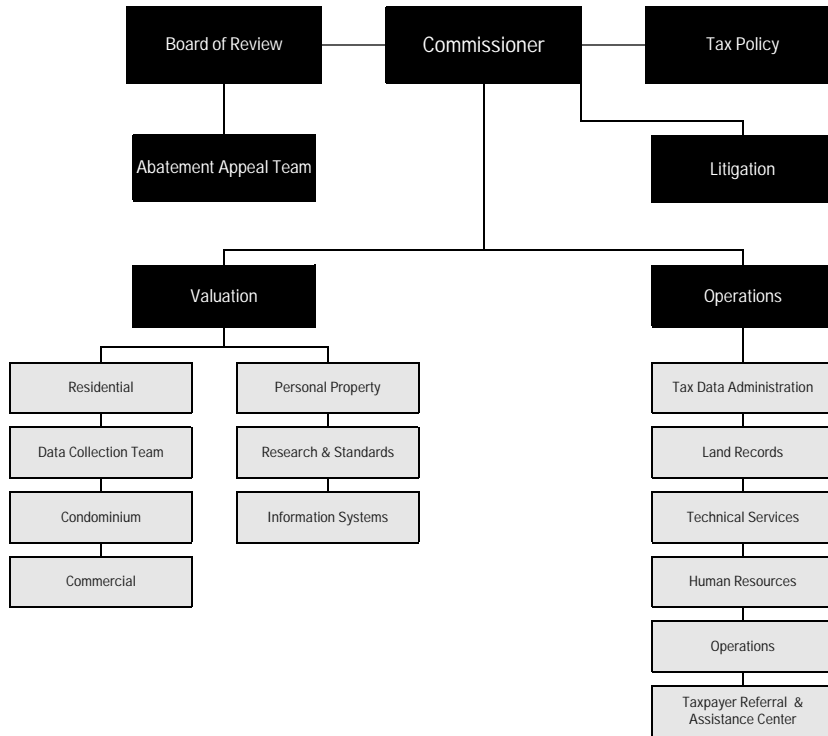
## FY06 Performance Objectives

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

Operating Budget	Program Name	Total Actual '03	Total Actual '04	Total Approp '05	Total Budget '06
	Operations	1,322,734	1,702,067	1,568,904	1,754,472
	Valuation	2,660,358	2,550,291	2,927,284	2,899,658
	Executive	877,628	885,968	959,540	1,000,484
	<b>Total</b>	<b>4,860,720</b>	<b>5,138,326</b>	<b>5,455,728</b>	<b>5,654,614</b>

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Personnel Services	4,251,477	4,566,175	4,889,728	5,140,114
Non Personnel	609,243	572,151	566,000	514,500
<b>Total</b>	<b>4,860,720</b>	<b>5,138,326</b>	<b>5,455,728</b>	<b>5,654,614</b>

# Assessing Department Operating Budget



## ***Authorizing Statutes***

- Organizations, CBC St. 6, s. 100-107; CBC Ord. 6, x. 100-104.
- Taxation, MGLA c. 59; MGLA c. 60A-B; MGLA c. 61A-B; MGLA c. 121A.
- Abatement of Back Taxes, MGLA c. 58, s. 8.
- Classification, MGLA c. 59, s. 2A; MGLA c. 40, s. 56.
- Annual Assessment, MGLA c. 59, s. 23.
- Proposition 2 1/2, MGLA c. 59, s. 21C.
- Cherry Sheets - State Aid, MGLA c. 58, s. 18A-C, 25A; MGLA c. 29, s. 2 M-O, 67-71.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	4,180,002	4,487,733	4,842,928	5,107,114	264,186
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	66,277	74,391	31,800	33,000	1,200
51600 Unemployment Compensation	5,197	4,052	10,000	0	-10,000
51700 Workers' Compensation	0	0	5,000	0	-5,000
<b>Total Personnel Services</b>	<b>4,251,476</b>	<b>4,566,176</b>	<b>4,889,728</b>	<b>5,140,114</b>	<b>250,386</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	118,225	102,261	98,000	100,000	2,000
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	100,536	78,849	27,000	26,000	-1,000
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	133,837	169,149	256,000	260,000	4,000
<b>Total Contractual Services</b>	<b>352,598</b>	<b>350,259</b>	<b>381,000</b>	<b>386,000</b>	<b>5,000</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	4,524	3,462	5,000	5,000	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	67,069	108,938	34,000	34,000	0
53900 Misc Supplies & Materials	1,833	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>73,426</b>	<b>112,400</b>	<b>39,000</b>	<b>39,000</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	39	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54900 Other Current Charges	78,523	50,989	146,000	89,500	-56,500
<b>Total Current Chgs &amp; Oblig</b>	<b>78,523</b>	<b>51,028</b>	<b>146,000</b>	<b>89,500</b>	<b>-56,500</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	42,516	0	0	0
55400 Lease/Purchase	53,247	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	51,450	15,948	0	0	0
<b>Total Equipment</b>	<b>104,697</b>	<b>58,464</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>4,860,720</b>	<b>5,138,327</b>	<b>5,455,728</b>	<b>5,654,614</b>	<b>198,886</b>

# Department Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Commissioner	CDH		1	113,384	Admin Analyst	SU4	14	8	321,131
Exec Asst	EXM	2	1	103,487	Admin Secretary	SU4	14	1	43,111
Executive Assistant (Asses Oper Mgmt)	EXM	12	1	99,430	Asst Assessor (Trainee II)	AFL	14	4	138,130
Executive Asst	EXM	10	6	505,550	Head Clerk & Secretary	SU4	13	1	33,078
Prin Admin Assistant	EXM	8	1	75,053	Title Examiner	SU4	13	3	116,257
Assistant Director-Asses Plan Mnt	AFJ	19	1	71,800	Assistant Assessor (Trl)	AFL	12	6	230,393
Research Assessor	AFL	18	2	127,659	Head Clerk	SU4	12	11	367,591
Senior Assessing Drafter	AFJ	18A	1	66,384	Principal DP System Analyst	SE1	10	2	180,513
Sr Research Analyst	SU4	18	1	48,166	Property Officer	SU4	10	1	26,310
Supervisor Assistant Assessor	AFL	18	7	434,279	Prin Admin Asst	SE1	9	3	225,457
Assistant Assessor	AFL	16A	10	467,937	Prin Admin Assistant	SE1	8	5	361,102
Jr Asses Draftsman	AFJ	16	1	43,245	Dir-Assessing Services	SE1	7	1	71,046
Office Manager	SU4	16	2	104,903	Data Proc Info Manager	SE1	6	1	64,644
Research Analyst	SU4	16	2	81,129	Data Proc System Analyst	SE1	6	2	116,186
Sr Admin Anlyst	SU4	16	1	52,451	Management Analyst	SE1	6	2	124,451
Admin Assistant	SU4	15	4	182,817	Senior Admin Analyst	SE1	6	2	126,963
Data Proc Equip Tech	SU4	15	1	36,007	Administrative Secretary	SE1	3	1	49,064
					<b>Total</b>			<b>97</b>	<b>5,209,110</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				46,500
					Chargebacks				0
					Salary Savings				-148,496
					<b>FY06 Total Request</b>				<b>5,107,114</b>



# Program 1. Operations

*Emmanuel Dikibo, Manager Organization: 136100*

## **Program Description**

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

## **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
% of map requests completed in 5 days	100%	100%	100%	100%
% of mail inquiries including e-mail regarding motor and boat excise, personal and residential exemptions responded to within 15 days		100%	100%	100%
% of motor vehicle excise abatements processed within 15 days			100%	100%
% of telephone calls answered within 3 minutes or less			100%	100%
% of residential exemption applications processed within 90 days		100%	100%	100%
% of personal exemption applications processed within 90 days		100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	23	30	29	31
Personnel Services	1,024,119	1,400,389	1,431,404	1,584,972
Non Personnel	298,616	301,678	137,500	169,500
<b>Total</b>	<b>1,322,734</b>	<b>1,702,067</b>	<b>1,568,904</b>	<b>1,754,472</b>
Mail inquiries including e-mail regarding motor and boat excise, personal and residential exemptions received		43,544	23,258	25,000
Motor vehicle excise abatements received		33,577	22,393	23,000
Total calls			101,698	100,000
Calls answered within 3 minutes			101,698	100,000
Residential exemption applications received		10,572	15,053	15,000
Personal exemption applications received		5,905	5,262	8,500

# Program 2. Valuation

Richard Carlson, Manager Organization: 136200

## Program Description

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

## Program Objectives

- To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.
- To resolve abatements in a timely and responsive manner.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLoS '06
% of first time commercial abatement filers with information requests processed in 90 days	100%	100%	100%	100%
% of maintenance properties field reviewed	100%	100%	100%	100%
% of first time residential abatement applications with information requests processed in 90 days	100%	100%	100%	100%

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	55	55	55	54
Personnel Services	2,424,371	2,381,825	2,621,084	2,755,158
Non Personnel	235,987	168,466	306,200	144,500
<b>Total</b>	<b>2,660,358</b>	<b>2,550,291</b>	<b>2,927,284</b>	<b>2,899,658</b>
Maintenance properties reviewed	9,083	8,835	8,835	8,000

# Program 3. Executive

Ronald W. Rakow, Commissioner Organization: 136300

### Program Description

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

### Program Objectives

- To resolve taxpayer inquiries in a timely and responsive manner.
- To resolve abatement appeals in a timely manner.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
% of public requests to Commissioner's office addressed within 3 days	99%	98%	99%	95%
% of requests to Commissioner resolved within 60 days	99%	100%	100%	100%
% of monthly scheduled abatement appeals resolved	73%	100%	88%	50%

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	15	12	13	12
Personnel Services	802,986	783,961	837,240	799,984
Non Personnel	74,642	102,007	122,300	200,500
<b>Total</b>	<b>877,628</b>	<b>885,968</b>	<b>959,540</b>	<b>1,000,484</b>
Public requests received	791	1,102	1,310	1,100



# Auditing Department Operating Budget

*Sally D. Glora, City Auditor Appropriation: 131*

## **Department Mission**

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

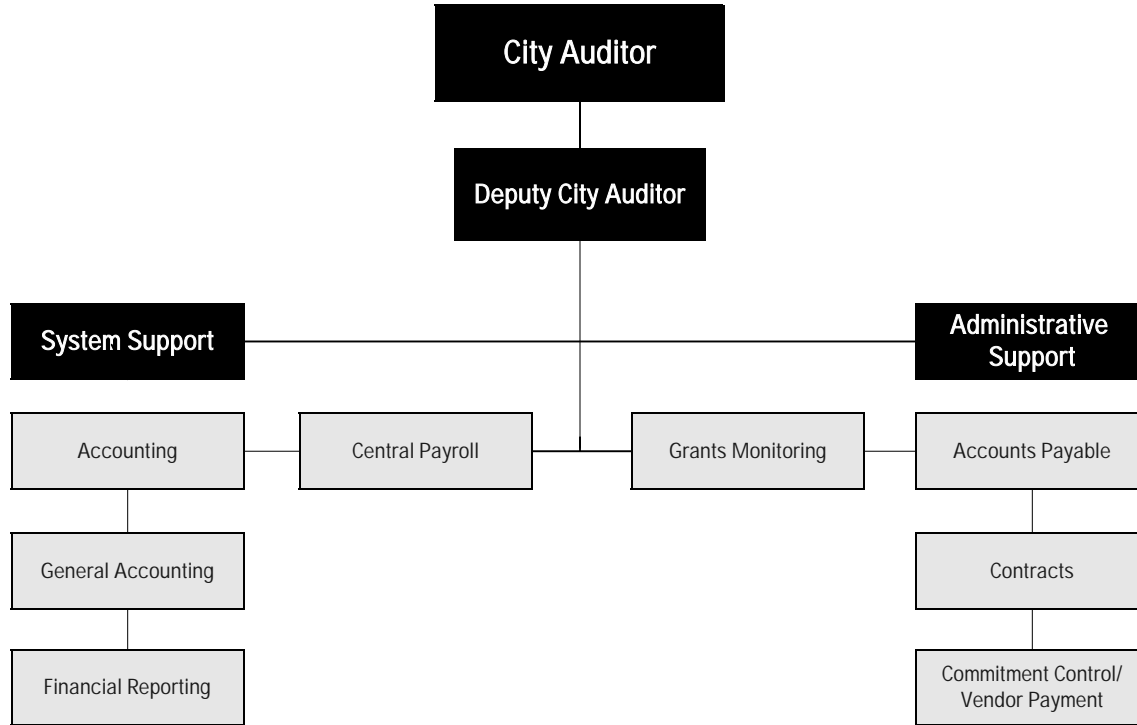
## **FY06 Performance Objectives**

- To review, process, and record financial transactions in a timely fashion.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Administration	362,231	419,006	388,056	444,347
	Accounting	454,874	473,571	448,236	476,093
	Central Payroll	334,143	354,109	393,578	413,639
	Grants Monitoring	202,361	210,432	222,395	214,752
	Accounts Payable	431,269	431,272	467,409	438,093
	<b>Total</b>	<b>1,784,878</b>	<b>1,888,390</b>	<b>1,919,674</b>	<b>1,986,924</b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	1,667,754	1,745,183	1,826,425	1,892,435
Non Personnel	117,124	143,207	93,249	94,489
<b>Total</b>	<b>1,784,878</b>	<b>1,888,390</b>	<b>1,919,674</b>	<b>1,986,924</b>

# Auditing Department Operating Budget



## ***Authorizing Statutes***

- Annual Audit, 31 USC 7502; MGLA c. 41, s. 50, 53; MGLA c. 44, s. 40, 53D; MGLA c. 60, s. 97; Ch. 190, s. 14, Acts of 1982; CBC Ord. 6, s. 5.
- Annual Appropriation, MGLA c. 41, s. 57-58; Ch. 701, s. 3, 7-9, Acts of 1986; Ch. 190, s. 18, Acts of 1982; CBC St. 6, s. 252; CBC Ord. 6, s. 10.
- Execution of Contracts, MGLA c. 40, s. 4G; MGLA c. 41, s. 17; CBC St. 4, s. 7-8; CBC Ord. 5, s. 120.
- Payment of Bills, MGLA c. 41, s. 51, 56; CBC Ord. 5, s. 119; CBC Ord. 6, s. 4-6; CBC Ord. 11, s. 178.
- Payment of Payrolls, MGLA c. 41, s. 56; Ch. 190, s. 18, Acts of 1982; CBC Ord. 5, s. 121; CBC Ord. 6, s. 3.
- Debt Service, Ch. 190, s. 4, 8, Acts of 1982; MGLA c. 41, s. 57; CBC St. 6, s. 254-255; CBC Ord. 6, s. 1-2.
- Financial Accounting and Reporting, 31 USC 7502; MGLA c. 41, s. 54, 57-58, 61; MGLA c. 44, s. 43; CBC St. 6, s. 2-3; CBC Ord. 5, s. 126; CBC Ord. 6, s. 7-8.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	1,641,743	1,717,520	1,807,675	1,873,685	66,010
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	17,480	27,663	18,750	18,750	0
51600 Unemployment Compensation	8,416	0	0	0	0
51700 Workers' Compensation	115	0	0	0	0
<b>Total Personnel Services</b>	<b>1,667,754</b>	<b>1,745,183</b>	<b>1,826,425</b>	<b>1,892,435</b>	<b>66,010</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	24,994	19,780	14,000	14,000	0
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	2,559	11,319	12,480	12,480	0
52800 Transportation of Persons	1,233	99	4,500	4,500	0
52900 Contracted Services	65,941	21,470	35,308	35,308	0
<b>Total Contractual Services</b>	<b>94,727</b>	<b>52,668</b>	<b>66,288</b>	<b>66,288</b>	<b>0</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	9,231	12,232	12,900	12,900	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	543	1,571	1,000	1,000	0
<b>Total Supplies &amp; Materials</b>	<b>9,774</b>	<b>13,803</b>	<b>13,900</b>	<b>13,900</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	365	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	6,532	5,429	6,450	6,450	0
<b>Total Current Chgs &amp; Oblig</b>	<b>6,532</b>	<b>5,794</b>	<b>6,450</b>	<b>6,450</b>	<b>0</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	6,611	7,851	1,240
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	6,090	70,943	0	0	0
<b>Total Equipment</b>	<b>6,090</b>	<b>70,943</b>	<b>6,611</b>	<b>7,851</b>	<b>1,240</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>1,784,878</b>	<b>1,888,390</b>	<b>1,919,674</b>	<b>1,986,924</b>	<b>67,250</b>

# Department Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
City Auditor	CDH		1	113,384	Office Manager/Admin Asst	SE1	7	1	71,046
Deputy City Auditor	EXM	11	1	95,802	Prin Adm Anl	SE1	7	2	142,092
Assistant Prin Accountant	SU4	14	2	82,056	Senior Admin Analyst	SE1	6	2	106,453
Senior Accountant	SU4	13	4	151,904	Sr Admin Analyst	SE1	6	3	184,279
Head Account Clerk	SU4	12	4	131,911	Senior Personnel Officer	SE1	5	1	59,308
Pr Admin Asst	SE1	10	1	90,256	Supervisor Accounting	SE1	5	3	161,708
Assistant City Auditor	SE1	9	2	158,617	Admin Analyst	SE1	4	2	90,216
Sr DP Systems Analyst	SE1	9	1	70,647	Senior Research Analyst	SE1	3	3	144,760
Prin Admin Assistant	SE1	8	1	77,082	Sr Research Anl Grants	SE1	3	1	37,301
					<b>Total</b>			<b>35</b>	<b>1,968,824</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				23,431
					Chargebacks				-61,070
					Salary Savings				-57,500
					<b>FY06 Total Request</b>				<b>1,873,685</b>



# Program 1. Administration

*Dennis Coughlin, Manager Organization: 131100*

## **Program Description**

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

## **Program Objectives**

- To provide an organizational support structure that allows for the effective management and efficient operations of all programs in the Auditing Department.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PL0S '06</i>
% of personnel transactions accurately processed in 5 days	98%	100%	100%	95%
% of procurement transactions accurately processed in 5 days	92%	100%	100%	95%
% of vendor invoices accurately processed within 3 days	89%	89%	80%	95%
% of information requests processed within 10 days			97%	90%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	4	4	5	5
Personnel Services	326,164	332,683	355,935	410,617
Non Personnel	36,067	86,323	32,121	33,730
<b>Total</b>	<b>362,231</b>	<b>419,006</b>	<b>388,056</b>	<b>444,347</b>
Personnel transactions processed	56	70	29	45
Procurement transactions processed	55	37	26	45
Vendor invoices processed	124	47	59	50

# Program 2. Accounting

*Paul F. Waple, Manager Organization: 131200*

## ***Program Description***

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

## ***Program Objectives***

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of journal vouchers completed within 3 days	91%	97%	97%	95%
% of account reconciliations completed within 5 days	99%	97%	100%	95%
% of payroll journals corrected in 7 days		69%	91%	95%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	8	8	8	8
Personnel Services	444,829	463,440	435,446	463,730
Non Personnel	10,044	10,130	12,790	12,363
<b>Total</b>	<b>454,874</b>	<b>473,571</b>	<b>448,236</b>	<b>476,093</b>
Journal vouchers processed	31,164	23,147	19,481	10,000
Account reconciliations completed	680	708	784	800

# Program 3. Central Payroll

Sally Glora, Manager Organization: 131300

## Program Description

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

## Program Objectives

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

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
% of general deductions processed within two pay periods of receipt	99%	99%	100%	97%
% of G/L gross pay chartfield reports distributed within 7 days of pay period end date	100%	100%	100%	100%
% of payroll confirms met within scheduled time frame			100%	100%

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	6	6	7	7
Personnel Services	316,290	339,301	386,008	406,076
Non Personnel	17,854	14,807	7,570	7,563
<b>Total</b>	<b>334,143</b>	<b>354,109</b>	<b>393,578</b>	<b>413,639</b>
General deductions processed	45,996	44,868	49,498	74,000
General deductions processed within two pay periods of receipt			49,498	71,780
Payroll audits performed	0	0	0	10
Scheduled payroll confirms			51	52
Payrolls confirmed within scheduled time frame			51	52

# Program 4. Grants Monitoring

Mary L. Raysor, Manager Organization: 131400

## **Program Description**

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

## **Program Objectives**

- To review, process and record financial transactions in a timely fashion and undertake custody of financial records.
- To ensure the financial records of the city are complete and accurate.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of journal vouchers processed within 3 days	77%	76%	83%	95%
% of subrecipient audit findings cleared	93%	90%	100%	90%
% of grants closed within 120 days of end date			100%	90%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	4	4	4	4
Personnel Services	197,758	206,630	216,395	208,716
Non Personnel	4,603	3,803	6,000	6,036
<b>Total</b>	<b>202,361</b>	<b>210,432</b>	<b>222,395</b>	<b>214,752</b>
Journal vouchers processed	1,200	816	883	450
Journal vouchers processed within 3 days		617	737	428
Subrecipient findings reported	16	75	1	75
Subrecipient findings cleared			1	68

# Program 5. Accounts Payable

*Julie Ann Tippett, Manager Organization: 131500*

## **Program Description**

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

## **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of vendor invoices processed within 5 days	94%	81%	85%	90%
% of procurement documents approved within 3 days	71%	81%	79%	90%
% of returned checks resolved within 15 days of receipt	97%	85%	85%	95%
% of contracts routed within 3 days of receipt	84%	95%	79%	95%
% of discounts taken				80%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	13	13	11	11
Personnel Services	382,713	403,128	432,641	403,296
Non Personnel	48,556	28,144	34,768	34,797
<b>Total</b>	<b>431,269</b>	<b>431,272</b>	<b>467,409</b>	<b>438,093</b>
Vendor invoices processed	74,499	75,974	78,274	65,000
Procurement documents approved	15,000	12,304	6,756	7,200
Checks returned		165	161	100



# Budget Management Operating Budget

Karen A. Connor, Acting Director Appropriation: 141

## Department Mission

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

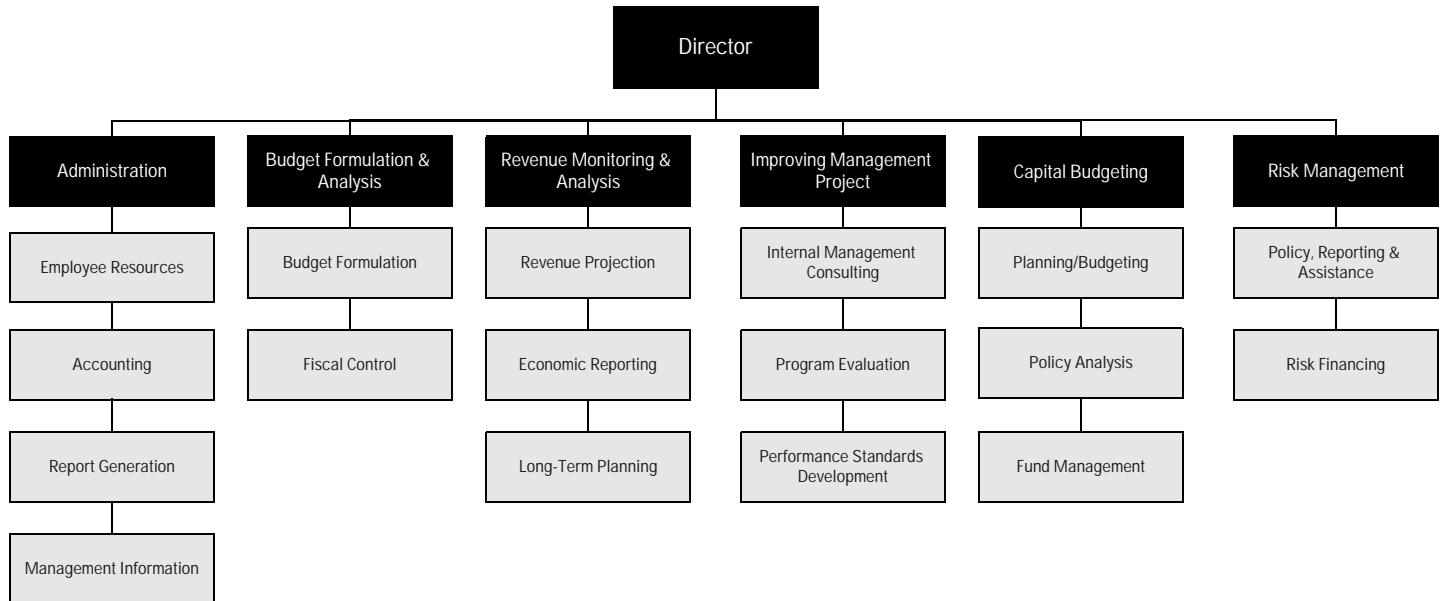
## FY06 Performance Objectives

- To maintain the operational efficiency of the department to support achievement of department objectives.
- To ensure a balanced budget that achieves its stated objectives.
- To conduct accurate, objective, and independent analysis of City programs and services.
- To maintain debt service costs at 7% or less of operating budget expenditures.
- To effectively manage the capital appropriation system.
- To promote improved city-wide risk management efforts and lower related costs.
- To develop and implement city-wide risk financing strategy.

Operating Budget	Program Name	Total Actual '03	Total Actual '04	Total Approp '05	Total Budget '06
	Administration	1,542,088	1,292,354	1,257,692	1,308,292
	Budget Formulation	491,645	474,395	580,846	496,378
	Revenue Monitoring	158,137	164,694	166,730	179,949
	Improving Management Project	3,177	267	6,900	63,432
	Capital Budgeting	92,764	290,254	27,570	26,414
	Risk Management	179,936	119,691	129,950	139,067
	<b>Total</b>	<b>2,467,746</b>	<b>2,341,656</b>	<b>2,169,688</b>	<b>2,213,531</b>

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Personnel Services	1,430,307	1,501,732	1,371,815	1,397,189
Non Personnel	1,037,439	839,924	797,873	816,342
<b>Total</b>	<b>2,467,746</b>	<b>2,341,656</b>	<b>2,169,688</b>	<b>2,213,531</b>

# Budget Management Operating Budget



## ***Authorizing Statutes***

- Annual Appropriation Process, Ch. 190, s. 15, Acts of 1982 (Tregor Legislation) as amended by Ch. 701, s. 2, Acts of 1986 (Tregor Amendment).
- Reserve Fund, Ch. 701, s. 7, Acts of 1986.
- Budget Allotment Process and Reallocations, Ch. 190, s. 18, Acts of 1982 as amended by Ch. 701, s. 8-9, Acts of 1986.
- Duties of Supervisor of Budgets, CBC Ord. 5, s. 5.
- Transfer of Appropriations, Ch. 190, s. 23, Acts of 1982 as amended by Ch. 701, s. 3 Acts of 1986.
- Penalty for Overspending Budget, Ch. 190, s. 17, Acts of 1982.

## ***Description of Services***

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



# Department History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	1,412,433	1,487,207	1,359,115	1,384,489	25,374
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	17,874	14,526	12,700	12,700	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,430,307</b>	<b>1,501,733</b>	<b>1,371,815</b>	<b>1,397,189</b>	<b>25,374</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	28,704	33,470	28,900	37,000	8,100
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	714	929	2,500	2,000	-500
52800 Transportation of Persons	170	28	300	300	0
52900 Contracted Services	949,350	690,059	655,973	657,442	1,469
<b>Total Contractual Services</b>	<b>978,938</b>	<b>724,486</b>	<b>687,673</b>	<b>696,742</b>	<b>9,069</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	233	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	3,970	2,233	6,000	5,100	-900
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	585	192	2,000	2,000	0
<b>Total Supplies &amp; Materials</b>	<b>4,788</b>	<b>2,425</b>	<b>8,000</b>	<b>7,100</b>	<b>-900</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	43,283	93,341	102,200	112,500	10,300
<b>Total Current Chgs &amp; Oblig</b>	<b>43,283</b>	<b>93,341</b>	<b>102,200</b>	<b>112,500</b>	<b>10,300</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	7,154	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	3,278	19,671	0	0	0
<b>Total Equipment</b>	<b>10,432</b>	<b>19,671</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>2,467,746</b>	<b>2,341,656</b>	<b>2,169,688</b>	<b>2,213,531</b>	<b>43,843</b>

# Department Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Supervisor-Budgets	CDH		1	107,984	Budget Supervisor	MYO	12	1	83,202
Executive Assistant	EXM	12	1	99,430	Senior Financial Manager	MYO	10	1	74,839
Executive Asst	EXM	10	4	354,761	Pr Budget Analyst	SE1	9	1	83,425
Pr Admin Asst	EXM	7	1	48,741	Sr DP Systems Analyst	SE1	9	1	83,425
Executive Asst	EXO	10	1	63,344	Prin Admin Assistant	SE1	8	1	77,663
Admin Assistant	SU4	16	1	48,181	Budget Policy Analyst	MYO	7	3	157,345
Admin Secretary	SU4	14	1	43,111	Management Analyst	SE1	6	7	382,041
Deputy Director	MYO	14	1	91,867	Sr Admin Analyst	SE1	6	1	56,733
					<b>Total</b>			<b>27</b>	<b>1,856,092</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				23,598
					Chargebacks				-384,550
					Salary Savings				-110,651
					<b>FY06 Total Request</b>				<b>1,384,489</b>

# Program 1. Administration

*Karen A. Connor, Manager Organization: 141100*

## **Program Description**

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

## **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
% of available regular hours worked	98%	97%	98%	98%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	8	7	7	7
Personnel Services	576,450	523,056	537,019	585,250
Non Personnel	965,638	769,298	720,673	723,042
<b>Total</b>	<b>1,542,088</b>	<b>1,292,354</b>	<b>1,257,692</b>	<b>1,308,292</b>

# Program 2. Budget Formulation

*Karen A. Connor, Manager Organization: 141200*

## **Program Description**

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

## **Program Objectives**

- To ensure a balanced budget that achieves its stated objectives.
- To implement a strategic planning process to effectively plan for capital and operating investments.
- To monitor departmental service delivery and its relationship to available financial resources.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
Balanced budget for ensuing fiscal year that reflects a coordinated goals and budget process submitted to City Council by second Wednesday in April per City Charter	1	1	1	1
Monthly expenditure variance reports available to city departments	10	10	10	10

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	10	9	9	8
Personnel Services	483,622	465,164	572,346	485,378
Non Personnel	8,023	9,231	8,500	11,000
<b>Total</b>	<b>491,645</b>	<b>474,395</b>	<b>580,846</b>	<b>496,378</b>

# Program 3. Revenue Monitoring

*Chris Giuliani, Manager Organization: 141300*

### **Program Description**

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

### **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
% by which actual revenues exceed actual expenditures	.1%	.2%	.4%	1%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	2	2	2	2
Personnel Services	155,271	161,007	163,830	176,249
Non Personnel	2,866	3,688	2,900	3,700
<b>Total</b>	<b>158,137</b>	<b>164,694</b>	<b>166,730</b>	<b>179,949</b>

# Program 4. Improving Management Project

Karen A. Connor, Manager Organization: 141400

## Program Description

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

## Program Objectives

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

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
Program or service analyses completed	2	1	1	2
Project benefits realized; corrective actions in response to findings and recommendations	2	1	1	2
Hours of continuing Professional Education Training	0	0	39	10

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	1	0	0	1
Personnel Services	0	0	2,500	59,732
Non Personnel	3,177	267	4,400	3,700
<b>Total</b>	<b>3,177</b>	<b>267</b>	<b>6,900</b>	<b>63,432</b>

# Program 5. Capital Budgeting

Roger McCarthy, Manager Organization: 141500

## Program Description

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

## Program Objectives

- To maintain debt service costs at 7% or less of operating budget expenditures.
- To ensure timely submission of the annual capital plan update.
- To effectively manage the capital appropriation system.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
Debt service costs as a % of operating expenditures	7%	7%	6.20%	7%
Submission of capital budget	1	1	1	1
% of funds expended in accordance with bond requirements	100%	100%	100%	100%
% of anticipated external revenue collected	90%	90%	100%	90%

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	7	7	7	7
Personnel Services	87,893	284,525	22,170	19,514
Non Personnel	4,871	5,729	5,400	6,900
<b>Total</b>	<b>92,764</b>	<b>290,254</b>	<b>27,570</b>	<b>26,414</b>

# Program 6. Risk Management

Lynda Fraley, Manager Organization: 141600

## Program Description

The Risk Management Program develops and implements the City's integrated risk financing program, which includes self-insurance and commercial policies. The program also assists other City departments in their efforts to minimize disruption of services due to accidental losses of human, financial and physical assets.

## Program Objectives

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

Program Outcomes	Actual '03	Actual '04	Projected '05	PLoS '06
Risk related cost increases as a percentage of medical inflation	130%	200%	140%	150%
City-wide risk management reviews or improvements	1	1	0	1
Risk financing strategy implemented	87%	87%	87%	87%

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	2	2	2	2
Personnel Services	127,071	67,981	73,950	71,067
Non Personnel	52,864	51,710	56,000	68,000
<b>Total</b>	<b>179,936</b>	<b>119,691</b>	<b>129,950</b>	<b>139,067</b>



# Budget Management Capital Budget

## Overview

The Office of Budget Management manages the capital budget of the City. This involves managing the capital request evaluation process, the review of available financial resources and the forecasting of capital expenditures.

## FY06 Major Initiatives

- The Office of Budget Management will begin preliminary planning for a comprehensive assessment of municipal capital assets. The study will examine how departments identify capital needs; how needs fit with operational objectives; how deferred maintenance affects department operations, service delivery and the capital budget; how legal and regulatory requirements impact the allocation of capital funds. In addition, the analysis will assess benefits and opportunities that may result from combined or multi-use facilities.

<i>Capital Budget Expenditures</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Estimated '05</i>	<i>Total Projected '06</i>
<i>Total Department</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>

# Budget Management Project Profiles

## CAPITAL ASSET STUDY

### ***Project Mission***

Initiate a comprehensive assessment of municipal capital assets. The assessment will include an evaluation of issues, affecting the management of the City's capital assets including the impact of deferred maintenance and changes in technology.

***Managing Department***, Office of Budget Management ***Status***, To Be Scheduled

***Location***, NA

### ***Authorizations***

Source	Existing	FY06	Future	Non Capital Fund	Total
City Capital	100,000	0	0	0	100,000
Grants/Other	0	0	0	0	0
<b>Total</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>

### ***Expenditures (Actual and Planned)***

Source	Thru 6/30/04	FY05	FY06	FY07-10	Total
City Capital	0	0	0	100,000	100,000
Grants/Other	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>

# Execution of Courts Operating Budget

*Appropriation: 333*

## ***Department Mission***

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Execution of Courts	2,165,776	18,842,206	3,500,000	3,500,000
	<b><i>Total</i></b>	<b><i>2,165,776</i></b>	<b><i>18,842,206</i></b>	<b><i>3,500,000</i></b>	<b><i>3,500,000</i></b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	0	0	0	0
Non Personnel	2,165,776	18,842,206	3,500,000	3,500,000
<b><i>Total</i></b>	<b><i>2,165,776</i></b>	<b><i>18,842,206</i></b>	<b><i>3,500,000</i></b>	<b><i>3,500,000</i></b>



# Medicare Payments Operating Budget

*Appropriation: 139*

## ***Department Mission***

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Medicare Payments	3,902,067	4,100,000	4,450,000	4,671,000
	<b><i>Total</i></b>	<b><i>3,902,067</i></b>	<b><i>4,100,000</i></b>	<b><i>4,450,000</i></b>	<b><i>4,671,000</i></b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	3,902,067	4,100,000	4,450,000	4,671,000
Non Personnel	0	0	0	0
<b><i>Total</i></b>	<b><i>3,902,067</i></b>	<b><i>4,100,000</i></b>	<b><i>4,450,000</i></b>	<b><i>4,671,000</i></b>



# Pensions and Annuities - City Operating Budget

*Appropriation: 374*

## ***Department Mission***

The Pensions and Annuities appropriation funds the City's payments to retired City officials and employees who were not members of the contributory retirement systems. There are approximately 218 individuals currently in the City's non-contributory system. These are largely members who qualify under the Veteran's Retirement Law as being World War II veterans, having 30 years of service, and being employed prior to 1939. Also included are approximately 27 Police and Fire members who received special legislation retirements due to extreme workplace injuries.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Pensions & Annuities - City	4,600,000	4,600,000	4,600,000	4,600,000
	<b>Total</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	4,600,000	4,600,000	4,600,000	4,600,000
Non Personnel	0	0	0	0
<b>Total</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>	<b>4,600,000</b>





# Pensions and Annuities - County Operating Budget

*Appropriation: 749*

## ***Department Mission***

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Pensions & Annuities - County	300,000	300,000	300,000	100,000
	<b><i>Total</i></b>	<b><i>300,000</i></b>	<b><i>300,000</i></b>	<b><i>300,000</i></b>	<b><i>100,000</i></b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	300,000	300,000	300,000	100,000
Non Personnel	0	0	0	0
<b><i>Total</i></b>	<b><i>300,000</i></b>	<b><i>300,000</i></b>	<b><i>300,000</i></b>	<b><i>100,000</i></b>



# Purchasing Division Operating Budget

*William Hannon, Purchasing Agent Appropriation: 143*

## **Department Mission**

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

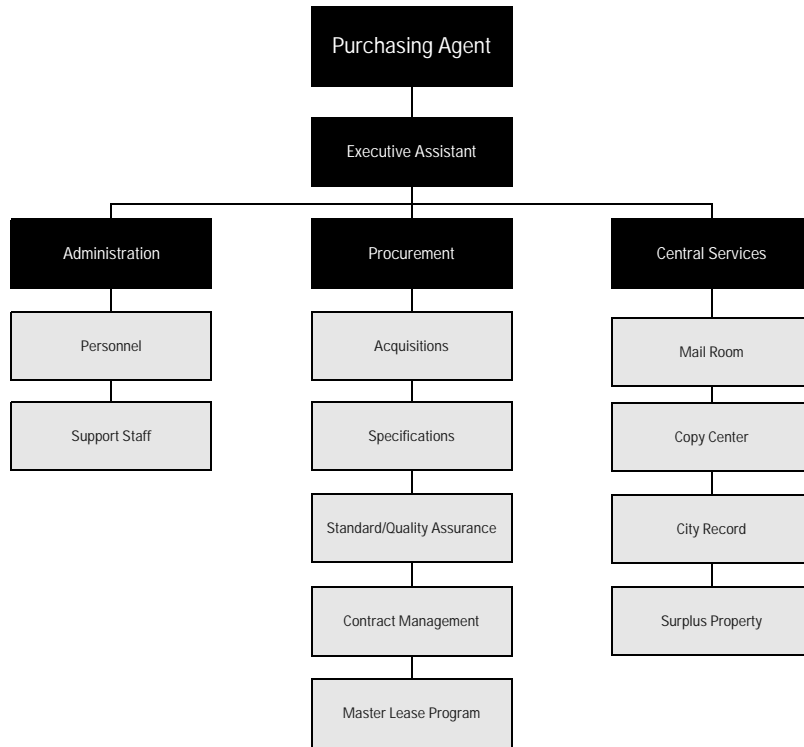
## **FY06 Performance Objectives**

- To increase customer satisfaction with Purchasing Department services.
- To seek quality goods according to user department specifications.
- To deliver on departmental requests for goods as soon as possible.
- To produce copies at lower than commercially available costs.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Administration	256,675	241,992	281,035	263,522
	Procurement	638,267	641,494	690,696	753,540
	Central Services	334,426	254,748	270,139	262,808
	<b>Total</b>	<b>1,229,368</b>	<b>1,138,234</b>	<b>1,241,870</b>	<b>1,279,870</b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	1,021,336	1,010,933	1,070,936	1,151,906
Non Personnel	208,033	127,301	170,934	127,964
<b>Total</b>	<b>1,229,368</b>	<b>1,138,234</b>	<b>1,241,870</b>	<b>1,279,870</b>

# Purchasing Division Operating Budget



## ***Authorizing Statutes***

- Enabling Legislation, MGLA c. 41, s. 103.
- Duties of the Purchasing Agent, CBC Ord. 5, s. 1.8.
- Content and Sale, CBC ST. 2, s. 650.
- Uniform Procurement Act, MGLA c. 30B.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	1,017,785	1,009,529	1,070,436	1,151,406	80,970
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	3,551	1,404	500	500	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,021,336</b>	<b>1,010,933</b>	<b>1,070,936</b>	<b>1,151,906</b>	<b>80,970</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	16,701	17,018	15,852	16,512	660
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	11,564	17,344	19,540	22,273	2,733
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	62,079	33,629	27,252	27,252	0
<b>Total Contractual Services</b>	<b>90,344</b>	<b>67,991</b>	<b>62,644</b>	<b>66,037</b>	<b>3,393</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	13,615	12,615	10,300	12,032	1,732
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>13,615</b>	<b>12,615</b>	<b>10,300</b>	<b>12,032</b>	<b>1,732</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	3,268	1,870	2,240	2,627	387
<b>Total Current Chgs &amp; Oblig</b>	<b>3,268</b>	<b>1,870</b>	<b>2,240</b>	<b>2,627</b>	<b>387</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	35,366	32,674	34,598	34,598	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	53,807	0	5,152	6,670	1,518
<b>Total Equipment</b>	<b>89,173</b>	<b>32,674</b>	<b>39,750</b>	<b>41,268</b>	<b>1,518</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	11,632	12,150	56,000	6,000	-50,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>11,632</b>	<b>12,150</b>	<b>56,000</b>	<b>6,000</b>	<b>-50,000</b>
<b>Grand Total</b>	<b>1,229,368</b>	<b>1,138,233</b>	<b>1,241,870</b>	<b>1,279,870</b>	<b>38,000</b>

# Department Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Purchasing Agent	CDH		1	111,224	Admin Analyst	SU4	14	1	39,334
Executive Asst	EXM	11	1	95,802	Assistant Buyer	SU4	12	1	32,118
Admin Assistant	SU4	17	1	56,733	Prin Acct Clerk	SU4	10	1	30,883
Senior Buyer	SU4	17	3	170,198	Asst Purchasing Agent	SE1	9	2	166,850
Buyer/Purchasing	SU4	16	2	102,866	Prin Admin Assistant	SE1	8	1	77,663
Admin Assistant	SU4	15	2	84,528	Senior Admin Analyst	SE1	6	1	64,644
Mailroom Equipment Operator	SU4	15	1	35,776	Admin Assistant	SE1	5	1	59,308
					Sr Admin Assistant	SE1	5	1	59,308
					<b>Total</b>			<b>20</b>	<b>1,187,235</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				22,171
					Chargebacks				-58,000
					Salary Savings				0
					<b>FY06 Total Request</b>				<b>1,151,406</b>

# Program 1. Administration

Barry Fadden, Manager Organization: 143100

## *Program Description*

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

## *Program Objectives*

- To increase customer satisfaction with Purchasing Department services.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PL05 '06</i>
% of user departments that rate purchasing services satisfactory	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	3	3	3	2
Personnel Services	217,174	221,665	227,565	211,009
Non Personnel	39,501	20,327	53,470	52,513
<b>Total</b>	<b>256,675</b>	<b>241,992</b>	<b>281,035</b>	<b>263,522</b>
Departments satisfied	34	34	34	36
Departments surveyed	34	34	34	36

# Program 2. Procurement

*John Shea, Vincent Caiani, Managers Organization: 143200*

## **Program Description**

The Procurement Program procures goods and materials for use by City departments. This program selects vendors through the public bid process, and initiates purchase orders and contracts consistent with appropriateness of cost, quality, delivery requirements, and vendor service. The program maintains the major vendor account for the City's Copier Lease/Purchase Program.

## **Program Objectives**

- To seek the lowest possible price by increasing competition among vendors.
- To seek quality goods according to user department specifications.
- To increase items purchased through a purchase contract.
- To deliver on departmental requests for goods as soon as possible.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
% of requisition items purchased on contract	72%	70%	67%	70%
% of deliveries meeting user department's satisfaction and specifications	97%	97%	100%	100%
Days elapsed between requisition receipt and date of PO dispatch from department	6.17	3.15	5	5
City Record subscriptions.		220	185	180

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	12	12	12	13
Personnel Services	626,991	633,786	679,956	737,233
Non Personnel	11,277	7,707	10,740	16,307
<b>Total</b>	<b>638,267</b>	<b>641,494</b>	<b>690,696</b>	<b>753,540</b>
Total purchase requisitions	6,142	6,810	6,875	7,000



# Program 3. Central Services

*Francis Duggan, Manager Organization: 143300*

## **Program Description**

The Central Services Program provides mail service, document reproduction service, disposal of surplus property, and publishing of the City Record. This program is responsible for handling all incoming and outgoing mail for departments within City Hall. It provides a large volume and fast copy reproduction service through its Copy Center. The Surplus Property Unit ensures the efficient and economical disposal of all the City's surplus property excluding land and buildings. This program is responsible for publishing, distribution, billing, and marketing of the City Record.

## **Program Objectives**

- To produce copies at lower than commercially available costs.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
In-house copying costs as a % of commercial copy prices	60%	72%	72%	72%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	5	4	4	5
Personnel Services	177,171	155,482	163,415	203,665
Non Personnel	157,255	99,266	106,724	59,144
<b>Total</b>	<b>334,426</b>	<b>254,748</b>	<b>270,139</b>	<b>262,809</b>
Avg. internal copy cost	.03	.04	.04	.04
Comparable avg. commercial price	.05	.06	.06	.06



# Treasury Department Operating Budget

*Lisa C. Signori, Collector-Treasurer Appropriation: 137*

## **Department Mission**

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

## **FY06 Performance Objectives**

- To prepare and issue all payroll checks accurately and on time.
- To optimize the return on invested City funds.
- To issue quarterly real estate and personal property tax bills in compliance with statutory requirements.
- To maximize the collection of current year real estate, personal property, and motor and boat excise taxes.
- To maximize collection of delinquent taxes.
- To prepare an instrument of taking for each delinquent property tax account.
- To process tax payments and City department deposits and ensure that all monies are accurately deposited.
- To conduct monthly account reconciliations between the Collecting Division and the Auditing Department.
- To monitor the City's return on Trust Fund investments.
- To manage debt issuance.

<i>Operating Budget</i>	<i>Division Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Collecting Division	2,192,443	2,087,483	2,427,995	1,728,077
	Treasury Division	1,777,510	1,929,762	1,837,692	1,862,610
	<b>Total</b>	<b>3,969,953</b>	<b>4,017,245</b>	<b>4,265,687</b>	<b>3,590,687</b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	2,609,749	2,728,943	2,866,792	2,980,513
Non Personnel	1,360,204	1,288,302	1,398,895	610,174
<b>Total</b>	<b>3,969,953</b>	<b>4,017,245</b>	<b>4,265,687</b>	<b>3,590,687</b>

# Treasury Department Operating Budget

## ***Authorizing Statutes***

- Bonding Requirements, MGLA c. 41, s. 35.
- Deposit on Funds, MGLA c. 40, s. 3,5; MGLA c. 41, s. 46; MGLA c. 44, s. 53-55; MGLA c.70A, s. 4; MGLA c. 94C, s. 47.
- Custody and Safekeeping of Municipal Funds, MGLA c. 40, s. 5B; MGLA c. 41, s. 36,44,46; MGLA c. 44, s. 53-55.
- Payment of Bills, Payrolls, Withholding, MGLA c. 41, s. 35, 41-43,52,56,65-67; MGLA c. 71, s.37B; MGLA c. 149, s. 148, 178B; MGLA c. 62B, s. 2; MGLA c. 62, s. 10; MGLA c. 32, s. 22; MGLA c. 32B, s. 7; MGLA c. 154, s. 8; MGLA c. 175, s. 138A, 193R; MGLA c. 180, s. 17; 26 USC 3401-3406.
- Reporting of Indebtedness, MGLA c. 41, s. 59; MGLA c. 44, s. 22-28.
- Appropriated Expenditures, MGLA c. 44, s. 31,53, 62-63.
- Tax Title Responsibilities, MGLA c. 60, s. 61-63, 76-77, 79-80.
- Tax Rate Determination/Classification, MGLA c. 59, s. 23, 38, 43, 53-55.
- Tax Abatements, MGLA c. 58, s. 8; MGLA c 59, s. 5,59,63,69.
- Collection of Local Taxes, MGLA c. 60.
- General Authorizing Statutes, Ch. 434, s. 7, Acts of 1943.
- Motor Vehicle Excise Tax, MGLA c. 60A.
- Gifts and Grants, MGLA c. 44, s. 53A.
- Municipal Indebtedness, MGLA, c. 44, s. 11,20.
- Sale/Disposal of Realty/Public Land, MGLA c. 44, s. 63-63A.
- Classification and Taxation of Recreational Land, MGLA c. 60B.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	2,576,708	2,669,302	2,817,792	2,934,513	116,721
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	33,041	59,641	49,000	46,000	-3,000
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>2,609,749</b>	<b>2,728,943</b>	<b>2,866,792</b>	<b>2,980,513</b>	<b>113,721</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	46,795	47,226	46,200	46,200	0
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	13,395	22,654	26,325	31,350	5,025
52800 Transportation of Persons	10,955	10,237	7,020	1,000	-6,020
52900 Contracted Services	218,277	204,693	88,100	88,600	500
<b>Total Contractual Services</b>	<b>289,422</b>	<b>284,810</b>	<b>167,645</b>	<b>167,150</b>	<b>-495</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	594,234	440,165	464,500	429,274	-35,226
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	35	100	100	0
<b>Total Supplies &amp; Materials</b>	<b>594,234</b>	<b>440,200</b>	<b>464,600</b>	<b>429,374</b>	<b>-35,226</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54900 Other Current Charges	12,286	10,573	10,650	12,650	2,000
<b>Total Current Chgs &amp; Oblig</b>	<b>12,286</b>	<b>10,573</b>	<b>10,650</b>	<b>12,650</b>	<b>2,000</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	1,920	44,376	0	0	0
<b>Total Equipment</b>	<b>1,920</b>	<b>44,376</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	462,341	508,344	756,000	1,000	-755,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>462,341</b>	<b>508,344</b>	<b>756,000</b>	<b>1,000</b>	<b>-755,000</b>
<b>Grand Total</b>	<b>3,969,952</b>	<b>4,017,246</b>	<b>4,265,687</b>	<b>3,590,687</b>	<b>-675,000</b>

# Department Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Collector Treasurer	CDH		1	133,616	Teller	SU4	13	4	151,724
Asst Corp Counsel V	EXM	10	1	90,256	Head Clerk	SU4	12	3	98,362
Prin Admin Asst	EXM	10	1	80,896	Executive Assistant	SE1	11	1	95,802
Administrative Secretary	SU4	17	1	56,733	First Asst Coll Tr-Coll	SE1	11	1	95,802
Principal Accountant	SU4	16	9	436,643	Second Asst Coll Tr-Treas	SE1	10	1	90,256
Admin Assistant	SU4	15	1	48,494	Executive Secretary	SE1	9	1	83,425
Senior Programmer	SU4	15	1	48,494	Prin Account Clerk	SU4	9	1	34,072
Tax Title Supervisor	SU4	15	2	96,989	Supervisor Accounting	SE1	8	8	617,821
Admin Analyst	SU4	14	1	43,111	Data Proc Sys Analyst I	SE1	7	1	71,046
Assistant Prin Accountant	SU4	14	1	31,702	Executive Asst	SE1	6	1	64,644
First Asst Coll Tr-Treas	SE1	14	1	109,655	Pr Admin Assistant	SE1	6	3	193,932
Head Admin Clerk	SU4	14	1	43,111	Pr Admin Asst	SE1	6	1	64,385
Senior Legal Assistant	SU4	14	1	38,827	Senior Admin Analyst	SE1	6	1	64,644
Deputy Collector	SU4	13	6	226,739	Sr Admin Assistant	SE1	5	3	177,925
					Admin Assistant (TC)	SE1	4	1	50,576
					<b>Total</b>			<b>59</b>	<b>3,439,681</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				26,000
					Chargebacks				-531,168
					Salary Savings				0
					<b>FY06 Total Request</b>				<b>2,934,513</b>

# Treasury Division Operating Budget

*Vivian M. Leo, Division Head Appropriation: 138*

## ***Division Mission***

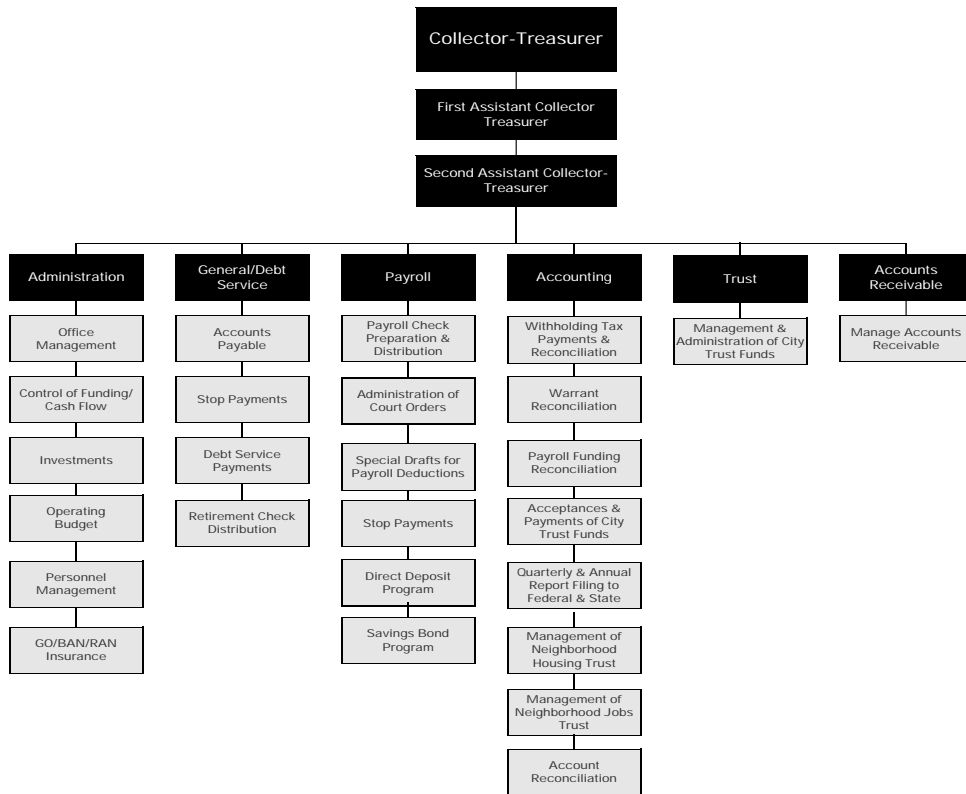
The Treasury Division receives and has care and custody of all monies, property, and securities acquired by virtue of any statute, ordinance, gift, devise, bequest, or deposit. In addition, the Division pays all warrants, drafts, bonds, and approved executions against the City.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	Administration	756,941	804,866	666,399	667,244
	General Service/Debt Service	305,509	310,177	337,749	326,380
	Payroll	277,060	279,748	329,379	313,438
	Accounting	228,845	243,179	197,351	245,641
	Accounts Receivable	209,155	291,793	306,814	309,907
	Trust	0	0	0	0
	<b>Total</b>	<b>1,777,510</b>	<b>1,929,763</b>	<b>1,837,692</b>	<b>1,862,610</b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	1,412,693	1,529,765	1,554,597	1,619,236
Non Personnel	364,817	399,998	283,095	243,374
<b>Total</b>	<b>1,777,510</b>	<b>1,929,763</b>	<b>1,837,692</b>	<b>1,862,610</b>

# Treasury Division Operating Budget



## *Description of Services*

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



# Division History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	1,399,847	1,499,227	1,534,597	1,602,236	67,639
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	12,846	30,537	20,000	17,000	-3,000
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,412,693</b>	<b>1,529,764</b>	<b>1,554,597</b>	<b>1,619,236</b>	<b>64,639</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	22,941	22,688	21,000	21,000	0
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	8,789	17,071	10,825	15,850	5,025
52800 Transportation of Persons	10,788	10,237	7,020	1,000	-6,020
52900 Contracted Services	73,301	70,659	79,100	68,600	-10,500
<b>Total Contractual Services</b>	<b>115,819</b>	<b>120,655</b>	<b>117,945</b>	<b>106,450</b>	<b>-11,495</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	244,532	258,498	159,500	129,274	-30,226
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>244,532</b>	<b>258,498</b>	<b>159,500</b>	<b>129,274</b>	<b>-30,226</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54900 Other Current Charges	4,466	4,590	5,650	7,650	2,000
<b>Total Current Chgs &amp; Oblig</b>	<b>4,466</b>	<b>4,590</b>	<b>5,650</b>	<b>7,650</b>	<b>2,000</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	16,256	0	0	0
<b>Total Equipment</b>	<b>0</b>	<b>16,256</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>1,777,510</b>	<b>1,929,763</b>	<b>1,837,692</b>	<b>1,862,610</b>	<b>24,918</b>

# Division Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Collector Treasurer	CDH		1	133,616	Second Asst Coll Tr-Treas	SE1	10	1	90,256
Asst Corp Counsel V	EXM	10	1	90,256	Executive Secretary	SE1	9	1	83,425
Prin Admin Asst	EXM	10	1	80,896	Prin Account Clerk	SU4	9	1	34,072
Administrative Secretary	SU4	17	1	56,733	Supervisor Accounting	SE1	8	6	462,494
Principal Accountant	SU4	16	8	385,212	Executive Asst	SE1	6	1	64,644
Admin Analyst	SU4	14	1	43,111	Pr Admin Asst	SE1	6	1	64,385
Assistant Prin Accountant	SU4	14	1	31,702	Senior Admin Analyst	SE1	6	1	64,644
First Asst Coll Tr-Treas	SE1	14	1	109,655	Sr Admin Assistant	SE1	5	3	177,925
Executive Assistant	SE1	11	1	95,802	Admin Assistant (TC)	SE1	4	1	50,576
					<b>Total</b>			<b>32</b>	<b>2,119,404</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				14,000
					Chargebacks				-531,168
					Salary Savings				0
					<b>FY06 Total Request</b>				<b>1,602,236</b>

# Program 1. Administration

*Vivian M. Leo, Manager Organization: 138100*

## **Program Description**

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

## **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% by which return on city investments exceeds the federal funds rate	.09%	.40%	.30%	TBR
Number of GO, BAN/RAN, Refundings	5	3	3	1

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	10	7	7	7
Personnel Services	538,351	528,602	558,049	568,194
Non Personnel	218,591	276,264	108,350	99,050
<b>Total</b>	<b>756,941</b>	<b>804,866</b>	<b>666,399</b>	<b>667,244</b>
Average return on city investments	1.51%	1.40%	2.50%	TBR
Average Federal Funds rate	1.42%	1.00%	2.50%	TBR
Bank statements analyzed	12	12	12	12

# Program 2. General Service/Debt Service

*Judith Cataldo, Manager Organization: 138200*

## **Program Description**

The program is responsible for the processing and distribution of accounts payable, payroll deductions and garnishment checks, issuance of refund checks for real estate tax overpayments, and issuance of tax title payments. In addition, the program is responsible for the processing of checks and manual warrants for expedited payments, as well as the issuance and distribution of retirement direct deposit advices and checks. The program maintains records for principal and interest on City borrowings.

## **Program Objectives**

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

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of interest and principal paid by the due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	5	5	5	5
Personnel Services	260,293	273,096	278,749	290,830
Non Personnel	45,216	37,081	59,000	35,550
<b>Total</b>	<b>305,509</b>	<b>310,177</b>	<b>337,749</b>	<b>326,380</b>
Non-payroll checks prepared monthly	11,789	11,956	11,879	9,000

# Program 3. Payroll

*Priscilla Russell, Manager Organization: 138300*

## ***Program Description***

The Payroll Program issues, on a timely basis, all payroll checks for City employees. Additionally, the program pays all deductions and garnishments.

## ***Program Objectives***

- To prepare and issue all payroll checks accurately and on time.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of checks released by 10:30AM	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	5	5	5	5
Personnel Services	224,678	231,622	251,634	245,138
Non Personnel	52,382	48,126	77,745	68,300
<b>Total</b>	<b>277,060</b>	<b>279,748</b>	<b>329,379</b>	<b>313,438</b>
Total payments processed	821,024	791,066	773,069	500,000

# Program 4. Accounting

*Marirose Graham, Manager Organization: 138400*

## **Program Description**

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

## **Program Objectives**

- To accurately reconcile checking and money market accounts.
- To monitor and reconcile all withheld taxes.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
% of withheld taxes paid on due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	7	7	7	7
Personnel Services	204,396	228,859	193,351	231,667
Non Personnel	24,450	14,320	4,000	13,974
<b>Total</b>	<b>228,845</b>	<b>243,179</b>	<b>197,351</b>	<b>245,641</b>

# Program 5. Accounts Receivable

Maureen Garceau, Manager Organization: 138500

## Program Description

The Accounts Receivable Program is responsible for establishing policies and procedures, monitoring compliance, and providing a central resource to revenue generating departments that utilize the PeopleSoft Accounts Receivable and Billing modules. Additionally, this central department performs all collection functions.

## Program Objectives

- To increase the number of departments utilizing the PeopleSoft Accounts Receivable billing system.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
Departments utilizing the PeopleSoft Accounts Receivable billing system.	7	7	8	10

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	3	4	4	4
Personnel Services	184,975	267,585	272,814	283,407
Non Personnel	24,179	24,207	34,000	26,500
<b>Total</b>	<b>209,154</b>	<b>291,793</b>	<b>306,814</b>	<b>309,907</b>

# Program 6. Trust

Robert Fleming, Manager Organization: 138600

## Program Description

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

## Program Objectives

- To monitor the City's return on Trust Fund investments.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
Annual Trust Fund investment return		15.8%	6.3%	TBR

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	6	5	5	5
Personnel Services	0	0	0	0
Non Personnel	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Collecting Division Operating Budget

*Lisa C. Signori, Collector Treasurer Appropriation: 137*

## ***Division Mission***

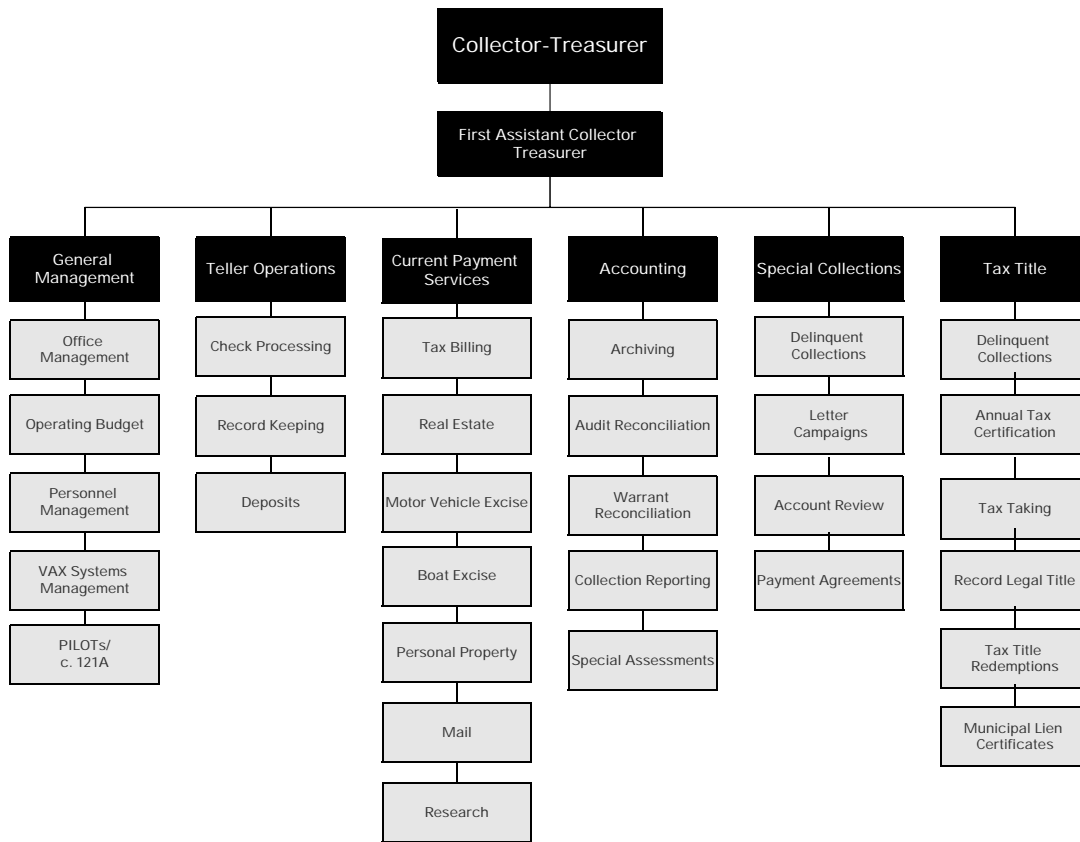
The Collecting Division collects property and excise taxes and fees due to the City using statutorily prescribed strategies as well as acceptable collection techniques. The Division is also responsible for recording and depositing collections of monies from other City departments with the Treasury Division.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '03</i>	<i>Total Actual '04</i>	<i>Total Approp '05</i>	<i>Total Budget '06</i>
	General Management	341,254	509,555	931,629	344,561
	Special Collections	278,688	234,125	274,117	281,012
	Tax Title System	774,677	654,635	366,903	218,007
	Teller Operations	202,260	193,242	206,039	217,088
	Accounting/Special Assessments	101,755	107,986	122,421	128,300
	Current Payment Services	493,809	387,940	526,886	539,109
	<b><i>Total</i></b>	<b><i>2,192,443</i></b>	<b><i>2,087,483</i></b>	<b><i>2,427,995</i></b>	<b><i>1,728,077</i></b>

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Personnel Services	1,197,056	1,199,178	1,312,195	1,361,277
Non Personnel	995,387	888,305	1,115,800	366,800
<b><i>Total</i></b>	<b><i>2,192,443</i></b>	<b><i>2,087,483</i></b>	<b><i>2,427,995</i></b>	<b><i>1,728,077</i></b>

# Collecting Division Operating Budget



## ***Description of Services***

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

# Division History

<i>Personnel Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
51000 Permanent Employees	1,176,861	1,170,075	1,283,195	1,332,277	49,082
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	20,195	29,103	29,000	29,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,197,056</b>	<b>1,199,178</b>	<b>1,312,195</b>	<b>1,361,277</b>	<b>49,082</b>
<i>Contractual Services</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
52100 Communications	23,855	24,538	25,200	25,200	0
52200 Utilities	0	0	0	0	0
52300 Water & Sewer	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	4,606	5,583	15,500	15,500	0
52800 Transportation of Persons	167	0	0	0	0
52900 Contracted Services	144,975	134,034	9,000	20,000	11,000
<b>Total Contractual Services</b>	<b>173,603</b>	<b>164,155</b>	<b>49,700</b>	<b>60,700</b>	<b>11,000</b>
<i>Supplies &amp; Materials</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	349,703	181,668	305,000	300,000	-5,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	35	100	100	0
<b>Total Supplies &amp; Materials</b>	<b>349,703</b>	<b>181,703</b>	<b>305,100</b>	<b>300,100</b>	<b>-5,000</b>
<i>Current Chgs &amp; Oblig</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54900 Other Current Charges	7,820	5,983	5,000	5,000	0
<b>Total Current Chgs &amp; Oblig</b>	<b>7,820</b>	<b>5,983</b>	<b>5,000</b>	<b>5,000</b>	<b>0</b>
<i>Equipment</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	1,920	28,121	0	0	0
<b>Total Equipment</b>	<b>1,920</b>	<b>28,121</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY03 Expenditure	FY04 Expenditure	FY05 Appropriation	FY06 Adopted	Inc/Dec 05 vs 06
56200 Special Appropriation	462,341	508,344	756,000	1,000	-755,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>462,341</b>	<b>508,344</b>	<b>756,000</b>	<b>1,000</b>	<b>-755,000</b>
<b>Grand Total</b>	<b>2,192,443</b>	<b>2,087,484</b>	<b>2,427,995</b>	<b>1,728,077</b>	<b>-699,918</b>

# Division Personnel

Title	Union Code	Grade	Position	FY06 Salary	Title	Union Code	Grade	Position	FY06 Salary
Principal Accountant	SU4	16	1	51,431	Deputy Collector	SU4	13	6	226,739
Admin Assistant	SU4	15	1	48,494	Teller	SU4	13	4	151,724
Senior Programmer	SU4	15	1	48,494	Head Clerk	SU4	12	3	98,362
Tax Title Supervisor	SU4	15	2	96,989	First Asst Coll Tr-Coll	SE1	11	1	95,802
Head Admin Clerk	SU4	14	1	43,111	Supervisor Accounting	SE1	8	2	155,326
Senior Legal Assistant	SU4	14	1	38,827	Data Proc Sys Analyst I	SE1	7	1	71,046
					Pr Admin Assistant	SE1	6	3	193,932
					<b>Total</b>			<b>27</b>	<b>1,320,277</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				12,000
					Chargebacks				0
					Salary Savings				0
					<b>FY06 Total Request</b>				<b>1,332,277</b>

# Program 1. General Management

*Celia M. Barton, Manager Organization: 137100*

## **Program Description**

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

## **Program Objectives**

- To maximize the collection of current year real estate, personal property, and motor and boat excise taxes.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
Current year property tax collection rate	98.1%	98.6%	99%	98.7%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	6	5	5	5
Personnel Services	281,361	276,291	306,929	301,861
Non Personnel	59,894	233,264	624,700	42,700
<b>Total</b>	<b>341,254</b>	<b>509,555</b>	<b>931,629</b>	<b>344,561</b>
PILOT accounts monitored	42	42	45	45

# Program 2. Special Collections

*N. Michael Portnoy, Manager Organization: 137200*

## **Program Description**

The Special Collections Program collects delinquent real estate, personal property, and motor vehicle excise taxes. The program reduces new tax title accounts through aggressive collection, and reviews account activities prior to the placement of liens.

## **Program Objectives**

- To maximize collection of delinquent taxes.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
Delinquent taxes collected	\$43M	\$35M	\$46M	\$32M

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	6	6	6	6
Personnel Services	229,126	228,627	261,617	258,512
Non Personnel	49,562	5,498	12,500	22,500
<b>Total</b>	<b>278,688</b>	<b>234,125</b>	<b>274,117</b>	<b>281,012</b>
Delinquent personal property taxes collected	\$1.5M	\$1.8M	\$1.5M	\$1M
Delinquent motor vehicle excise tax collected	\$6.5M	\$6.6M	\$6.8M	\$6.2M
Tax title accounts resolved	1,522	1,255	1,188	1,200
Delinquent real estate taxes collected	\$14.7M	\$14.2M	\$21.1M	\$15M
Tax title amount collected	\$13.7M	\$15.9M	\$15.8M	\$15M

# Program 3. Tax Title System

Michael Hutchinson, Manager Organization: 137300

## Program Description

The Tax Title System Program is responsible for collecting delinquent real estate taxes. It manages the computerized system for controlling the City's recording of its legal title to properties with delinquent taxes. The system is used to record actions involving each account up through and including foreclosure or payment of the tax liability.

## Program Objectives

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

Program Outcomes	Actual '03	Actual '04	Projected '05	PLOS '06
Annual tax taking completed	1	1	1	1

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	4	4	4	4
Personnel Services	188,066	193,917	207,403	213,507
Non Personnel	586,612	460,717	159,500	4,500
<b>Total</b>	<b>774,677</b>	<b>654,635</b>	<b>366,903</b>	<b>218,007</b>
Foreclosure petitions filed	802	609	422	600
Annual tax takings	2,448	2,602	2,690	2,600
Municipal lien certificates processed			22,911	23,000
Annual tax taking amount	\$3.7M	\$4.2M	\$5.3M	\$5.0M
Total accounts in tax title	6,206	5,449	4,887	5,000
Annual certifications	3,010	2,538	2,534	2,500
Annual certification amount	\$5.5M	\$5.6M	\$5.4M	\$5.6M

# Program 4. Teller Operations

Ellen Higginbottom, Manager Organization: 137400

## Program Description

The Teller Operations Program processes all funds received by the City from taxpayers. It also records deposits made by City departments responsible for their own collections.

## Program Objectives

- To process tax payments and City department deposits and ensure that all monies are accurately deposited.

Program Outcomes	Actual '03	Actual '04	Projected '05	PLoS '06
Daily balancing and depositing of all receipts	1/day	1/day	1/day	1/day

Selected Service Indicators	Actual '03	Actual '04	Approp '05	Budget '06
Quota	5	4	4	4
Personnel Services	195,578	184,153	196,939	204,988
Non Personnel	6,682	9,089	9,100	12,100
<b>Total</b>	<b>202,260</b>	<b>193,242</b>	<b>206,039</b>	<b>217,088</b>
Transactions processed by tellers	159,498	138,141	141,800	100,000
Dollars processed by tellers	\$1.53B	\$1.82B	\$1.97B	\$1.50B



# Program 5. Accounting/Special Assessments

Joyce A. Trabucco, Manager Organization: 137500

## **Program Description**

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

## **Program Objectives**

- To conduct monthly account reconciliations between the Collecting Division and the Auditing Department.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLOS '06</i>
% of reports completed by the tenth of the month	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	2	2	2	2
Personnel Services	100,019	106,492	116,921	122,800
Non Personnel	1,735	1,494	5,500	5,500
<b>Total</b>	<b>101,755</b>	<b>107,986</b>	<b>122,421</b>	<b>128,300</b>

# Program 6. Current Payment Services

*Dorothy Cofield, Manager Organization: 137600*

## **Program Description**

The Current Payment Services Program mails all current tax notices (including demand and warrant notices). It resolves questions from taxpayers and financial institutions regarding tax payments, provides duplicate tax bills, and processes all refunds and abatements.

## **Program Objectives**

- To issue quarterly real estate and personal property tax bills in compliance with statutory requirements.

<i>Program Outcomes</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Projected '05</i>	<i>PLoS '06</i>
Quarterly property tax mailings by statutory deadline	4	4	4	4

<i>Selected Service Indicators</i>	<i>Actual '03</i>	<i>Actual '04</i>	<i>Approp '05</i>	<i>Budget '06</i>
Quota	5	5	5	6
Personnel Services	202,906	209,698	222,386	259,609
Non Personnel	290,902	178,242	304,500	279,500
<b>Total</b>	<b>493,809</b>	<b>387,940</b>	<b>526,886</b>	<b>539,109</b>
Total property tax mailings	4	4	4	4
Real estate tax bills issued	570,774	576,448	638,290	600,000
Personal property tax bills issued	14,039	12,712	13,698	9,000
Motor vehicle excise bills issued	537,099	501,076	457,948	450,000
Boat excise bills issued	2,357	2,310	6,428	6,500
Delinquent real estate notices sent	57,402	27,430	54,099	27,000