City of Boston
Martin J. Walsh, Mayor

Operating Budget Fiscal Year 2015
Capital Plan Fiscal Years 2015-2019

Volume I - Overview of the Budget
Martin J. Walsh, Mayor

David Sweeney, Chief Financial Officer

Office of Budget Management
Karen A. Connor, Director

James Williamson, Deputy Director, Operating Budget
John Hanlon, Deputy Director, Capital Planning
Chris Giuliani, Deputy Director, Revenue & Research

Operating Budget and Capital Planning Staff

Johanna Bernstein
Carol Brait
Stephen Dunn
Lynda Fraley
Michelle Goldberg
Ellen Hatch
Era Kaplan
James Kennedy
Sheila Lee
Joseph Morrissey
Michael Perez
Marianne Regan
Anthony Reppucci
Abigail Vladeck
Anna Weber
Paul Williams

Systems Administrator
Gerard Rufo

Central Office Staff
Jacquelyn Conley
Deborah DeLeo
Liliana Guzman
Joanne Olivares

Special Acknowledgement
Gail Hackett
Sonya Harris
Chris Dwelley
Joyce Linehan
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Boston for its annual budget for the fiscal year beginning July 1, 2013.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.
# Table of Contents

## Volume I Overview of the Budget

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Letter of Transmittal: Martin J. Walsh, Mayor</td>
<td>1</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>9</td>
</tr>
<tr>
<td>Summary Budget</td>
<td>45</td>
</tr>
<tr>
<td>City Council Orders</td>
<td>157</td>
</tr>
<tr>
<td>Revenue Estimates and Analysis</td>
<td>171</td>
</tr>
<tr>
<td>Innovations in Education</td>
<td>183</td>
</tr>
<tr>
<td>Boston About Results – Performance Goals</td>
<td>191</td>
</tr>
<tr>
<td>Financial Management of the City</td>
<td>203</td>
</tr>
<tr>
<td>Capital Planning</td>
<td>237</td>
</tr>
<tr>
<td>Statutes and Ordinances Governing Boston’s Operating and Capital Budgets</td>
<td>247</td>
</tr>
<tr>
<td>Boston’s People and Economy</td>
<td>255</td>
</tr>
<tr>
<td>Budget Organization and Glossary of Terms</td>
<td></td>
</tr>
</tbody>
</table>
TO THE CITY COUNCIL.

Dear Councilors:

I retransmit herewith my Fiscal Year 2015 Recommended Budget for the City of Boston. This is the first budget of my administration, and I offer it with thanks to the people of Boston who have informed the content through their engagement. The Recommended Operating Budget totals $2.7 billion and represents an increase of $121.4 million, or 4.6% over last year.

Though this budget reflects my personal priorities, it also reflects the beginning of a new era in Boston, a city of opportunity for all people. We are one Boston, moving forward.

It invests in 100 additional K1 seats, on our way to universal access to early education, which study after study has shown to lessen the achievement gap.

It creates a new Office of Economic Development, which is charged with business recruitment and retention, and with establishing an environment that encourages, supports and promotes entrepreneurship and new business development. At the same time, it will explore the causes of income and wealth disparity and disproportionate opportunity.

It establishes an Office of Recovery Services, which will play a leading role in both advocating for treatment options while improving the services which already exist in Boston.

It addresses the epidemic of trauma, by expanding existing services and establishing new trauma recovery units at neighborhood health centers.

It brings innovation to the neighborhoods, by providing for incubator space in Main Street districts.
It supports small businesses with a substantial increase in funding for Main Streets districts.

It increases public safety by providing for new police and fire classes.

It elevates Arts and Culture to the cabinet-level. In addition to driving our economy, the arts provide a way for us to tell our story, and can help in the areas of public health, public safety, transportation, education and more.

It provides for more library hours, both in Copley and in the neighborhoods. Our investment and our collaboration with PSA and AFSCME will enable us to keep our libraries, great civic spaces, open on weekends.

It invests in technology across many departments, from software upgrades to the expansion of fiber to the creation of new positions to streamline permitting.

We made some difficult choices in crafting this plan, to address and eliminate a projected budget shortfall and keep Boston on a solid financial footing. The result is a budget that is balanced in both the fiscal and policy senses, to ensure that Boston’s next chapter is its best chapter. I believe that within this budget, we communicate that we are open for business, responsive to neighborhoods and committed to doing all we can to achieve equity for our citizens.

I wish to thank the members of the City Council and the Ways and Means Committee for a thoughtful and thorough review of the FY15 budget. It is evident that we share many of the same priorities, and I will continue to work to make progress on those priorities throughout the fiscal year. I respectfully request your favorable action on the FY15 Operating Budget and the Five Year Capital Plan for FY15 to FY19.

Sincerely,

[Signature]

Martin J. Walsh
Mayor of Boston
TO THE CITY COUNCIL

Dear Councilors:

This is the first budget of my administration, and I offer it with thanks to the people of Boston who have informed the content through their engagement. I transmit herewith my Fiscal Year 2015 Recommended Budget for the City of Boston. The Recommended Operating Budget totals $2.7 billion and represents an increase of $118.2 million, or 4.5% over last year.

Though this budget reflects my personal priorities, it also reflects the beginning of a new era in Boston, a city of opportunity for all people. We are one Boston, moving forward.

It invests in 100 additional K1 seats, on our way to universal access to early education, which study after study has shown to lessen the achievement gap.

It creates a new Office of Economic Development, which is charged with business recruitment and retention, and with establishing an environment that encourages, supports and promotes entrepreneurship and new business development. At the same time, it will explore the causes of income and wealth disparity and disproportionate opportunity.

It establishes an Office of Recovery Services, which will play a leading role in both advocating for treatment options while improving the services which already exist in Boston.

It addresses the epidemic of trauma, by expanding existing services and establishing new trauma recovery units at neighborhood health centers.

It brings innovation to the neighborhoods, by providing for incubator space in Main Street districts.
It supports small businesses with a substantial increase in funding for Main Streets districts.

It increases public safety by providing for new police and fire classes.

It elevates Arts and Culture to the cabinet-level. In addition to driving our economy, the arts provide a way for us to tell our story, and can help in the areas of public health, public safety, transportation, education and more.

It provides for more library hours, both in Copley and in the neighborhoods. Our investment and our collaboration with PSA and AFSCME will enable us to keep our libraries, great civic spaces, open on weekends.

It invests in technology across many departments, from software upgrades to the expansion of fiber to the creation of new positions to streamline permitting.

We made some difficult choices in crafting this plan, to address and eliminate a projected budget shortfall and keep Boston on a solid financial footing. The result is a budget that is balanced in both the fiscal and policy senses, to ensure that Boston’s next chapter is its best chapter. I believe that within this budget, we communicate that we are open for business, responsive to neighborhoods and committed to doing all we can to achieve equity for our citizens.

I look forward to working with you during the budget review process, and I respectfully request your favorable action on the FY15 Operating Budget and the Five Year Capital Plan for FY15 to FY19.

Sincerely,

Martin J. Walsh
Mayor of Boston