

Chief Financial Officer

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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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Assessing Department	5,138,326	5,732,909	5,794,614	6,141,700
	Auditing Department	1,888,390	1,867,192	1,986,924	2,133,244
	Budget Management	2,341,656	2,554,975	2,567,531	2,534,381
	Execution of Courts	18,842,206	10,883,972	3,500,000	3,500,000
	Medicare Payments	4,100,000	4,313,859	4,671,000	4,926,000
	Pensions & Annuities - City	4,600,000	4,599,985	4,600,000	4,600,000
	Pensions & Annuities - County	300,000	300,000	100,000	100,000
	Purchasing Division	1,138,234	1,240,983	1,279,870	1,361,684
	Treasury Department	4,017,245	4,243,620	4,310,687	3,724,389
	Total	42,366,057	35,737,495	28,810,626	29,021,398

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.

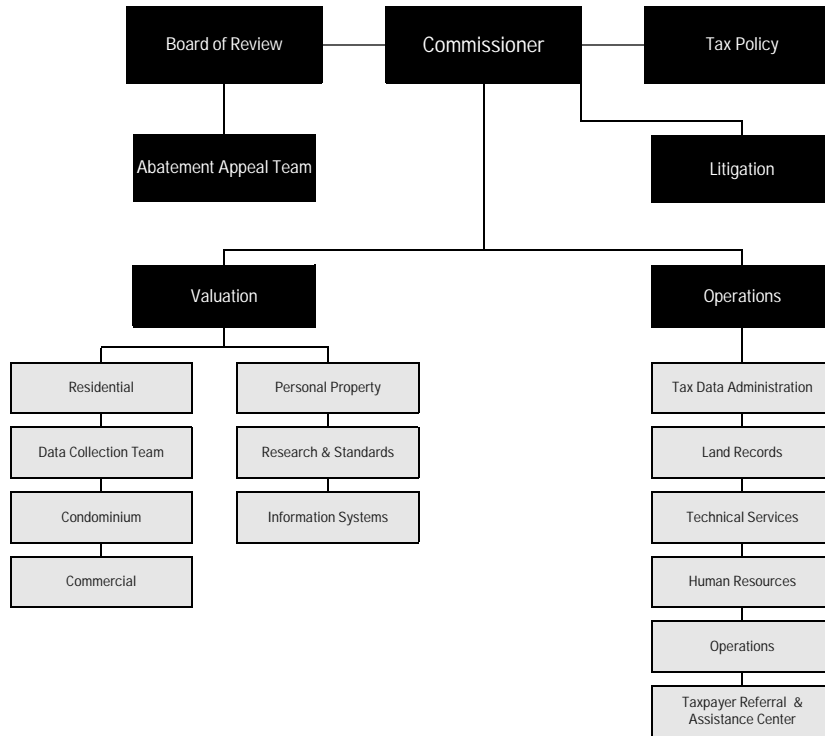
FY07 Performance Objectives

- 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 '04	Total Actual '05	Total Approp '06	Total Budget '07
	Operations	1,702,067	2,015,202	1,754,472	1,772,017
	Valuation	2,550,290	2,832,837	2,899,658	3,084,098
	Executive	885,968	884,870	1,140,483	1,285,585
	Total	5,138,326	5,732,909	5,794,614	6,141,700

Selected Service Indicators		Actual '04	Actual '05	Approp '06	Budget '07
	Personnel Services	4,566,175	4,795,047	5,140,114	5,293,046
	Non Personnel	572,151	937,862	654,500	848,653
	Total	5,138,326	5,732,909	5,794,614	6,141,700

Assessing Department Operating Budget



Authorizing Statutes

- Organizations, CBC St. 6, s. 100-107; CBC Ord. 6, 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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	4,487,733	4,746,626	5,107,114	5,263,046	155,932
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	74,391	39,861	33,000	30,000	-3,000
51600 Unemployment Compensation	4,052	8,560	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	4,566,176	4,795,047	5,140,114	5,293,046	152,932
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	102,261	107,147	100,000	110,000	10,000
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	78,849	32,090	26,000	25,000	-1,000
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	169,149	497,145	400,000	524,300	124,300
Total Contractual Services	350,259	636,382	526,000	659,300	133,300
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
53000 Auto Energy Supplies	3,462	5,052	5,000	7,000	2,000
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	108,938	81,370	34,000	57,000	23,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	112,400	86,422	39,000	64,000	25,000
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
54300 Workers' Comp Medical	39	209	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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	50,989	156,484	89,500	108,200	18,700
Total Current Chgs & Oblig	51,028	156,693	89,500	108,200	18,700
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
55000 Automotive Equipment	42,516	0	0	0	0
55400 Lease/Purchase	0	0	0	17,153	17,153
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	15,948	58,365	0	0	0
Total Equipment	58,464	58,365	0	17,153	17,153
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	5,138,327	5,732,909	5,794,614	6,141,699	347,085

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary	
Commissioner	CDH		1	113,384	Admin Analyst	SU4	14	6	257,953	
Executive Assistant (Asses Oper Mgmt)	EXM	12	1	100,045	Asst Assessor (Trainee II)	AFL	14	9	304,624	
Executive Asst	EXM	10	5	442,681	Personnel Officer	SU4	14	1	36,492	
Prin Admin Assistant	EXM	8	2	132,646	Title Examiner	SU4	13	3	111,842	
Exec Asst	EXM	2	1	104,127	Assistant Assessor (Trl)	AFL	12	1	28,455	
Assistant Director-Asses Plan Mnt	AFJ	19	1	72,967	Head Clerk	SU4	12	11	386,720	
Research Assessor	AFL	18	1	64,867	Principal DP System Analyst	SE1	10	2	181,629	
Senior Assessing Drafter	AFJ	18A	1	67,462	Property Officer	SU4	10	1	27,644	
Sr Research Analyst	SU4	18	2	105,148	Prin Admin Asst	SE1	9	2	167,882	
Supervisor Assistant Assessor	AFL	18	10	622,242	Prin Admin Assistant	SE1	8	7	498,266	
Admin Assistant	SU4	16	2	103,888	Dir-Assessing Services	SE1	7	1	71,486	
Assistant Assessor	AFL	16A	6	274,609	Data Proc Info Manager	SE1	6	1	65,044	
Jr Asses Draftsman	AFJ	16	1	45,695	Data Proc System Analyst	SE1	6	3	164,944	
Office Manager	SU4	16	2	110,211	Management Analyst	SE1	6	2	129,301	
Research Analyst	SU4	16	2	85,689	Senior Admin Analyst	SE1	6	3	155,625	
Admin Assistant	SU4	15	4	174,156	Administrative Secretary	SE1	3	1	49,367	
					Total				96	5,257,090
					Adjustments					
					Differential Payments				0	
					Other				74,208	
					Chargebacks				0	
					Salary Savings				-68,252	
					FY07 Total Request				5,263,046	

Program 1. Operations

Emmanuel Dikibo, Manager Organization: 136100

Program Description

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

Program 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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</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%	100%
% of motor vehicle excise abatements processed within 15 days	100%	100%	100%	100%
% of telephone calls answered within 3 minutes or less		100%	100%	100%
% of residential exemption applications processed within 90 days	100%	100%	100%	100%
% of personal exemption applications processed within 90 days	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	30	29	31	30
Personnel Services	1,400,389	1,413,952	1,584,972	1,565,664
Non Personnel	301,678	601,250	169,500	206,353
Total	1,702,067	2,015,202	1,754,472	1,772,017
Mail inquiries including e-mail regarding motor and boat excise, personal and residential exemptions received	43,544	23,258	47,745	65,000
Motor vehicle excise abatements received	33,577	22,393	36,442	50,000
Total calls		101,698	104,521	90,000
Calls answered within 3 minutes		101,698	104,521	90,000
Residential exemption applications received	10,572	15,053	17,627	16,000
Personal exemption applications received	5,905	5,262	5,263	6,000

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.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
% 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%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	55	55	54	53
Personnel Services	2,381,825	2,545,910	2,755,158	2,919,298
Non Personnel	168,465	286,927	144,500	164,800
Total	2,550,290	2,832,837	2,899,658	3,084,098
Maintenance properties reviewed	8,835	8,835	8,098	9,000

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 '04	Actual '05	Projected '06	PLOS '07
% of public requests to Commissioner's office addressed within 3 days	98%	99%	99%	95%
% of requests to Commissioner resolved within 60 days	100%	100%	100%	100%
% of monthly scheduled abatement appeals resolved	100%	78%	93%	75%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	12	13	12	13
Personnel Services	783,961	835,184	799,983	808,085
Non Personnel	102,008	49,685	340,500	477,500
Total	885,968	884,870	1,140,483	1,285,585
Public requests received	1,102	1,310	1,304	1,200

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.

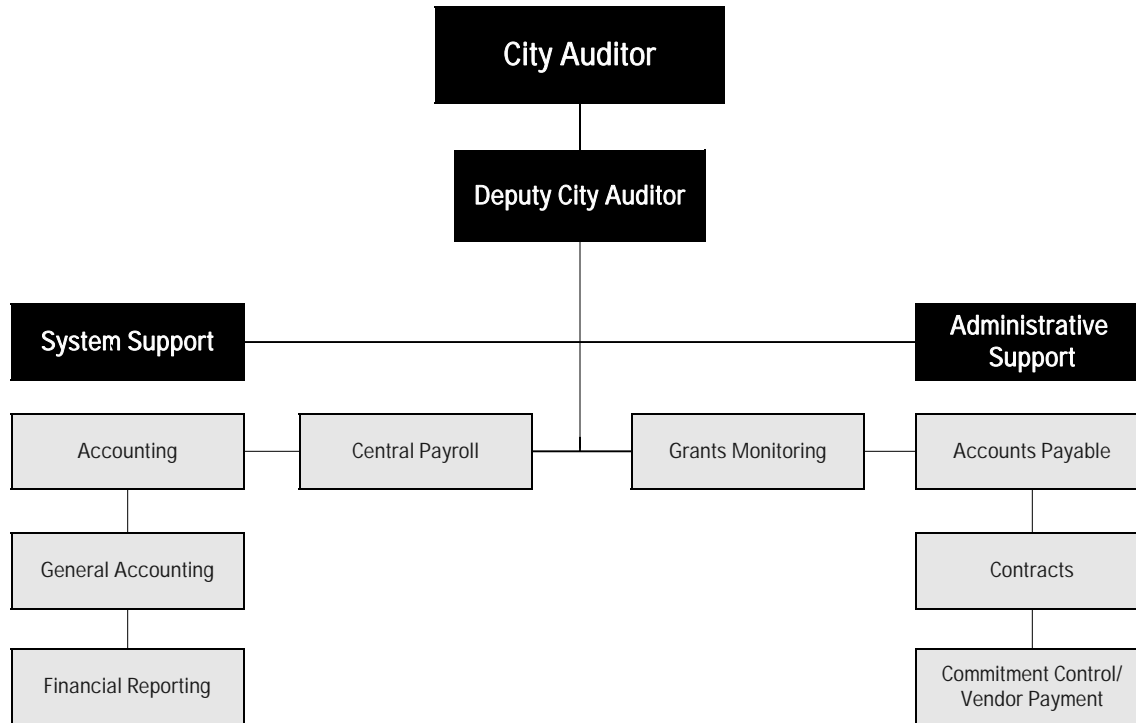
FY07 Performance Objectives

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Administration	419,006	381,884	444,347	474,164
	Accounting	473,571	489,645	476,093	498,040
	Central Payroll	354,109	411,402	413,639	437,690
	Grants Monitoring	210,432	184,814	214,752	221,911
	Accounts Payable	431,272	399,447	438,093	501,439
	Total	1,888,390	1,867,192	1,986,924	2,133,244

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	1,745,183	1,771,798	1,892,435	2,007,154
Non Personnel	143,207	95,394	94,489	126,090
Total	1,888,390	1,867,192	1,986,924	2,133,244

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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	1,717,520	1,743,562	1,873,685	1,988,404	114,719
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	27,663	28,236	18,750	18,750	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,745,183	1,771,798	1,892,435	2,007,154	114,719
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	19,780	28,803	14,000	12,000	-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	11,319	9,474	12,480	8,724	-3,756
52800 Transportation of Persons	99	0	4,500	4,500	0
52900 Contracted Services	21,470	26,826	35,308	72,500	37,192
Total Contractual Services	52,668	65,103	66,288	97,724	31,436
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	12,232	7,759	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	1,571	1,429	1,000	1,000	0
Total Supplies & Materials	13,803	9,188	13,900	13,900	0
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
54300 Workers' Comp Medical	365	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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	5,429	5,729	6,450	6,450	0
Total Current Chgs & Oblig	5,794	5,729	6,450	6,450	0
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	4,008	7,851	8,016	165
55600 Office Furniture & Equipment	0	11,366	0	0	0
55900 Misc Equipment	70,943	0	0	0	0
Total Equipment	70,943	15,374	7,851	8,016	165
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,888,390	1,867,192	1,986,924	2,133,244	146,320

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary
City Auditor	CDH		1	113,384	Prin Adm Anl	SE1	7	2	142,972
Deputy City Auditor	EXM	11	1	96,395	Senior Administrative Assistant	SE1	7	1	71,486
Assistant Prin Accountant	SU4	14	2	86,622	Senior Admin Analyst	SE1	6	2	114,930
Senior Accountant	SU4	13	4	161,858	Sr Admin Analyst	SE1	6	3	188,054
Head Account Clerk	SU4	12	4	137,421	Senior Personnel Officer	SE1	5	1	59,675
Pr Admin Asst	SE1	10	2	181,629	Supervisor Accounting	SE1	5	3	166,378
Assistant City Auditor	SE1	9	2	163,244	Admin Analyst	SE1	4	2	93,294
Sr DP Systems Analyst	SE1	9	1	67,906	Senior Research Analyst	SE1	3	3	148,102
					Sr Research Anl Grants	SE1	3	1	39,558
					Total			35	2,032,909
					Adjustments				
					Differential Payments				0
					Other				21,909
					Chargebacks				-47,219
					Salary Savings				-19,195
					FY07 Total Request				1,988,404

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PL0S '07</i>
% of personnel transactions accurately processed in 5 days	100%	100%	100%	95%
% of procurement transactions accurately processed in 5 days	100%	100%	100%	95%
% of vendor invoices accurately processed within 3 days	89%	80%	100%	95%
% of information requests processed within 10 days		97%	73%	90%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	4	5	5	5
Personnel Services	332,683	340,572	410,617	411,354
Non Personnel	86,323	41,312	33,730	62,810
Total	419,006	381,884	444,347	474,164
Personnel transactions processed	70	29	29	30
Procurement transactions processed	37	26	26	30
Vendor invoices processed	47	59	55	40

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.

Program Outcomes	Actual '04	Actual '05	Projected '06	PL0S '07
% of journal vouchers completed within 3 days	97%	97%	98.9%	95%
% of account reconciliations completed within 5 days	97%	100%	99.9%	95%
% of payrolls posted within 7 days of pay period end				98%
Timely production of Annual Financial Reports that completely and accurately present the City's financial position				100%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	8	8	8	8
Personnel Services	463,440	480,440	463,730	485,790
Non Personnel	10,130	9,205	12,363	12,250
Total	473,571	489,645	476,093	498,040
Journal vouchers processed	23,147	19,481	23,772	21,000
Account reconciliations completed	708	784	848	844
Number of pay periods				52
Number of pay periods posted within 7 days				51
Major reports issued				5
Major reports issued within required timeframe				5
Number of monthly financial reports distributed				11

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 '04	Actual '05	Projected '06	PLoS '07
% of general deductions processed within two pay periods of receipt	99%	100%	100%	100%
% 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%	100%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	6	7	7	7
Personnel Services	339,301	385,997	406,076	430,540
Non Personnel	14,807	25,405	7,563	7,150
Total	354,109	411,402	413,639	437,690
General deductions processed	44,868	49,498	44,283	59,000
General deductions processed within two pay periods of receipt		49,498	44,283	59,000
Scheduled payroll confirms		51	53	52
Payrolls confirmed within scheduled time frame		51	53	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.

Program Outcomes	Actual '04	Actual '05	Projected '06	PLOS '07
Timely production of Annual Financial Reports that completely and accurately present the City's financial position				100%
% of journal vouchers processed within 3 days	76%	83%	87%	95%
% of subrecipient audit findings cleared	90%	90%	83%	90%
% of grants closed within 120 days of end date		100%	100%	90%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	4	4	4	4
Personnel Services	206,630	181,090	208,716	216,111
Non Personnel	3,803	3,724	6,036	5,800
Total	210,432	184,814	214,752	221,911
Major reports issued				4
Major reports issued within required timeframe				4
Journal vouchers processed	816	883	1,176	1,200
Journal vouchers processed within 3 days	617	737	1,046	1,140
Subrecipient findings reported	75	75	19	75
Subrecipient findings cleared	68	68	11	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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% of vendor invoices processed within 5 days	81%	85%	86%	90%
% of procurement documents approved within 3 days	81%	79%	84%	90%
% of contracts routed within 3 days of receipt	95%	79%	78.8%	90%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	13	11	11	11
Personnel Services	403,128	383,699	403,296	463,358
Non Personnel	28,144	15,748	34,797	38,080
Total	431,272	399,447	438,093	501,438
Vendor invoices processed	75,974	78,274	79,919	78,000
Procurement documents approved	12,304	6,756	6,701	17,000

Budget Management Operating Budget

Karen A. Connor, Director Appropriation: 141

Department Mission

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

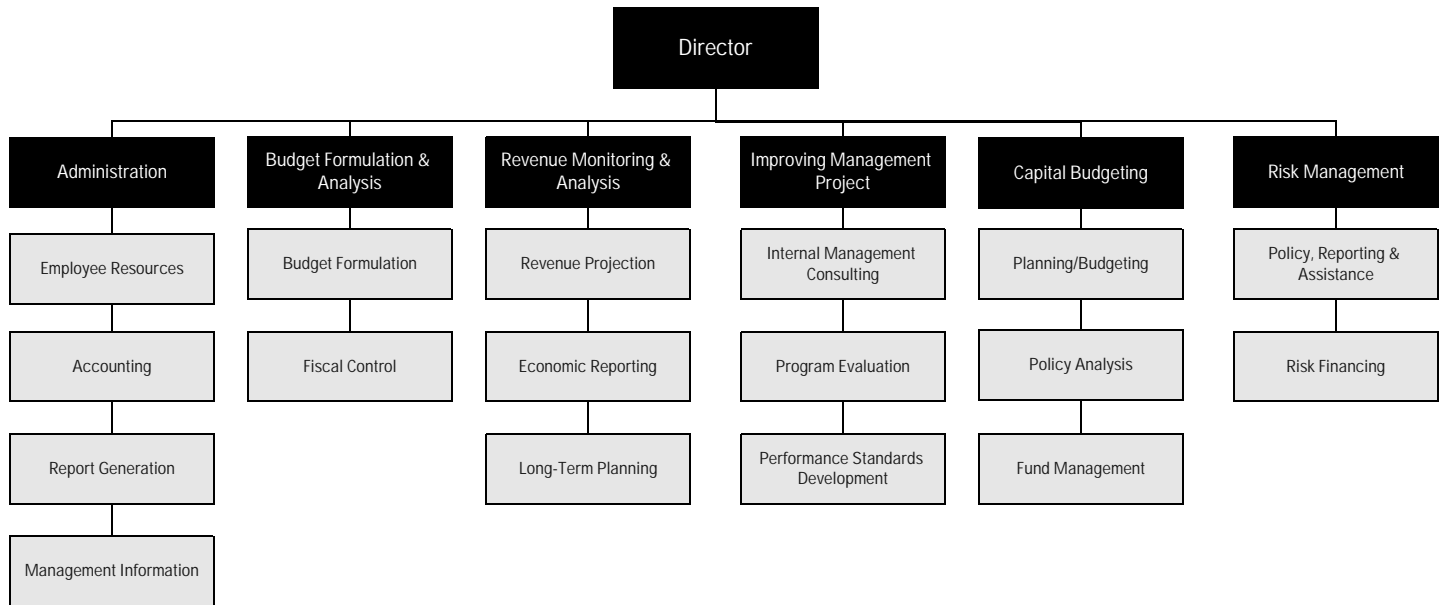
FY07 Performance Objectives

- To ensure a balanced budget that achieves its stated objectives.
- To maintain debt service costs at 7% or less of operating budget expenditures.
- To effectively manage the capital appropriation system.
- To conduct accurate, objective, and independent analysis of City programs and services.
- 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 '04	Total Actual '05	Total Approp '06	Total Budget '07
	Administration	1,292,354	1,414,731	1,662,292	1,545,890
	Budget Formulation	474,395	417,735	496,378	529,351
	Revenue Monitoring	164,694	167,804	179,949	230,608
	Improving Management Project	267	3,839	63,432	48,776
	Capital Budgeting	290,254	420,231	26,414	40,692
	Risk Management	119,691	130,635	139,067	139,065
	Total	2,341,656	2,554,975	2,567,531	2,534,382

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Personnel Services	1,501,732	1,648,010	1,397,189	1,494,959
Non Personnel	839,924	906,965	1,170,342	1,039,423
Total	2,341,656	2,554,975	2,567,531	2,534,382

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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	1,487,207	1,628,005	1,384,489	1,482,259	97,770
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	14,526	20,004	12,700	12,700	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,501,733	1,648,009	1,397,189	1,494,959	97,770
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	33,470	38,211	37,000	37,800	800
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	929	1,805	2,000	2,500	500
52800 Transportation of Persons	28	300	300	400	100
52900 Contracted Services	690,059	768,218	717,442	839,442	122,000
Total Contractual Services	724,486	808,534	756,742	880,142	123,400
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	2,233	2,968	5,100	4,600	-500
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	192	275	2,000	2,000	0
Total Supplies & Materials	2,425	3,243	7,100	6,600	-500
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	93,341	91,954	406,500	142,800	-263,700
Total Current Chgs & Oblig	93,341	91,954	406,500	142,800	-263,700
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	9,381	9,381
55600 Office Furniture & Equipment	0	1,270	0	0	0
55900 Misc Equipment	19,671	1,965	0	500	500
Total Equipment	19,671	3,235	0	9,881	9,881
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,341,656	2,554,975	2,567,531	2,534,382	-33,149

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary	
Supervisor-Budgets	CDH		1	107,985	Budget Supervisor	MYO	12	1	83,202	
Executive Assistant	EXM	12	1	100,045	Senior Financial Manager	MYO	10	1	74,839	
Executive Asst	EXM	10	4	360,978	Pr Budget Analyst	SE1	9	1	83,941	
Pr Admin Asst	EXM	7	1	49,043	Sr DP Systems Analyst	SE1	9	1	83,941	
Executive Asst	EXO	10	1	90,815	Prin Admin Assistant	SE1	8	1	78,143	
Admin Assistant	SU4	16	1	52,137	Budget Policy Analyst	MYO	7	3	161,246	
Admin Secretary	SU4	14	1	45,293	Management Analyst	SE1	6	8	417,457	
Deputy Director	MYO	14	1	91,868	Sr Admin Analyst	SE1	6	1	65,044	
					Total				28	1,945,977
					Adjustments					
					Differential Payments				0	
					Other				26,075	
					Chargebacks				-383,000	
					Salary Savings				-106,793	
					FY07 Total Request				1,482,259	

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% of available regular hours worked	97%	98%	98%	98%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	7	7	7	7
Personnel Services	523,056	585,220	585,250	599,767
Non Personnel	769,298	829,510	1,077,042	946,123
Total	1,292,354	1,414,731	1,662,292	1,545,890

Program 2. Budget Formulation

James M. Williamson, Manager Organization: 141200

Program Description

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

Program 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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</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	9	10

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	9	9	8	8
Personnel Services	465,164	406,987	485,378	518,351
Non Personnel	9,231	10,748	11,000	11,000
Total	474,395	417,735	496,378	529,351

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PL0S '07</i>
% by which actual revenues exceed actual expenditures	.2%	.4%	.4%	.5%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	2	2	2	3
Personnel Services	161,007	163,965	176,249	226,908
Non Personnel	3,688	3,839	3,700	3,700
Total	164,694	167,804	179,949	230,608

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.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
Program or service analyses completed	1	1	3	2
Project benefits realized; corrective actions in response to findings and recommendations	1	1	3	2
Hours of continuing Professional Education Training	0	39	12	10

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	0	0	1	1
Personnel Services	0	0	59,732	45,076
Non Personnel	267	3,839	3,700	3,700
Total	267	3,839	63,432	48,776

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 '04	Actual '05	Projected '06	PLoS '07
Debt service costs as a % of operating expenditures	7%	6.2%	7%	7%
% of funds expended in accordance with bond requirements	100%	100%	100%	100%
% of anticipated external revenue collected	90%	100%	90%	90%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	7	7	7	7
Personnel Services	284,525	413,299	19,514	33,792
Non Personnel	5,729	6,933	6,900	6,900
Total	290,254	420,231	26,414	40,692

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 '04	Actual '05	Projected '06	PLOS '07
Risk related cost increases as a percentage of medical inflation	200%	140%	130%	190%
City-wide risk management reviews or improvements	1	0	1	1
Risk financing strategy implemented	87%	87%	87%	87%

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	2	2	2	2
Personnel Services	67,981	78,538	71,067	71,065
Non Personnel	51,710	52,097	68,000	68,000
Total	119,691	130,635	139,067	139,065

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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Execution of Courts	18,842,206	10,883,972	3,500,000	3,500,000
	<i>Total</i>	<i>18,842,206</i>	<i>10,883,972</i>	<i>3,500,000</i>	<i>3,500,000</i>

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	0	0	0	0
Non Personnel	18,842,206	10,883,972	3,500,000	3,500,000
<i>Total</i>	<i>18,842,206</i>	<i>10,883,972</i>	<i>3,500,000</i>	<i>3,500,000</i>

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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Medicare Payments	4,100,000	4,313,859	4,671,000	4,926,000
	Total	4,100,000	4,313,859	4,671,000	4,926,000

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	4,100,000	4,313,859	4,671,000	4,926,000
Non Personnel	0	0	0	0
Total	4,100,000	4,313,859	4,671,000	4,926,000

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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Pensions & Annuities - City	4,600,000	4,599,985	4,600,000	4,600,000
	Total	4,600,000	4,599,985	4,600,000	4,600,000

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	4,600,000	4,599,985	4,600,000	4,600,000
Non Personnel	0	0	0	0
Total	4,600,000	4,599,985	4,600,000	4,600,000

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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Pensions & Annuities - County	300,000	300,000	100,000	100,000
	<i>Total</i>	<i>300,000</i>	<i>300,000</i>	<i>100,000</i>	<i>100,000</i>

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	300,000	300,000	100,000	100,000
Non Personnel	0	0	0	0
<i>Total</i>	<i>300,000</i>	<i>300,000</i>	<i>100,000</i>	<i>100,000</i>

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.

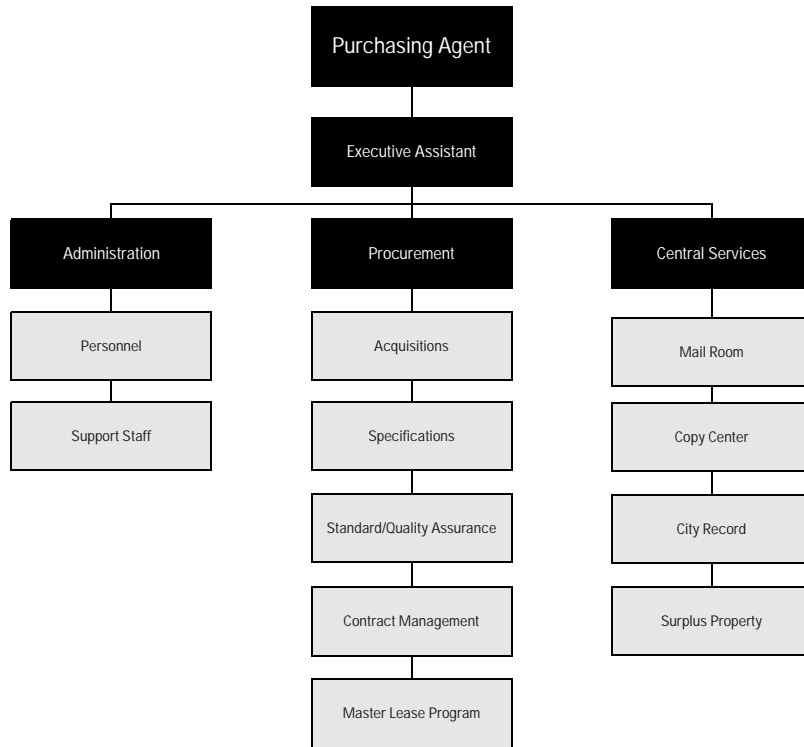
FY07 Performance Objectives

- 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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Administration	241,992	247,387	263,522	268,302
	Procurement	641,494	688,098	753,540	782,533
	Central Services	254,748	305,498	262,809	310,849
	Total	1,138,234	1,240,983	1,279,871	1,361,684

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	1,010,933	1,078,649	1,151,906	1,186,809
Non Personnel	127,301	162,334	127,965	174,875
Total	1,138,234	1,240,983	1,279,871	1,361,684

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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	1,009,529	1,074,490	1,151,406	1,186,809	35,403
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	1,404	4,160	500	0	-500
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,010,933	1,078,650	1,151,906	1,186,809	34,903
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	17,018	17,415	16,512	16,512	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	17,344	19,005	22,273	22,273	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	33,629	27,008	27,252	27,252	0
Total Contractual Services	67,991	63,428	66,037	66,037	0
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	12,615	10,013	12,032	11,732	-300
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	12,615	10,013	12,032	11,732	-300
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	1,870	2,514	2,627	2,627	0
Total Current Chgs & Oblig	1,870	2,514	2,627	2,627	0
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	32,674	34,598	34,598	81,809	47,211
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	51,781	6,670	6,670	0
Total Equipment	32,674	90,590	41,268	88,479	47,211
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	12,150	0	6,000	6,000	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	12,150	0	6,000	6,000	0
Grand Total	1,138,233	1,240,984	1,279,870	1,361,684	81,814

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary
Purchasing Agent	CDH		1	111,224	Admin Analyst	SU4	14	1	41,721
Executive Asst	EXM	11	1	96,395	Assistant Buyer	SU4	12	1	35,432
Admin Assistant	SU4	17	1	57,870	Prin Acct Clerk	SU4	10	1	32,759
Senior Buyer	SU4	17	3	173,610	Asst Purchasing Agent	SE1	9	2	167,882
Buyer/Purchasing	SU4	16	2	107,006	Prin Admin Assistant	SE1	8	1	78,143
Admin Assistant	SU4	15	2	90,732	Senior Admin Analyst	SE1	6	1	65,044
Mailroom Equipment Operator	SU4	15	1	37,952	Admin Assistant	SE1	5	1	59,675
					Sr Admin Assistant	SE1	5	1	59,675
					Total			20	1,215,121
					Adjustments				
					Differential Payments				0
					Other				29,687
					Chargebacks				-58,000
					Salary Savings				0
					FY07 Total Request				1,186,809

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
% of user departments that rate purchasing services satisfactory	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	3	3	2	2
Personnel Services	221,665	225,142	211,009	215,584
Non Personnel	20,327	22,245	52,513	52,718
Total	241,992	247,387	263,522	268,302
Departments satisfied	41	34	29	35
Departments surveyed	41	34	29	35

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
% of deliveries meeting user department's satisfaction and specifications	97%	100%	100%	100%
% of requisition items purchased on contract	70%	67%	63%	70%
Days elapsed between requisition receipt and date of PO dispatch from department	3.15	5	3	3
City Record subscriptions.	220	185	150	150

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	12	12	13	13
Personnel Services	633,786	679,834	737,233	760,879
Non Personnel	7,707	8,264	16,307	21,653
Total	641,494	688,098	753,540	782,533
Total purchase requisitions	6,810	6,875	6,868	7,500

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PL0S '07</i>
In-house copying costs as a % of commercial copy prices	72%	72%	68%	72%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	4	4	5	5
Personnel Services	155,482	173,673	203,665	210,346
Non Personnel	99,266	131,825	59,144	100,503
Total	254,748	305,498	262,809	310,849
Avg. internal copy cost	.04	.04	.04	.04
Comparable avg. commercial price	.06	.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.

FY07 Performance Objectives

- To optimize the return on invested City funds.
- To issue quarterly real estate and personal property tax bills in compliance with statutory requirements.
- To prepare and issue all payroll accurately and on time.
- 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 Auditing.
- 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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Collecting Division	2,087,483	2,264,111	2,378,077	1,729,502
	Treasury Division	1,929,762	1,979,509	1,932,610	1,994,887
	Total	4,017,245	4,243,620	4,310,687	3,724,389

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	2,728,943	2,773,760	2,980,513	2,990,609
Non Personnel	1,288,302	1,469,860	1,330,174	733,780
Total	4,017,245	4,243,620	4,310,687	3,724,389

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 payroll and required federal and state tax forms. The Department issues and collects all current and delinquent tax billings and departmental revenue. The Department also prepares petitions for land court proceedings and municipal liens and processes abatements and refunds. Additionally, the Department prepares tax certifications and tax takings, and researches tax problems.

Department History

<i>Personnel Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	2,669,302	2,731,896	2,934,513	2,947,009	12,496
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	59,641	41,863	46,000	43,600	-2,400
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,728,943	2,773,759	2,980,513	2,990,609	10,096
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	47,226	47,470	46,200	44,700	-1,500
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	22,654	26,445	31,350	30,200	-1,150
52800 Transportation of Persons	10,237	3,292	1,000	1,000	0
52900 Contracted Services	204,693	304,764	88,600	146,330	57,730
Total Contractual Services	284,810	381,971	167,150	222,230	55,080
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	440,165	459,639	499,274	497,800	-1,474
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	35	0	100	100	0
Total Supplies & Materials	440,200	459,639	499,374	497,900	-1,474
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	10,573	9,120	12,650	12,650	0
Total Current Chgs & Oblig	10,573	9,120	12,650	12,650	0
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	44,376	60,641	0	0	0
Total Equipment	44,376	60,641	0	0	0
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	508,344	558,489	651,000	1,000	-650,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	508,344	558,489	651,000	1,000	-650,000
Grand Total	4,017,246	4,243,619	4,310,687	3,724,389	-586,298

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary
Collector Treasurer	CDH		1	133,616	Teller	SU4	13	4	157,709
Asst Corp Counsel V	EXM	10	1	90,815	Head Clerk	SU4	12	2	71,582
Prin Admin Asst	EXM	10	1	85,545	Executive Assistant	SE1	11	1	96,395
Administrative Secretary	SU4	17	1	59,604	First Asst Coll Tr-Coll	SE1	11	1	96,395
Principal Accountant	SU4	16	9	459,464	Prin Account Clerk	SU4	10	1	25,385
Admin Assistant	SU4	15	1	49,467	Second Asst Coll Tr-Treas	SE1	10	1	90,815
Senior Programmer	SU4	15	1	49,467	Executive Secretary	SE1	9	1	83,941
Tax Title Supervisor	SU4	15	2	98,934	Supervisor Accounting	SE1	8	8	625,147
Admin Analyst	SU4	14	1	45,293	Data Proc Sys Analyst I	SE1	7	1	71,486
Assistant Prin Accountant	SU4	14	1	36,250	Executive Asst	SE1	6	1	65,044
First Asst Coll Tr-Treas	SE1	14	1	110,334	Pr Admin Assistant	SE1	6	3	195,132
Head Admin Clerk	SU4	14	1	43,975	Pr Admin Asst	SE1	6	1	65,044
Senior Legal Assistant	SU4	14	1	41,186	Senior Admin Analyst	SE1	6	1	65,044
Deputy Collector	SU4	13	6	237,098	Sr Admin Assistant	SE1	5	3	179,026
					Admin Assistant (TC)	SE1	4	1	53,598
					Total			58	3,482,792
					Adjustments				
					Differential Payments				0
					Other				33,250
					Chargebacks				-569,033
					Salary Savings				0
					FY07 Total Request				2,947,009

Treasury Division Operating Budget

Vivian M. Leo, Division Head Appropriation: 138

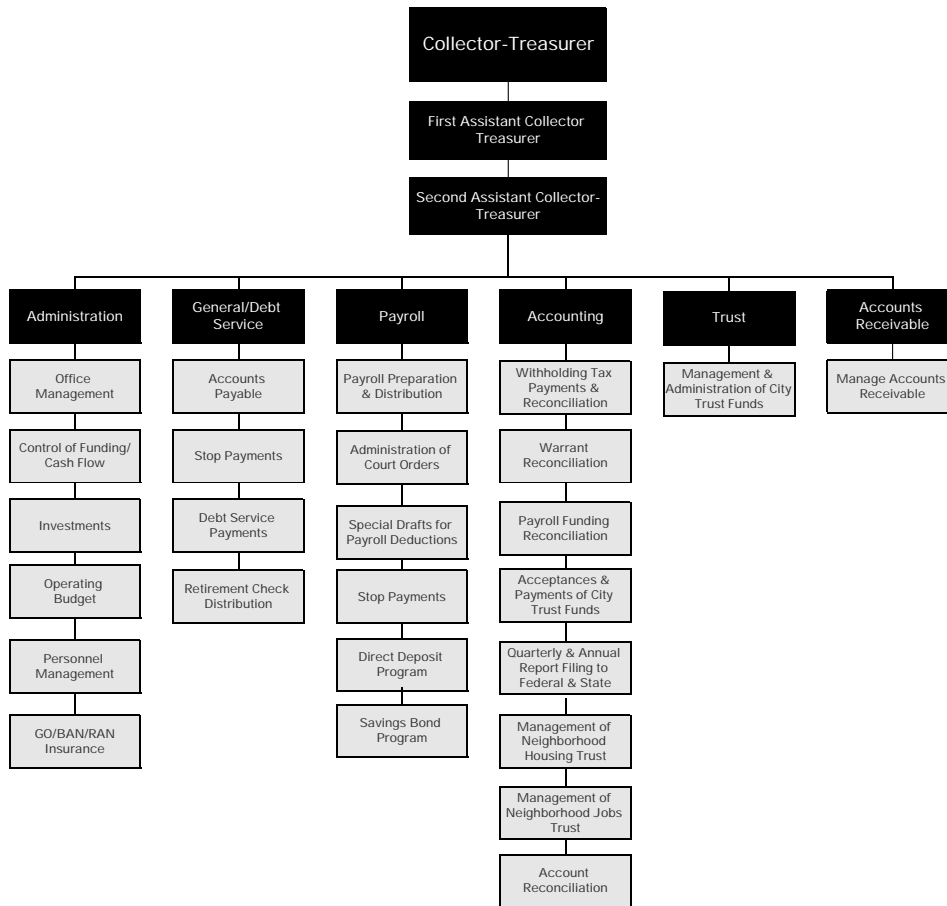
Division Mission

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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	Administration	804,866	790,204	737,244	675,466
	General Service/Debt Service	310,177	306,654	326,380	359,399
	Payroll	279,748	388,906	313,438	429,240
	Accounting	243,179	141,861	245,641	209,700
	Accounts Receivable	291,793	351,883	309,907	321,081
	Trust	0	0	0	0
	Total	1,929,763	1,979,508	1,932,610	1,994,886

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	1,529,765	1,549,437	1,619,236	1,622,387
Non Personnel	399,998	430,072	313,374	372,500
Total	1,929,762	1,979,509	1,932,610	1,994,887

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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	1,499,227	1,539,324	1,602,236	1,608,787	6,551
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	30,537	10,113	17,000	13,600	-3,400
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,529,764	1,549,437	1,619,236	1,622,387	3,151
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	22,688	22,671	21,000	19,500	-1,500
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	17,071	20,942	15,850	14,700	-1,150
52800 Transportation of Persons	10,237	3,292	1,000	1,000	0
52900 Contracted Services	70,659	153,100	68,600	63,350	-5,250
Total Contractual Services	120,655	200,005	106,450	98,550	-7,900
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	258,498	178,910	199,274	266,300	67,026
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	258,498	178,910	199,274	266,300	67,026
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	4,590	4,440	7,650	7,650	0
Total Current Chgs & Oblig	4,590	4,440	7,650	7,650	0
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	16,256	46,718	0	0	0
Total Equipment	16,256	46,718	0	0	0
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,929,763	1,979,510	1,932,610	1,994,887	62,277

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary
Collector Treasurer	CDH		1	133,616	Prin Account Clerk	SU4	10	1	25,385
Asst Corp Counsel V	EXM	10	1	90,815	Second Asst Coll Tr-Treas	SE1	10	1	90,815
Prin Admin Asst	EXM	10	1	85,545	Executive Secretary	SE1	9	1	83,941
Administrative Secretary	SU4	17	1	59,604	Supervisor Accounting	SE1	8	6	468,860
Principal Accountant	SU4	16	8	405,961	Executive Asst	SE1	6	1	65,044
Admin Analyst	SU4	14	1	45,293	Pr Admin Asst	SE1	6	1	65,044
Assistant Prin Accountant	SU4	14	1	36,250	Senior Admin Analyst	SE1	6	1	65,044
First Asst Coll Tr-Treas	SE1	14	1	110,334	Sr Admin Assistant	SE1	5	3	179,026
Executive Assistant	SE1	11	1	96,395	Admin Assistant (TC)	SE1	4	1	53,598
					Total			32	2,160,570
					Adjustments				
					Differential Payments				0
					Other				17,250
					Chargebacks				-569,033
					Salary Savings				0
					FY07 Total Request				1,608,787

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% by which return on city investments exceeds the federal funds rate	.40%	.29%	.18%	TBR
GO, BAN/RAN, refundings, lease financings	3	3	6	3

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	7	12	7	7
Personnel Services	528,602	592,026	568,194	574,416
Non Personnel	276,264	198,178	169,050	101,050
Total	804,866	790,204	737,244	675,466
Average return on city investments	1.40%	2.16%	4.38%	TBR
Average Federal Funds rate	1.00%	1.87%	4.20%	5%

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 payments, issuance of refund payments for real estate tax overpayments, and issuance of tax title payments. In addition, the program is responsible for the processing of payments and manual warrants, as well as the issuance and distribution of retirement benefit payments. The program maintains schedules 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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% of interest and principal paid by the due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	5	5	5	5
Personnel Services	273,096	241,000	290,830	299,649
Non Personnel	37,081	65,654	35,550	59,750
Total	310,177	306,654	326,380	359,399
Non-payroll payments prepared monthly	11,956	11,879	10,741	10,000

Program 3. Payroll

Priscilla Russell, Manager Organization: 138300

Program Description

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

Program Objectives

- Use enhanced technology to improve service delivery.
- Ensure integrity and validity of employee payroll profiles.
- To prepare and issue all payroll accurately and on time.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
% of payroll issued on time	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	5	5	5	5
Personnel Services	231,622	310,573	245,138	262,040
Non Personnel	48,126	78,334	68,300	167,200
Total	279,748	388,906	313,438	429,240
Total payments processed	791,066	773,069	751,736	700,000

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 monitor and reconcile all withheld taxes.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% of withheld taxes paid on due date	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	7	7	7	7
Personnel Services	228,859	137,636	231,667	199,200
Non Personnel	14,320	4,226	13,974	10,500
Total	243,179	141,861	245,641	209,700

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 accounts receivable and billing systems.

Program Objectives

- To increase the number of departments utilizing the accounts receivable and billing system.

Program Outcomes	Actual '04	Actual '05	Projected '06	PLOS '07
Departments utilizing the accounts receivable and billing system.	7	8	10	11

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	4	4	4	4
Personnel Services	267,585	268,202	283,407	287,081
Non Personnel	24,207	83,681	26,500	34,000
Total	291,793	351,883	309,907	321,081

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.
- To equal or exceed the S&P 500.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
Annual Trust Fund investment return	15.8%	6.3%	6.6%	TBR

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	5	5	5	5
Personnel Services	0	0	0	0
Non Personnel	0	0	0	0
Total	0	0	0	0

Collecting Division Operating Budget

Lisa C. Signori, Collector Treasurer Appropriation: 137

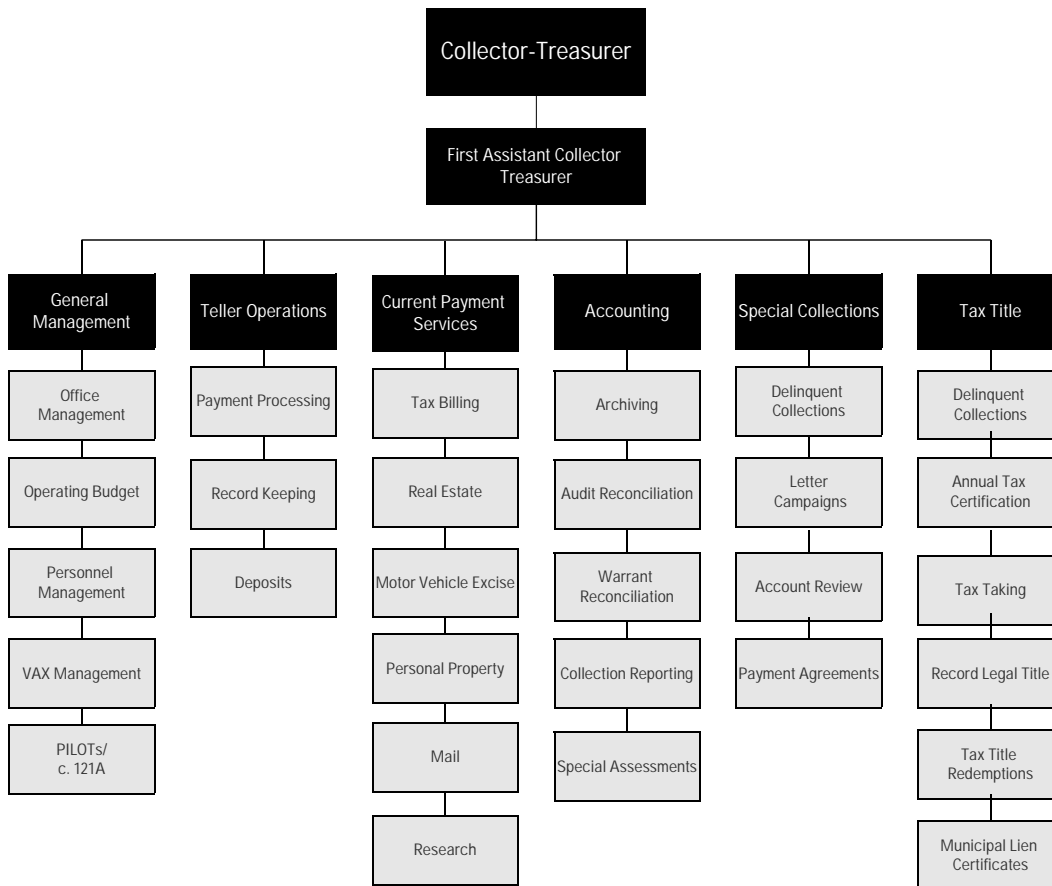
Division Mission

The Collecting Division collects property and excise taxes and fees due to the City using statutorily permitted 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 '04</i>	<i>Total Actual '05</i>	<i>Total Approp '06</i>	<i>Total Budget '07</i>
	General Management	509,555	422,484	344,561	412,745
	Special Collections	234,125	201,375	281,012	292,446
	Tax Title System	654,635	719,461	868,007	224,010
	Teller Operations	193,242	200,182	217,088	223,204
	Accounting/Special Assessments	107,986	118,640	128,300	131,347
	Current Payment Services	387,940	601,969	539,109	445,751
	<i>Total</i>	<i>2,087,483</i>	<i>2,264,111</i>	<i>2,378,077</i>	<i>1,729,503</i>

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Personnel Services	1,199,178	1,224,323	1,361,277	1,368,222
Non Personnel	888,305	1,039,788	1,016,800	361,280
<i>Total</i>	<i>2,087,483</i>	<i>2,264,111</i>	<i>2,378,077</i>	<i>1,729,502</i>

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>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
51000 Permanent Employees	1,170,075	1,192,572	1,332,277	1,338,222	5,945
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	29,103	31,751	29,000	30,000	1,000
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,199,178	1,224,323	1,361,277	1,368,222	6,945
<i>Contractual Services</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
52100 Communications	24,538	24,800	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	5,583	5,502	15,500	15,500	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	134,034	151,665	20,000	82,980	62,980
Total Contractual Services	164,155	181,967	60,700	123,680	62,980
<i>Supplies & Materials</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	181,668	280,730	300,000	231,500	-68,500
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	35	0	100	100	0
Total Supplies & Materials	181,703	280,730	300,100	231,600	-68,500
<i>Current Chgs & Oblig</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	5,983	4,680	5,000	5,000	0
Total Current Chgs & Oblig	5,983	4,680	5,000	5,000	0
<i>Equipment</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
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	28,121	13,923	0	0	0
Total Equipment	28,121	13,923	0	0	0
<i>Other</i>	FY04 Expenditure	FY05 Expenditure	FY06 Appropriation	FY07 Adopted	Inc/Dec 06 vs 07
56200 Special Appropriation	508,344	558,489	651,000	1,000	-650,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	508,344	558,489	651,000	1,000	-650,000
Grand Total	2,087,484	2,264,112	2,378,077	1,729,502	-648,575

Department Personnel

Title	Union Code	Grade	Position	FY07 Salary	Title	Union Code	Grade	Position	FY07 Salary	
Principal Accountant	SU4	16	1	53,503	Deputy Collector	SU4	13	6	237,098	
Admin Assistant	SU4	15	1	49,467	Teller	SU4	13	4	157,709	
Senior Programmer	SU4	15	1	49,467	Head Clerk	SU4	12	2	71,582	
Tax Title Supervisor	SU4	15	2	98,934	First Asst Coll Tr-Coll	SE1	11	1	96,395	
Head Admin Clerk	SU4	14	1	43,975	Supervisor Accounting	SE1	8	2	156,287	
Senior Legal Assistant	SU4	14	1	41,186	Data Proc Sys Analyst I	SE1	7	1	71,486	
					Pr Admin Assistant	SE1	6	3	195,132	
					Total				26	1,322,222
					Adjustments					
					Differential Payments				0	
					Other				16,000	
					Chargebacks				0	
					Salary Savings				0	
					FY07 Total Request				1,338,222	

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

- Use enhanced technology to improve service delivery.
- To maximize the collection of current year real estate, personal property, and motor and boat excise taxes.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
Current year property tax collection rate	98.6%	98.8%	98.7%	99%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	5	5	5	5
Personnel Services	276,291	297,305	301,861	307,065
Non Personnel	233,264	125,180	42,700	105,680
Total	509,555	422,484	344,561	412,745
PILOT accounts monitored	42	45	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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLoS '07</i>
Delinquent taxes collected	\$35M	\$46M	\$34M	\$35M

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	6	6	6	6
Personnel Services	228,627	193,855	258,512	269,946
Non Personnel	5,498	7,520	22,500	22,500
Total	234,125	201,375	281,012	292,446
Delinquent personal property taxes collected	\$1.8M	\$1.5M	\$745,130	\$650,000
Delinquent motor vehicle excise tax collected	\$6.6M	\$6.8M	\$7.4M	\$6.2M
Tax title accounts resolved	1,255	1,188	2,209	1,500
Delinquent real estate taxes collected	\$14.2M	\$21.1M	\$12.19M	\$14M
Tax title amount collected	\$15.9M	\$15.8M	\$13.7M	\$14M

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.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PL0S '07</i>
Annual tax taking completed	1	1	1	1

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	4	4	4	4
Personnel Services	193,917	204,910	213,507	219,510
Non Personnel	460,717	514,552	654,500	4,500
Total	654,635	719,461	868,007	224,010
Annual tax takings	2,602	2,548	2,269	2,300
Municipal lien certificates processed		22,911	20,143	19,000
Annual tax taking amount	\$4.2M	\$5.3M	\$4.9M	\$5.0M
Annual certifications	2,538	2,455	2,484	2,500
Annual certification amount	\$5.6M	\$5.6M	\$5.9M	\$5.9M

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 '04	Actual '05	Projected '06	PLoS '07
Daily balancing and depositing of all receipts	1/day	1/day	1/day	1/day

Selected Service Indicators	Actual '04	Actual '05	Approp '06	Budget '07
Quota	4	4	4	4
Personnel Services	184,153	194,943	204,988	211,104
Non Personnel	9,089	5,239	12,100	12,100
Total	193,242	200,182	217,088	223,204
Transactions processed by tellers	138,141	141,800	154,000	120,000
Dollars processed by tellers	\$1.82B	\$1.97B	\$1.58B	\$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 Auditing.

<i>Program Outcomes</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
% of reports completed by the tenth of the month	100%	100%	100%	100%

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	2	2	2	2
Personnel Services	106,492	117,188	122,800	125,847
Non Personnel	1,494	1,451	5,500	5,500
Total	107,986	118,640	128,300	131,347

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 '04</i>	<i>Actual '05</i>	<i>Projected '06</i>	<i>PLOS '07</i>
Quarterly property tax mailings by statutory deadline	4	4	4	4

<i>Selected Service Indicators</i>	<i>Actual '04</i>	<i>Actual '05</i>	<i>Approp '06</i>	<i>Budget '07</i>
Quota	5	5	6	5
Personnel Services	209,698	216,123	259,609	234,751
Non Personnel	178,242	385,846	279,500	211,000
Total	387,940	601,969	539,109	445,751
Real estate tax bills issued	576,448	638,290	599,024	600,000
Personal property tax bills issued	12,712	13,698	11,750	13,000
Motor vehicle excise bills issued	501,076	457,948	405,906	450,000
Boat excise bills issued	2,310	6,428	3,207	3,500
Delinquent real estate notices sent	27,430	54,099	58,586	40,000