

# Administration & Finance

Administration & Finance .....	331
Administration & Finance .....	333
Administration & Finance.....	337
Assessing Department .....	339
Operations.....	343
Valuation .....	344
Executive.....	345
Auditing Department.....	347
Auditing Administration.....	352
Accounting.....	353
Central Payroll.....	354
Grants Monitoring .....	355
Accounts Payable .....	356
Budget Management.....	359
Administration.....	363
Budget & Management .....	364
Revenue Monitoring.....	365
Capital Budgeting .....	366
Risk Management.....	367
Execution of Courts.....	369
Health Insurance .....	371
Human Resources.....	373
Personnel .....	377
Affirmative Action.....	378
Health Benefits & Insurance .....	379
Employee Assistance.....	380
Workers Comp.....	381
Labor Relations.....	383
Labor Relations .....	387
Medicare Payments.....	389
Pensions & Annuities - City.....	391
Pensions & Annuities - County .....	393
Purchasing Division .....	395
Administration .....	399
Procurement.....	400
Central Services .....	401
Registry Division.....	403
Administration .....	407
Vital Statistics .....	408
Depositions .....	409

Treasury Department .....	411
Treasury Division.....	415
Administration .....	419
General Service/Payroll.....	420
Accounting.....	421
Accounts Receivable .....	422
Trust .....	423
Collecting Division.....	425
General Management .....	429
Special Collections .....	430
Payment Services.....	431
Accounting/Quality Control.....	432
Unemployment Compensation .....	433
Workers' Compensation Fund .....	435

# Administration & Finance

David Sweeney, Chief Financial Officer & Collector-Treasurer

## Cabinet Mission

The Administration and Finance Cabinet ensures that city services are delivered with high quality, with high ethical standards, are financially prudent, are responsive to the needs of the citizens of Boston, and consistent with the laws and ordinances governing municipal government.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Administration & Finance	1,505,363	934,781	933,000	1,071,275
	Assessing Department	6,572,032	6,346,438	7,108,092	7,199,877
	Auditing Department	2,539,198	2,493,514	2,665,862	2,705,369
	Budget Management	2,677,087	2,585,057	3,135,987	3,199,976
	Execution of Courts	13,470,377	9,698,309	3,500,000	5,000,000
	Health Insurance	190,870,372	180,006,658	195,756,613	206,208,108
	Human Resources	3,352,701	3,485,222	3,806,730	4,132,833
	Labor Relations	1,228,145	1,364,177	1,424,704	1,424,077
	Medicare Payments	7,752,168	8,577,221	9,320,000	10,000,000
	Pensions & Annuities - City	164,247	3,336,691	4,100,000	5,289,000
	Pensions & Annuities - County	35,334	36,114	100,000	100,000
	Purchasing Division	1,697,083	1,545,202	1,863,465	1,832,369
	Registry Division	994,588	995,448	1,008,374	1,031,501
	Treasury Department	4,368,305	4,524,800	4,316,742	4,385,635
	Unemployment Compensation	34,736	34,251	350,000	350,000
	Workers' Compensation Fund	1,558,012	1,865,719	2,200,000	2,200,000
	<b>Total</b>	<b>238,819,752</b>	<b>227,829,609</b>	<b>241,589,569</b>	<b>256,130,020</b>

<i>External Funds Expenditures</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
Auditing Department	785,512	110,966	180,733	155,037
<b>Total</b>	<b>785,512</b>	<b>110,966</b>	<b>180,733</b>	<b>155,037</b>



# Administration & Finance Operating Budget

*David Sweeney, Chief Financial Office & Collector Treasurer, Appropriation 144*

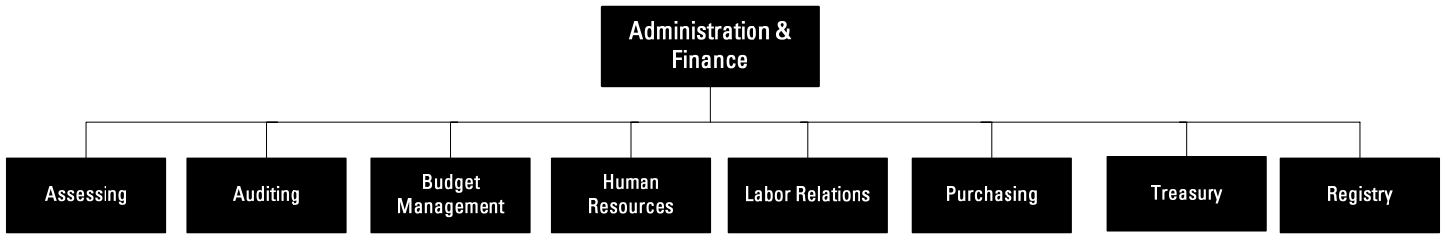
## **Department Mission**

The Office of Finance and Budget supports the long-term growth and stability of the City through sound fiscal stewardship and results driven management of the City's human and financial resources.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Administration & Finance	1,505,363	934,781	933,000	1,071,275
	<b>Total</b>	<b>1,505,363</b>	<b>934,781</b>	<b>933,000</b>	<b>1,071,275</b>

<i>Operating Budget</i>		<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
	Personnel Services	700,035	678,910	727,509	865,675
	Non Personnel	805,328	255,871	205,491	205,600
	<b>Total</b>	<b>1,505,363</b>	<b>934,781</b>	<b>933,000</b>	<b>1,071,275</b>

# Administration & Finance Operating Budget



## *Description of Services*

The Office of Finance and Budget, by working with all departments of the City, works to implement the Mayor's strategic goals, increase organizational performance and manage the City's overall fiscal health.

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	700,035	678,910	727,509	865,675	138,166
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>700,035</b>	<b>678,910</b>	<b>727,509</b>	<b>865,675</b>	<b>138,166</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	15,933	15,166	17,391	17,700	309
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	126	0	500	500	0
52800 Transportation of Persons	225	1,087	600	500	-100
52900 Contracted Services	750,986	232,197	181,500	181,500	0
<b>Total Contractual Services</b>	<b>767,270</b>	<b>248,450</b>	<b>199,991</b>	<b>200,200</b>	<b>209</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	1,433	3,130	3,800	3,500	-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
<b>Total Supplies &amp; Materials</b>	<b>1,433</b>	<b>3,130</b>	<b>3,800</b>	<b>3,500</b>	<b>-300</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	21,891	2,275	1,700	1,900	200
<b>Total Current Chgs &amp; Oblig</b>	<b>21,891</b>	<b>2,275</b>	<b>1,700</b>	<b>1,900</b>	<b>200</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	14,734	0	0	0	0
55900 Misc Equipment	0	2,016	0	0	0
<b>Total Equipment</b>	<b>14,734</b>	<b>2,016</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>1,505,363</b>	<b>934,781</b>	<b>933,000</b>	<b>1,071,275</b>	<b>138,275</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Asst	EXM	04	1.00	62,444	Prin Adm Assistant	EXM	10	1.00	81,260
Data Proc Systems Analyst	EXM	06	1.00	81,405	Program Director	EXM	09	1.00	90,538
Director Administrative Services	CDH	NG	1.00	147,398	Special Advisor	EXM	10	1.00	113,587
Exec Assistant	MYO	06	1.00	65,123	Special Advisor to the CFO	MYN	NG	1.00	117,982
Performance Analyst	EXM	06	1.00	74,433	Special Asst	EXM	08	1.00	97,763
					<b>Total</b>			<b>10</b>	<b>931,935</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				15,000
					Chargebacks				0
					Salary Savings				-81,260
					<b>FY17 Total Request</b>				<b>865,675</b>



# Program 1. Administration & Finance

*David Sweeney, Chief Financial Office & Collector Treasurer, Organization 144100*

**Program Description**

The Finance & Budget Program assists in supporting the City’s long-term growth and stability by working with all departments to strengthen and improve the City’s financial and administrative resources.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	700,035	678,910	727,509	865,675
Non Personnel	805,328	255,871	205,491	205,600
<b>Total</b>	<b>1,505,363</b>	<b>934,781</b>	<b>933,000</b>	<b>1,071,275</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.

## Selected Performance Strategies

### Operations

- To process personal exemption applications in a timely and responsive manner.

### Valuation

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

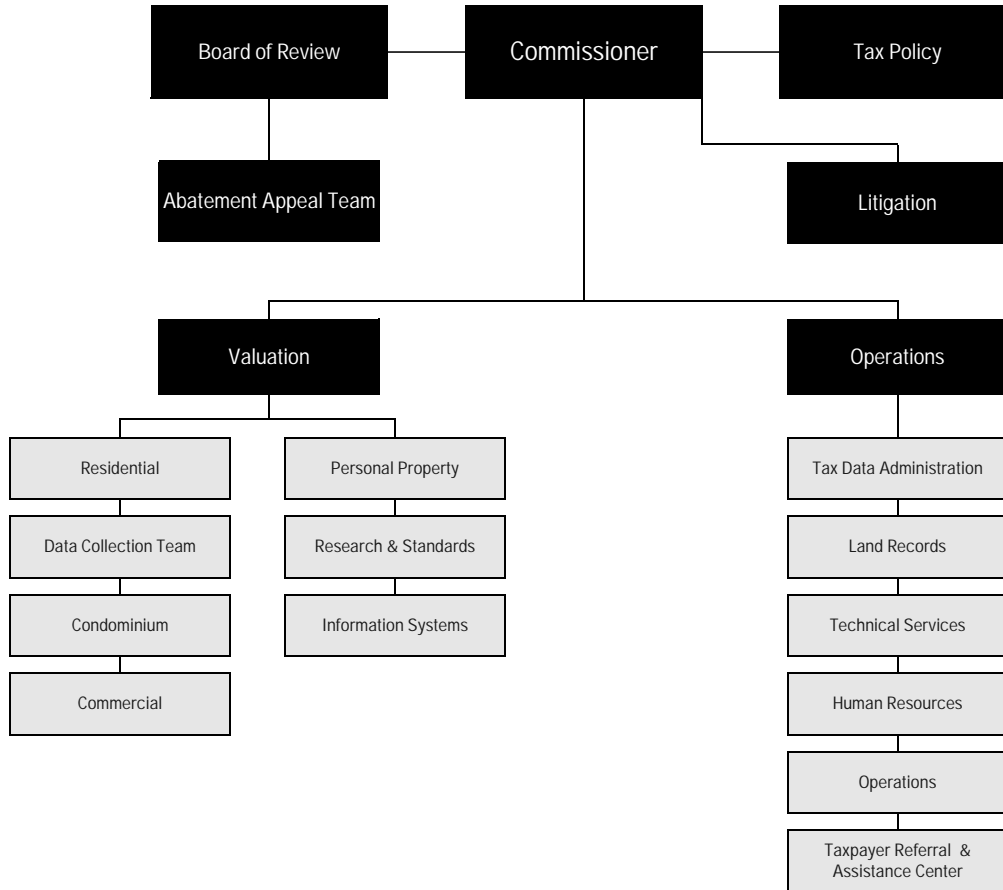
### Executive

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

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Operations	1,874,432	1,932,134	2,151,933	2,141,195
	Valuation	3,245,335	3,285,108	3,736,859	3,801,613
	Executive	1,452,265	1,129,196	1,219,300	1,257,069
	<b>Total</b>	<b>6,572,032</b>	<b>6,346,438</b>	<b>7,108,092</b>	<b>7,199,877</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	5,848,431	5,910,905	6,467,191	6,588,411
	Non Personnel	723,601	435,533	640,901	611,466
	<b>Total</b>	<b>6,572,032</b>	<b>6,346,438</b>	<b>7,108,092</b>	<b>7,199,877</b>

# Assessing Department Operating Budget



## ***Authorizing Statutes***

- Organizations, CBC St. 6 §§ 100-107; CBC Ord. §§ 6-2.1-6-2.5.
- Taxation, M.G.L.A. cc. 59, 60A-B, 61A-B, 121A.
- Abatement of Back Taxes, M.G.L.A. c. 58, § 8.
- Classification, M.G.L.A. c.59, § 2A; M.G.L.A. c. 40, § 56.
- Annual Assessment, M.G.L.A. c. 59 § 21C.
- Proposition 2 1/2, M.G.L.A. c. 59 § 21C.
- Cherry Sheets - State Aid, M.G.L.A. c. 58, §§ 18B, 18C, 18F, 20A, 25, 25A; M.G.L.A. c. 29, §§ 20, 71.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	5,822,625	5,905,872	6,444,191	6,576,411	132,220
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	25,648	5,033	23,000	12,000	-11,000
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	158	0	0	0	0
<b>Total Personnel Services</b>	<b>5,848,431</b>	<b>5,910,905</b>	<b>6,467,191</b>	<b>6,588,411</b>	<b>121,220</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	61,239	37,398	40,000	40,000	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	9,323	5,159	18,000	18,000	0
52800 Transportation of Persons	13,259	13,380	18,400	20,000	1,600
52900 Contracted Services	482,102	219,448	346,100	371,100	25,000
<b>Total Contractual Services</b>	<b>565,923</b>	<b>275,385</b>	<b>422,500</b>	<b>449,100</b>	<b>26,600</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
53000 Auto Energy Supplies	879	340	714	716	2
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	51,448	44,178	108,000	48,000	-60,000
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
<b>Total Supplies &amp; Materials</b>	<b>52,327</b>	<b>44,518</b>	<b>108,714</b>	<b>48,716</b>	<b>-59,998</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	0	128	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	79,174	104,080	109,687	113,650	3,963
<b>Total Current Chgs &amp; Oblig</b>	<b>79,174</b>	<b>104,208</b>	<b>109,687</b>	<b>113,650</b>	<b>3,963</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	22,844	11,422	0	0	0
55600 Office Furniture & Equipment	3,333	0	0	0	0
55900 Misc Equipment	0	0	0	0	0
<b>Total Equipment</b>	<b>26,177</b>	<b>11,422</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>6,572,032</b>	<b>6,346,438</b>	<b>7,108,092</b>	<b>7,199,877</b>	<b>91,785</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
121A Manager, BOR	EXM	10	1.00	113,587	Jr Assessing Draftsperson	AFJ	16A	1.00	68,899
Admin Analyst	SU4	14	11.00	546,838	Manager, Litigation Support	EXM	10	1.00	113,587
Admin Asst	SU4	15	4.00	239,479	Member Bd of Review	EXM	NG	1.00	85,234
Admin Asst	SU4	16	2.00	122,171	Office Manager	SU4	16	4.00	250,403
Admin Asst	SU4	18	1.00	84,405	Operations Manager	EXM	12	1.00	125,114
Asst Assessor	AFB	16A	1.00	50,325	Personnel Officer	SU4	14	1.00	45,730
Asst Assessor	AFL	16A	6.00	375,553	Prin Admin Assistant	SE1	08	4.00	381,247
Asst Assessor (Trainee II)	AFL	14	4.00	177,481	Prin Admin Assistant	SE1	09	3.00	315,010
Asst Dir-Assessing Plan Maint	AFJ	19A	1.00	90,666	Prin Data Proc Systems Analyst	SE1	10	2.00	227,174
Commissioner	CDH	NG	1.00	144,624	Property Officer	SU4	12	1.00	47,401
Dir Human Resources	EXM	08	1.00	87,294	Research Analyst	SU4	16	2.00	115,456
Dir of Personal Property	EXM	09	1.00	105,003	Research Assessor	AFL	18	1.00	80,601
Dir of Tax Policy	EXM	10	1.00	109,152	Sr Adm Analyst	SE1	06	5.00	368,883
Director Assessing Services	SE1	07	6.00	498,312	Sr Assessing Draftsperson	AFJ	18A	2.00	146,804
Director of Research	EXM	10	1.00	113,587	Sr Data Proc Sys Analyst	SE1	08	2.00	169,050
Director of Valuation	EXM	12	1.00	113,743	Sr Research Analyst	SU4	18	2.00	163,998
Exec Assistant	EXM	13	1.00	130,211	Supv-Asst Assessors	AFL	18	10.00	778,198
Head Clerk	SU4	12	3.00	115,004	Title Examiner	SU4	13	1.00	41,207
					<b>Total</b>			<b>91</b>	<b>6,741,431</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				50,327
					Chargebacks				0
					Salary Savings				-215,347
					<b>FY17 Total Request</b>				<b>6,576,411</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 email.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	1,675,350	1,793,192	1,921,732	1,987,779
Non Personnel	199,082	138,942	230,201	153,416
<b>Total</b>	<b>1,874,432</b>	<b>1,932,134</b>	<b>2,151,933</b>	<b>2,141,195</b>

## *Performance*

**Strategy:** To process personal exemption applications in a timely and responsive manner.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of personal exemption applications processed within 15 days	100%	100%	100%	100%

# Program 2. Valuation

Gayle Willett, *Manager, Organization 136200*

## Program Description

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

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	3,032,217	3,066,134	3,488,459	3,546,363
Non Personnel	213,118	218,974	248,400	255,250
<b>Total</b>	<b>3,245,335</b>	<b>3,285,108</b>	<b>3,736,859</b>	<b>3,801,613</b>

## Performance

**Strategy:** To maintain accurate parcel and ownership data so as to ensure a fair assessment system.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of maintenance parcels inspected	100%	100%	100%	100%

**Strategy:** To maintain and ensure data quality for all real and personal property to produce consistent and accurate values.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of residential and condo abatement applications reviewed	100%	100%	100%	100%

**Strategy:** To resolve abatements in a timely and responsive manner.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of first time commercial abatement applications reviewed	100%	100%	100%	100%



# 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.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	1,140,864	1,051,579	1,057,000	1,054,269
Non Personnel	311,401	77,617	162,300	202,800
<b>Total</b>	<b>1,452,265</b>	<b>1,129,196</b>	<b>1,219,300</b>	<b>1,257,069</b>

## Performance

**Strategy:** To resolve taxpayer inquiries in a timely and responsive manner.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of public requests to Commissioner's office addressed within 2 days	100%	100%	100%	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.

### Selected Performance Strategies

#### Accounting

- To provide timely and accurate financial reporting.

#### Central Payroll

- To ensure the timely management of reported time and Payroll Confirm.

#### Grants Monitoring

- To provide timely and accurate reporting for Federal Awards.

#### Accounts Payable

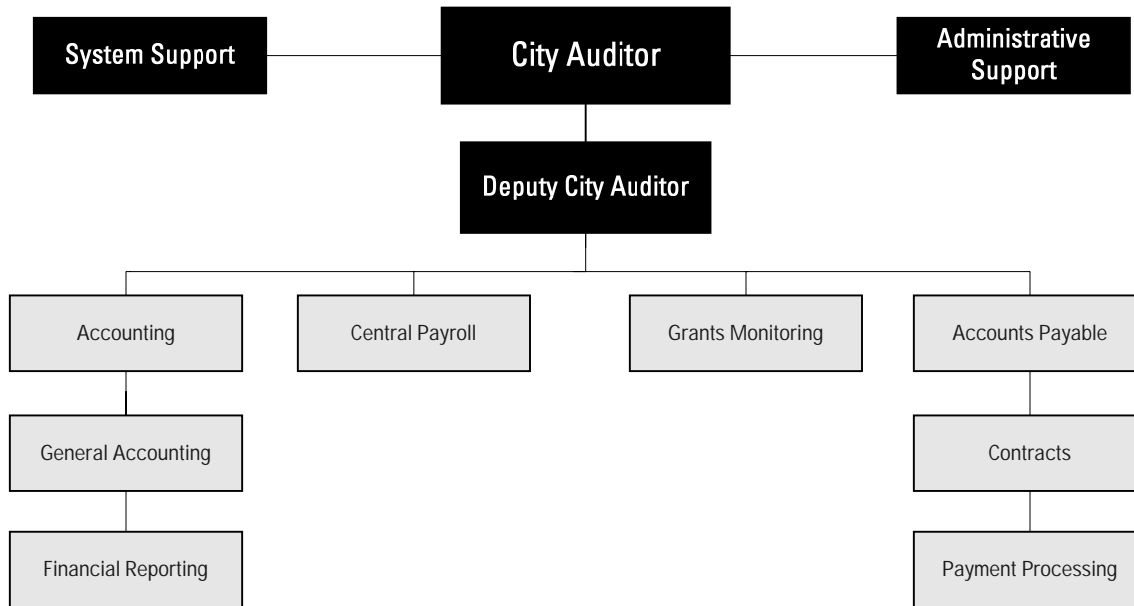
- To review, process, and record financial transactions.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Administration	482,471	412,249	519,600	533,948
	Accounting	679,068	624,304	699,452	705,579
	Central Payroll	512,253	446,054	541,850	528,653
	Grants Monitoring	179,756	267,190	151,683	160,867
	Accounts Payable	685,650	743,717	753,277	776,322
	<b>Total</b>	<b>2,539,198</b>	<b>2,493,514</b>	<b>2,665,862</b>	<b>2,705,369</b>

External Funds Budget	Fund Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	BAIS Financials Upgrade	684,542	110,966	0	0
	Earned Indirect	100,970	0	180,733	155,037
	<b>Total</b>	<b>785,512</b>	<b>110,966</b>	<b>180,733</b>	<b>155,037</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	2,388,818	2,407,061	2,589,791	2,624,872
	Non Personnel	150,380	86,453	76,071	80,497
	<b>Total</b>	<b>2,539,198</b>	<b>2,493,514</b>	<b>2,665,862</b>	<b>2,705,369</b>

# Auditing Department Operating Budget



## ***Authorizing Statutes***

- Annual Audit, 31 U.S.C. § 7502; M.G.L.A. c. 41, §§ 50, 53; M.G.L.A. c. 44, §§ 40, 53D; M.G.L.A. c. 60 § 97; Tregor, 1982 Mass. Acts ch. 190, § 14; CBC Ord. § 6-1.5.
- Annual Appropriation, M.G.L.A. c. 41, §§ 57-58; 1982 Mass. Acts 190, § 18; 1986 Mass. Acts ch. 701, § 3, 7-10; CBC St. 6 § 252; CBC Ord. § 6-1.10.
- Execution of Contracts, M.G.L.A. c 41, § 17; CBC St. 4 §§ 7-8; CBC Ord. § 5-5.28.
- Payment of Bills, M.G.L.A. c.41, §§ 51, 56; CBC Ord. § 5-5.27; CBC Ord. §§ 6-1.4-6-1.6; CBC Ord. § 11-6.37.
- Payment of Payrolls, M.G.L.A. c. 41, § 56; Tregor, 1982 Mass. Acts ch. 190 § 18; 1986 Mass. Acts ch. 701 § 9; CBC Ord. § 5-5.29; CBC Ord. § 6-1.3.
- Debt Service, Tregor, 1982 Mass. Acts ch. 190 §§ 4,8; M.G.L.A. c.41, § 57, CBC St. 6 §§ 254-255; CBC Ord. § 6-1.2.
- Financial Accounting and Reporting, 31 U.S.C. § 7502; M.G.L.A. c.41, §§ 54, 57-58, 61; M.G.L.A. c.44, § 43; CBC St.6 §§ 2-3; CBC Ord. § 5-5.34 ;CBC Ord. §§ 6-1.7-6-1.8.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	2,348,593	2,395,261	2,580,791	2,615,872	35,081
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	35,262	11,800	9,000	9,000	0
51600 Unemployment Compensation	4,963	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>2,388,818</b>	<b>2,407,061</b>	<b>2,589,791</b>	<b>2,624,872</b>	<b>35,081</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	7,227	2,397	7,301	7,296	-5
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	17,984	10,340	0	0	0
52700 Repairs & Service of Equipment	3,245	7,315	8,821	8,821	0
52800 Transportation of Persons	7,913	5,964	8,800	9,155	355
52900 Contracted Services	48,485	39,311	34,450	40,124	5,674
<b>Total Contractual Services</b>	<b>84,854</b>	<b>65,327</b>	<b>59,372</b>	<b>65,396</b>	<b>6,024</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	11,924	10,945	10,479	9,016	-1,463
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	128	45	155	0	-155
<b>Total Supplies &amp; Materials</b>	<b>12,052</b>	<b>10,990</b>	<b>10,634</b>	<b>9,016</b>	<b>-1,618</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	13,440	6,592	6,065	6,085	20
<b>Total Current Chgs &amp; Oblig</b>	<b>13,440</b>	<b>6,592</b>	<b>6,065</b>	<b>6,085</b>	<b>20</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	40,034	3,544	0	0	0
<b>Total Equipment</b>	<b>40,034</b>	<b>3,544</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>2,539,198</b>	<b>2,493,514</b>	<b>2,665,862</b>	<b>2,705,369</b>	<b>39,507</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary	
Admin Analyst	SE1	04	2.00	132,226	Prin Admin Assistant	SE1	08	2.00	165,387	
Admin Asst	SE1	05	1.00	74,701	Senior Admin Asst	SE1	07	1.00	89,449	
Asst City Auditor	SE1	09	2.00	210,006	Sr Accountant	SU4	13	4.00	203,200	
Asst Prin Accountant	SU4	14	3.00	170,140	Sr Adm Analyst	SE1	06	5.00	380,661	
City Auditor	CDH	NG	1.00	125,126	Sr Data Proc Sys Analyst	SE1	09	1.00	105,003	
Deputy City Auditor	EXM	11	1.00	120,560	Sr Res Analyst	SE1	03	1.00	47,539	
Head Account Clerk	SU4	12	4.00	187,420	Sr. Research Analyst	SE1	03	3.00	185,485	
P Admin Asst	SE1	10	2.00	225,561	Supv-Acctng(TransDiv)(Aud)	SE1	05	1.00	74,701	
Prin Admin Analyst	SE1	07	2.00	178,898	Supv-Acctng(Auditing)	SE1	05	2.00	131,659	
					<b>Total</b>				<b>38</b>	<b>2,807,721</b>
					<b>Adjustments</b>					
					Differential Payments				0	
					Other				35,162	
					Chargebacks				-180,460	
					Salary Savings				-46,551	
					<b>FY17 Total Request</b>				<b>2,615,872</b>	

# External Funds History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	178,531	39,420	180,733	142,437	-38,296
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	777	0	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	0	0	0	0	0
51500 Pension & Annuity	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
51800 Indirect Costs	0	0	0	0	0
51900 Medicare	0	0	0	0	0
<b>Total Personnel Services</b>	<b>179,308</b>	<b>39,420</b>	<b>180,733</b>	<b>142,437</b>	<b>-38,296</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	0	0	0	0	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	0	0	0	0	0
52800 Transportation of Persons	0	150	0	0	0
52900 Contracted Services	576,204	5,080	0	12,600	12,600
<b>Total Contractual Services</b>	<b>576,204</b>	<b>5,230</b>	<b>0</b>	<b>12,600</b>	<b>12,600</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	0	6,424	0	0	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	68	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>0</b>	<b>6,492</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	30,000	75	0	0	0
<b>Total Current Chgs &amp; Oblig</b>	<b>30,000</b>	<b>75</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	2,027	0	0	0
<b>Total Equipment</b>	<b>0</b>	<b>2,027</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
56200 Special Appropriation	0	57,722	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>57,722</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>785,512</b>	<b>110,966</b>	<b>180,733</b>	<b>155,037</b>	<b>-25,696</b>

# Program 1. Administration

*Vacant, Manager, Organization 131100*

## **Program Description**

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

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	428,261	383,494	507,899	522,100
Non Personnel	54,210	28,755	11,701	11,848
<b>Total</b>	<b>482,471</b>	<b>412,249</b>	<b>519,600</b>	<b>533,948</b>

## *Performance*

**Strategy:** To provide a support structure for effective management and operational control.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of information requests processed within 10 days	80%	92%	100%	100%
Information requests processed	15	22	12	13
Information requests processed within 10 days	12	20	11	13



# 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).

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	660,036	614,663	689,409	685,982
Non Personnel	19,032	9,641	10,043	19,597
<b>Total</b>	<b>679,068</b>	<b>624,304</b>	<b>699,452</b>	<b>705,579</b>

## *Performance*

**Strategy:** To provide timely and accurate financial reporting.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of journal vouchers completed within 3 days	100%	100%	98%	100%
Annual Comprehensive Financial Report published within time frame	1	1	1	1
Journal vouchers completed within 3 days - accounting	2,086	1,782	2,127	1,500
Journal vouchers processed completed	2,086	1,782	2,161	1,500

# Program 3. Central Payroll

*Michael O'Keefe, 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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	497,922	441,048	533,394	520,883
Non Personnel	14,331	5,006	8,456	7,770
<b>Total</b>	<b>512,253</b>	<b>446,054</b>	<b>541,850</b>	<b>528,653</b>

## **Performance**

**Strategy:** To ensure the timely management of reported time and Payroll Confirm

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of payroll confirms met within scheduled time frame	75%	88%	92%	90%
Payrolls confirmed within scheduled time frame	40	46	47	47
Scheduled payroll confirms	53	52	51	52

# Program 4. Grants Monitoring

*Kelli Lazar, 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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	174,059	264,166	147,104	155,708
Non Personnel	5,697	3,024	4,579	5,159
<b>Total</b>	<b>179,756</b>	<b>267,190</b>	<b>151,683</b>	<b>160,867</b>

## *Performance*

**Strategy:** To provide timely and accurate reporting for Federal Awards.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of journal vouchers processed within 3 days	61%	96%	99%	90%
Annual Single Audit report published within time frame	1	2	1	1
Journal vouchers processed grants	1,633	1,545	1,172	1,050
Journal vouchers processed grants within 3 days	1,003	1,481	1,164	1,029

# 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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	628,540	703,690	711,985	740,199
Non Personnel	57,110	40,027	41,292	36,123
<b>Total</b>	<b>685,650</b>	<b>743,717</b>	<b>753,277</b>	<b>776,322</b>

## **Performance**

**Strategy:** To review, process, and record financial transactions.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of accounts payable vendor Invoices approved in 10 days	89%	98%	99%	90%
Vendor Invoices approved	57,392	48,089	50,445	60,000
Vendor invoices approved within 10 days of receipt	51,234	47,283	50,260	54,000

# External Funds Projects

## *B AIS Financials Upgrade*

### ***Project Mission***

To implement the PeoplesSoft Financials application upgrade based on adoption of leading practices for financial management, while improving customer support and maintaining appropriate controls and financial management. This upgrade was being funded with a combination of capital, Erate reimbursement and Indirect resources and went into production in FY13.

## *Earned Indirect*

### ***Project Mission***

Earned Indirect is funding provided through various grants to cover the City's cost of supporting the operations of these grants. This funding is used to support two administrative positions in the Grant Monitoring Program of the Auditing Department.



# Budget Management Operating Budget

*Katie Hammer, Director, Appropriation 141*

## Department Mission

The Office of Budget Management (OBM) promotes the high quality delivery of services to Boston's residents in a cost effective way. OBM evaluates City programs and then uses analysis to build, present, and manage the Mayor's operating budget. OBM also creates the capital plan. The capital plan is a strategic document that shows how the City's investment in its infrastructure, such as bridges and roads, contributes to Boston's future. The City also uses the plan to make smart spending decisions and protect its assets.

### Selected Performance Strategies

#### Budget & Management

- To ensure a balanced budget that achieves its stated objectives.
- To monitor service delivery and its relationship to financial resources.

#### Revenue Monitoring

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

#### Capital Budgeting

- To maintain debt service costs at 7% or less of operating budget expenditures.

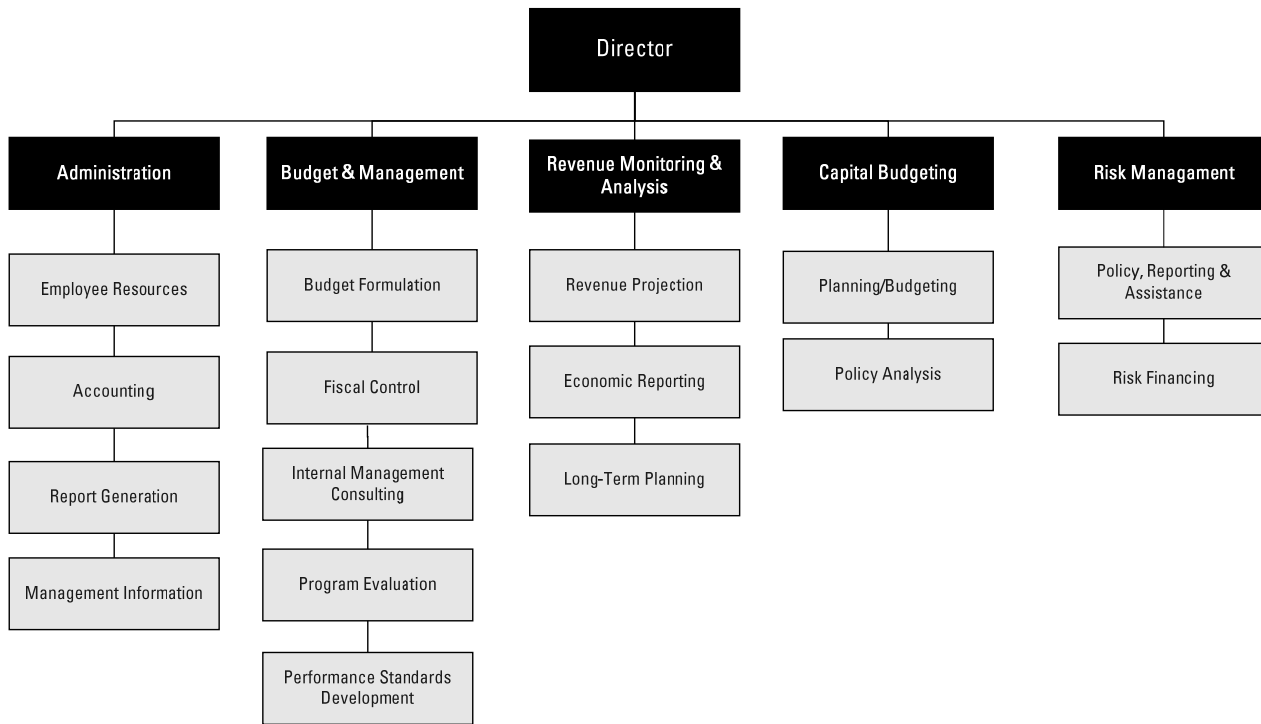
#### Risk Management

- To develop and implement a city-wide risk financing strategy.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Administration	1,213,941	1,170,876	1,372,221	1,516,020
	Budget & Management	516,639	531,594	887,190	810,690
	Revenue Monitoring	284,723	225,956	186,675	193,368
	Capital Budgeting	485,389	483,707	507,013	490,356
	Risk Management	176,395	172,924	182,888	189,542
	<b>Total</b>	<b>2,677,087</b>	<b>2,585,057</b>	<b>3,135,987</b>	<b>3,199,976</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	2,206,063	2,075,679	2,425,956	2,284,345
	Non Personnel	471,024	509,378	710,031	915,631
	<b>Total</b>	<b>2,677,087</b>	<b>2,585,057</b>	<b>3,135,987</b>	<b>3,199,976</b>

# Budget Management Operating Budget



## ***Authorizing Statutes***

- Annual Appropriation Process, Tregor, 1982 Mass. Acts ch. 190 § 15; 1986 Mass. Acts ch. 701, § 2.
- Reserve Fund, 1986 Mass. Acts ch. 701, § 7.
- Budget Allotment Process and Reallocations, Tregor, 1982 Mass. Acts ch. 190 § 18; 1986 Mass. Acts ch. 701, § 8-9.
- Duties of Supervisor of Budgets, CBC Ord. § 5-1.5.
- Transfer of Appropriations, Tregor, 1982 Mass. Acts ch. 190 § 23; 1986 Mass. Acts ch. 701, § 3.
- Penalty for Overspending Budget, Tregor, 1982 Mass. Acts ch. 190, § 17.

## ***Description of Services***

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



# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	2,182,209	2,049,960	2,401,956	2,260,345	-141,611
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	23,854	25,719	24,000	24,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>2,206,063</b>	<b>2,075,679</b>	<b>2,425,956</b>	<b>2,284,345</b>	<b>-141,611</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	5,584	1,631	11,000	11,000	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	3,118	205	3,500	3,500	0
52800 Transportation of Persons	1,752	3,762	5,675	6,275	600
52900 Contracted Services	302,453	350,320	486,481	686,481	200,000
<b>Total Contractual Services</b>	<b>312,907</b>	<b>355,918</b>	<b>506,656</b>	<b>707,256</b>	<b>200,600</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	2,859	2,880	4,100	4,100	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	112	167	1,500	1,500	0
<b>Total Supplies &amp; Materials</b>	<b>2,971</b>	<b>3,047</b>	<b>5,600</b>	<b>5,600</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	155,146	150,413	197,775	202,775	5,000
<b>Total Current Chgs &amp; Oblig</b>	<b>155,146</b>	<b>150,413</b>	<b>197,775</b>	<b>202,775</b>	<b>5,000</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	0	0	0	0
<b>Total Equipment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>2,677,087</b>	<b>2,585,057</b>	<b>3,135,987</b>	<b>3,199,976</b>	<b>63,989</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Asst	SU4	16	1.00	69,406	Prin Admin Assistant	SE1	08	2.00	173,445
Admin Secretary	SU4	14	1.00	57,078	Spec Asst I	MYO	10	1.00	68,286
Budget Policy Analyst	MYO	07	1.00	71,700	Special Asst to the Director	EXM	12	1.00	111,883
Dep Director	MYO	14	1.00	111,367	Sr Adm Analyst	SE1	06	1.00	81,405
Deputy Director	EXM	14	1.00	137,962	Sr Data Proc Sys Analyst	SE1	09	1.00	105,003
Exec Assistant	EXM	10	3.00	340,761	Sr Finance Manager	MYO	10	1.00	90,724
Management Analyst	SE1	06	7.00	499,335	Sr Management Analyst	SE1	08	2.00	163,199
					Supervisor of Budgets	CDH	NG	1.00	135,371
					<b>Total</b>			<b>25</b>	<b>2,216,924</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				31,700
					Chargebacks				56,794
					Salary Savings				-45,073
					<b>FY17 Total Request</b>				<b>2,260,345</b>

# Program 1. Administration

*Katie Hammer, 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, IT support and training, and internal report production.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	810,221	746,768	773,685	917,184
Non Personnel	403,720	424,108	598,536	598,836
<b>Total</b>	<b>1,213,941</b>	<b>1,170,876</b>	<b>1,372,221</b>	<b>1,516,020</b>

## *Performance*

**Strategy:** To maintain the operational efficiency of the department to support achievement of department objectives.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of available regular hours worked	99%	98%	98%	99%

**Strategy:** To plan, develop, and deliver training programs in response to needs to strengthen and upgrade workplace skills.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Hours of continuing Professional Education Training	214	149	252	175

# Program 2. Budget & Management

*James M. Williamson, Manager, Organization 141200*

## Program Description

The Budget & Management 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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	516,599	530,794	884,290	607,790
Non Personnel	40	800	2,900	202,900
<b>Total</b>	<b>516,639</b>	<b>531,594</b>	<b>887,190</b>	<b>810,690</b>

## Performance

**Strategy:** To ensure a balanced budget that achieves its stated objectives.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Balanced budget submitted to City Council	1	1	1	1

**Strategy:** To monitor service delivery and its relationship to financial resources.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Monthly expenditure variance reports available to city departments	10	10	10	10

# Program 3. Revenue Monitoring

*Sheila Lee, Acting 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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	284,714	225,781	185,175	191,568
Non Personnel	9	175	1,500	1,800
<b>Total</b>	<b>284,723</b>	<b>225,956</b>	<b>186,675</b>	<b>193,368</b>

## *Performance*

**Strategy:** To ensure a balanced budget that achieves its stated goals.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% by which actual revenues exceed actual expenditures	0.4%	0.3%	0.4%	0.3%

# Program 4. Capital Budgeting

*John Hanlon, Manager, Organization 141500*

## **Program Description**

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

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	485,073	459,587	468,473	451,816
Non Personnel	316	24,120	38,540	38,540
<b>Total</b>	<b>485,389</b>	<b>483,707</b>	<b>507,013</b>	<b>490,356</b>

## *Performance*

**Strategy:** To maintain debt service costs at 7% or less of operating budget expenditures.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Debt service costs as a % of operating expenditures	5.6%	5.7%	5.7%	5.7%

# Program 5. Risk Management

Lynda Fraley, Manager, Organization 141600

## Program Description

The Risk Management Program develops and implements the City's integrated risk financing program, which includes self-insurance and commercial policies. The program also assists other City departments in their efforts to minimize costs related to property losses and legal injury and medical claims.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	109,456	112,749	114,333	115,987
Non Personnel	66,939	60,175	68,555	73,555
<b>Total</b>	<b>176,395</b>	<b>172,924</b>	<b>182,888</b>	<b>189,542</b>

## Performance

**Strategy:** To develop and implement a city-wide risk financing strategy.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of Risk financing strategy implemented	88%	88%	89%	89%

**Strategy:** To promote improved city-wide risk management efforts and lower related costs.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
City-wide risk management reviews or improvements	2	2	2	2





# 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 '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Execution of Courts	13,470,377	9,698,310	3,500,000	5,000,000
	<b>Total</b>	<b>13,470,377</b>	<b>9,698,310</b>	<b>3,500,000</b>	<b>5,000,000</b>



# Health Insurance Operating Budget

**Appropriation 148**

**Department Mission**

The Health Insurance appropriation provides funding for a variety of health insurance, dental care, vision care, and life insurance plans to approximately 29,000 active employee and retiree subscribers within the guidelines of MGL Chapter 32B.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Health Insurance	190,870,372	180,006,658	195,756,613	206,208,108
	<b>Total</b>	<b>190,870,372</b>	<b>180,006,658</b>	<b>195,756,613</b>	<b>206,208,108</b>



# Human Resources Operating Budget

Vivian Leonard, Director, Appropriation 142

## Department Mission

The mission of the Office of Human Resources is to help departments attract, motivate, retain, manage, and develop qualified and productive employees. The Office also provides unemployment benefits where necessary, as well as health and life insurance and workers' compensation benefits.

## Selected Performance Strategies

### Personnel

- To improve attendance by monitoring and reducing absenteeism (non-public safety/BPS).
- To track all new hires by race, gender and salary on a monthly basis.

### Affirmative Action

- To recruit and sustain a workforce that reflects Boston's diverse population.
- To track city-wide promotions by race, gender, and salary on a monthly basis.

### Health Benefits & Insurance

- To provide eligible employees and retirees with life and health insurance benefits that meet as many of their individual needs as possible at a reasonable cost to the City.

### Employee Assistance

- To provide immediate and proper response to those seeking assistance through EAP.

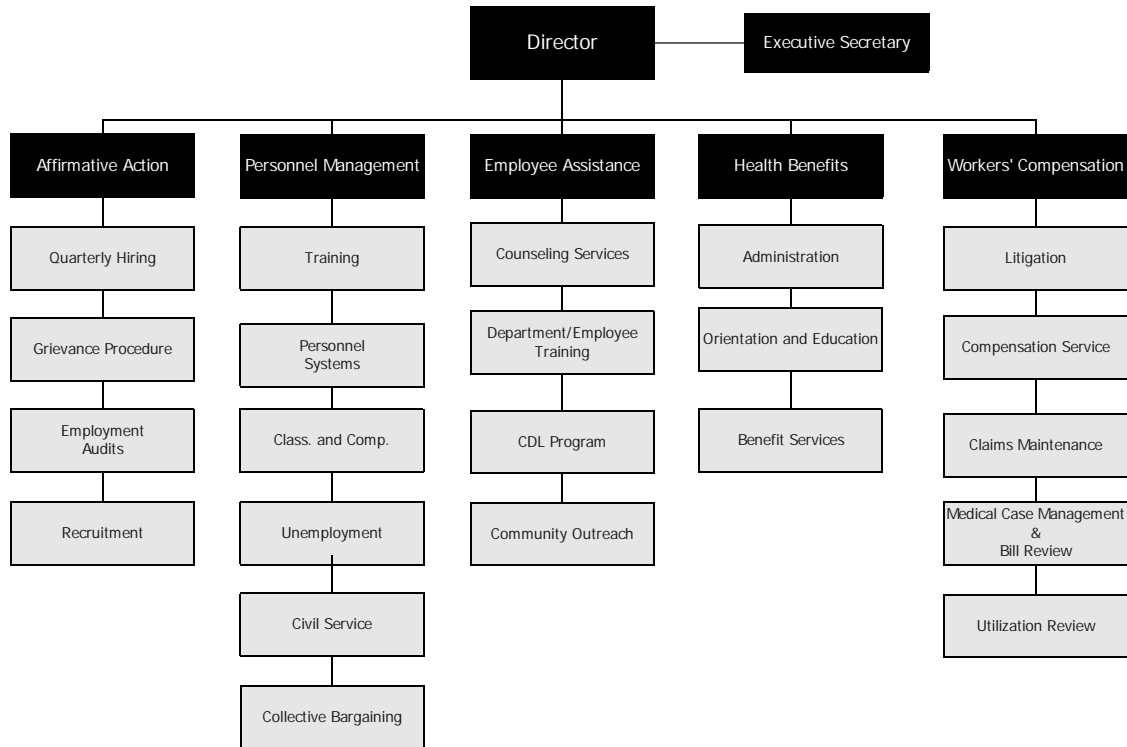
### Workers' Compensation

- To process injury claims promptly.
- To reduce medical and indemnity costs associated with workers' compensation claims.
- To return injured employees to work as soon as possible.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Personnel	1,598,631	1,813,038	1,918,528	2,232,258
	Affirmative Action	112,801	77,197	71,748	72,407
	Health Benefits & Insurance	609,169	590,910	699,626	722,365
	Employee Assistance	147,344	80,730	86,226	86,456
	Workers' Compensation	884,756	923,347	1,030,602	1,019,347
	<b>Total</b>	<b>3,352,701</b>	<b>3,485,222</b>	<b>3,806,730</b>	<b>4,132,833</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	2,946,568	3,132,304	3,423,952	3,722,593
	Non Personnel	406,133	352,918	382,778	410,240
	<b>Total</b>	<b>3,352,701</b>	<b>3,485,222</b>	<b>3,806,730</b>	<b>4,132,833</b>

# Human Resources Operating Budget



## ***Authorizing Statutes***

- Civil Service, M.G.L.A. c. 31.
- Collective Bargaining, M.G.L.A. C. 150E.
- Compensation of Employees; CBC Ord. § 5-5.18; M.G.L.A. c. 41, § 41.
- Employees Subject to Civil Service Laws, CBC St. 5 § 110.
- Duties of Supervisor of Personnel, CBC Ord. § 5-1.6.
- Generally, M.G.L.A. c. 152.
- County Employees Salary Classification, M.G.L.A. c. 35, § 56.
- Third Parties; Subrogation, M.G.L.A. c. 152, § 15.
- Group Insurance Plan to Municipalities, M.G.L.A. c. 32B, §§ 1-19.
- Operation As Self-Insurer, M.G.L.A. c. 152, § 25.
- Second Injury Reimbursement, M.G.L.A. c. 152, § 37.
- Special Fund; Trust Fund; Assessment Base and Rates; Payments; Reports; Audits, M.G.L.A. c. 152, § 65.

## ***Description of Services***

Human Resources supplies departments with systems with which to manage hiring, compensation, and promotion. It pursues good labor relations, monitors unemployment benefits, and conducts affirmative action and recruitment programs as well as a full range of training programs. Additionally, the Department operates elements of the City's risk management program including employee assistance and managing attendance. As a direct service to both active and retired employees, the Department provides comprehensive and economical health insurance and life insurance, as well as access to all records.

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	2,914,742	3,094,847	3,380,499	3,641,869	261,370
51100 Emergency Employees	30,389	28,130	43,453	80,724	37,271
51200 Overtime	1,437	1,100	0	0	0
51600 Unemployment Compensation	0	8,227	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>2,946,568</b>	<b>3,132,304</b>	<b>3,423,952</b>	<b>3,722,593</b>	<b>298,641</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	10,566	4,283	20,400	12,400	-8,000
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	1,045	1,070	3,000	2,000	-1,000
52800 Transportation of Persons	2,450	5,025	4,800	6,650	1,850
52900 Contracted Services	156,897	99,810	115,600	123,900	8,300
<b>Total Contractual Services</b>	<b>170,958</b>	<b>110,188</b>	<b>143,800</b>	<b>144,950</b>	<b>1,150</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	55,928	50,963	41,650	72,200	30,550
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>55,928</b>	<b>50,963</b>	<b>41,650</b>	<b>72,200</b>	<b>30,550</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	177,854	181,948	191,528	193,090	1,562
<b>Total Current Chgs &amp; Oblig</b>	<b>177,854</b>	<b>181,948</b>	<b>191,528</b>	<b>193,090</b>	<b>1,562</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	4,088	0	0	0
55900 Misc Equipment	1,393	5,731	5,800	0	-5,800
<b>Total Equipment</b>	<b>1,393</b>	<b>9,819</b>	<b>5,800</b>	<b>0</b>	<b>-5,800</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>3,352,701</b>	<b>3,485,222</b>	<b>3,806,730</b>	<b>4,132,833</b>	<b>326,103</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary	
Admin Asst	SU4	15	2.00	105,502	Office Manager	SU4	16	1.00	69,406	
Affirm Action Monitor	SE1	05	1.00	74,701	Personnel Asst	SU4	17	1.00	75,056	
Alcoholism Coord I	SU4	18	1.00	84,405	Prin Adm Assistant	SE1	07	1.00	89,449	
Assoc Director (EAP)	EXM	09	1.00	90,311	Prin Admin Assistant	SE1	08	2.00	195,527	
Asst Corp Counsel III	EXM	08	1.00	69,276	Principal Clerk	SU4	10	1.00	40,013	
Data Proc System Analyst	SE1	06	2.00	137,126	Residency Investigator	MYN	NG	2.00	101,118	
Director Operations	EXM	12	1.00	112,503	Senior Admin Asst	SE1	07	1.00	89,449	
Employee Devel Coor	SE1	08	1.00	97,764	Senior Personel Analyst	SE1	06	2.00	162,811	
Head Account Clerk	SU4	12	3.00	138,651	Sr Adm Asst	EXM	09	1.00	105,003	
Head Clerk	SU4	12	3.00	142,223	Sr Adm Asst	SE1	06	3.00	230,434	
Head Clerk & Secretary	SU4	13	1.00	52,786	Sr Adm Asst	SE1	08	3.00	274,204	
Health Insurance Coordinator	EXM	12	1.00	104,033	Sr Data Proc Sys Anl	EXM	10	1.00	113,587	
Human Resources Compliance Offcr	EXM	09	1.00	105,003	Sr Human Resources Generalist	EXM	09	1.00	105,003	
Human Resources Generalist	EXM	07	1.00	89,449	Supervisor of Personnel	CDH	NG	1.00	116,302	
Human Resources Representative	SU4	15	4.00	234,800	Supvising Claims Agent (Asd)	EXM	09	1.00	105,003	
Intern & Fellowship Program Coord	SE1	06	1.00	76,890	Supv-Management Svcs	SU4	17	3.00	217,496	
Nurse Case Manager	SE1	07	1.00	89,449	Workmen'S Compensation Agent	EXM	11	1.00	120,556	
					<b>Total</b>				<b>52</b>	<b>4,015,288</b>
					<b>Adjustments</b>					
					Differential Payments				0	
					Other				39,380	
					Chargebacks				-363,507	
					Salary Savings				-49,292	
					<b>FY17 Total Request</b>				<b>3,641,869</b>	



# Program 1. Personnel

Vivian Leonard, Manager, Organization 142100

## Program Description

The Personnel Program provides personnel services to all City departments. Through Personnel, departments are provided with management systems with which to hire, classify, compensate and promote employees, pursue good labor relations and management practices, provide unemployment benefits and, in each process, have access to relevant records. The program also carries out a variety of training and assistance programs to encourage and enhance human resource management in the City of Boston.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	1,360,176	1,608,503	1,665,155	1,986,068
Non Personnel	238,455	204,535	253,373	246,190
<b>Total</b>	<b>1,598,631</b>	<b>1,813,038</b>	<b>1,918,528</b>	<b>2,232,258</b>

## Performance

**Strategy:** To improve attendance by monitoring and reducing absenteeism (non-public safety/BPS)

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Citywide - % of total person hours absent	3	2	2	2
Citywide - Hours absent per employee	58	84	82	82

**Strategy:** To track all new hires by race, gender and salary on a monthly basis.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of total new hires - people of color	48%	40%	43%	43%
% of total new hires - women	34%	39%	37%	40%
Median salary of City employees	65,047	69,444	72,677	72,500
Total new hires	741	468	574	480

**Strategy:** To track city-wide promotions by race, gender, and salary on a monthly basis.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of total promotions - people of color	33%	32%	32%	34%
% of total promotions - women	48%	31%	34%	39%
Total employees in city workforce	7,766	7,912	7,821	7,950
Total promotions	577	800	915	350

# Program 2. Affirmative Action

*Vivian Leonard, Manager, Organization 142200*

## Program Description

The Affirmative Action Program is responsible for implementing the City's Affirmative Action Plan. It reviews the city's hiring practices and employment policies, audits affirmative action statistics, implements anti-harassment policies, ensures city compliance with federal and state EEO requirements and provides affirmative action assistance to all city departments.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	56,391	44,061	44,248	44,907
Non Personnel	56,410	33,136	27,500	27,500
<b>Total</b>	<b>112,801</b>	<b>77,197</b>	<b>71,748</b>	<b>72,407</b>

## Performance

**Strategy:** To recruit and sustain a workforce that reflects Boston's diverse population.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of city workforce - people of color	36%	36%	36%	38%
% of city workforce - women	29%	30%	30%	34%

**Strategy:** To track city-wide promotions by race, gender, and salary on a monthly basis.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
% of city workforce earning over median salary - people of color	30%	30%	30%	32%
% of city workforce earning over median salary - women	19%	18%	18%	20%

# Program 3. Health Benefits & Insurance

Tina Wells, *Interim Director, Organization 142300*

## Program Description

The Health Benefits and Insurance Program is responsible for providing life insurance, dental and vision care, and a variety of health insurance plans to active and retired employees of the City of Boston as efficiently and economically as possible within the guidelines of MGL Chapter 32B.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	556,657	529,024	662,971	640,165
Non Personnel	52,512	61,886	36,655	82,200
<b>Total</b>	<b>609,169</b>	<b>590,910</b>	<b>699,626</b>	<b>722,365</b>

## Performance

**Strategy:** To provide eligible employees and retirees with life and health insurance benefits that meet as many of their individual needs as possible at a reasonable cost to the City.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Active employees enrolled in health insurance	15,379	15,258	15,072	15,072
Employees enrolled in dental/vision benefit plan	6,103	6,180	6,103	6,103
Health care costs as % of total City expenditures	11	10	10	10

# Program 4. Employee Assistance

*Vivian Leonard, Director, Organization 142400*

## **Program Description**

The Employee Assistance Program (EAP) is designed to attract and assist employees who experience personal problems. The program will assist employees in the identification and resolution of productivity problems associated with employees impaired by personal concerns including but not limited to: health, marital, financial, alcohol, drug, emotional stress and other personal concerns which may adversely affect job performance.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	147,344	80,730	86,226	86,456
Non Personnel	0	0	0	0
<b>Total</b>	<b>147,344</b>	<b>80,730</b>	<b>86,226</b>	<b>86,456</b>

## *Performance*

**Strategy:** To provide immediate and proper response to those seeking assistance through EAP.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Assessments completed	264	259	261	260
Referrals made	255	170	277	175

# Program 5. Workers' Compensation

*Vivian Leonard, Manager, Organization 142500*

## Program Description

The Workers' Compensation Program implements all procedures for the processing of workers' compensation claims and approved medical and related bills. It also distributes workers' compensation information and statistics to City departments and works with the Law Department to develop legal strategies to resolve workers' compensation cases in an appropriate manner.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	826,000	869,986	965,352	964,997
Non Personnel	58,756	53,361	65,250	54,350
<b>Total</b>	<b>884,756</b>	<b>923,347</b>	<b>1,030,602</b>	<b>1,019,347</b>

## Performance

**Strategy:** To process injury claims promptly.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Total medical costs paid to Workers Compensation claimants (non-uniform)	1,926,266	2,143,373	2,109,385	2,100,000

**Strategy:** To reduce medical and indemnity costs associated with workers' compensation claims.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Total wages paid to Workers Compensation claimants (non-uniform)	8,728,895	8,299,235	7,627,714	8,200,000
Total Workers Compensation payroll as a % of total City payroll	1	1	1	1

**Strategy:** To return injured employees to work as soon as possible.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Average number of claimants on Workers Compensation payroll (non-uniform)	200	188	183	180
Total reported injuries (non-uniform)	1,029	1,096	1,030	1,100



# Labor Relations Operating Budget

*Alexis Finneran-Tkachuk, Director, Appropriation 147*

## **Department Mission**

The mission of the Office of Labor Relations is to create and promote a productive work environment that fosters an efficient and effective relationship between labor and management.

## **Selected Performance Strategies**

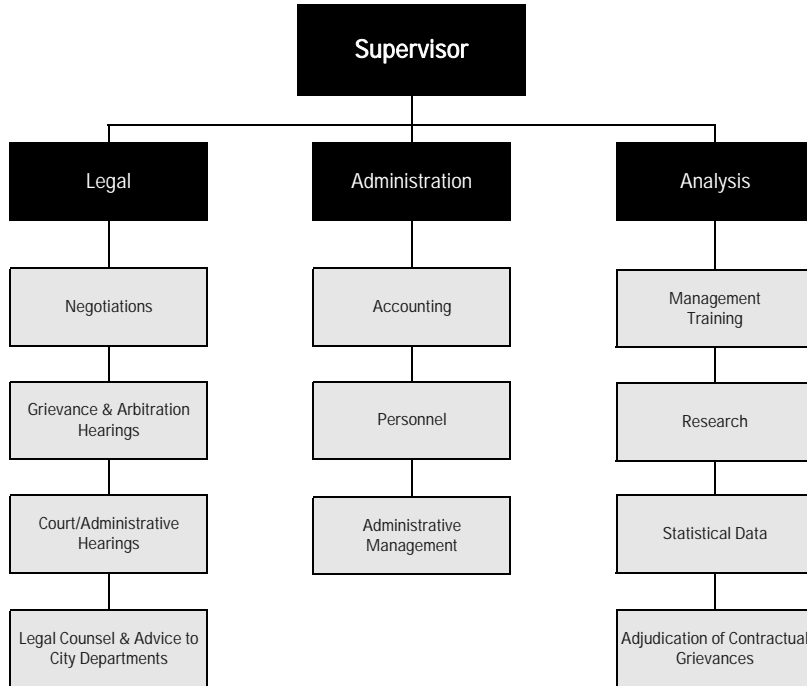
### **Labor Relations**

- To negotiate labor contracts and meet other bargaining obligations with the City's labor unions.
- To provide training and education on labor/employment issues.
- To resolve and/or arbitrate contract disputes which arise between the City and Labor.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Labor Relations	1,228,145	1,364,177	1,424,704	1,424,077
	<b>Total</b>	<b>1,228,145</b>	<b>1,364,177</b>	<b>1,424,704</b>	<b>1,424,077</b>

<i>Operating Budget</i>		<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
	Personnel Services	710,270	757,866	827,067	826,611
	Non Personnel	517,875	606,311	597,637	597,466
	<b>Total</b>	<b>1,228,145</b>	<b>1,364,177</b>	<b>1,424,704</b>	<b>1,424,077</b>

# Labor Relations Operating Budget



### ***Authorizing Statutes***

- Duties of Supervisor of Labor Relations, CBC Ord. 5, s. 4.

### ***Description of Services***

The Office of Labor Relations represents the Mayor and City departments in all labor relations matters before state and federal courts, state agencies, and in various other forums. The Office is responsible for negotiating and administering collective bargaining agreements with approximately 19 unions covering 7,200 employees. Additionally, the Office advises City managers and supervisors on labor matters regarding policy issues.



# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	710,270	757,866	822,061	826,611	4,550
51100 Emergency Employees	0	0	5,006	0	-5,006
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>710,270</b>	<b>757,866</b>	<b>827,067</b>	<b>826,611</b>	<b>-456</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	2,399	0	4,100	4,100	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	478	199	2,050	750	-1,300
52800 Transportation of Persons	945	4,045	4,000	4,125	125
52900 Contracted Services	451,976	564,777	547,370	551,198	3,828
<b>Total Contractual Services</b>	<b>455,798</b>	<b>569,021</b>	<b>557,520</b>	<b>560,173</b>	<b>2,653</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
53000 Auto Energy Supplies	58	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	2,767	3,248	4,350	4,350	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>2,825</b>	<b>3,248</b>	<b>4,350</b>	<b>4,350</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	35,262	26,559	32,552	32,943	391
<b>Total Current Chgs &amp; Oblig</b>	<b>35,262</b>	<b>26,559</b>	<b>32,552</b>	<b>32,943</b>	<b>391</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	6,430	6,430	3,215	0	-3,215
55600 Office Furniture & Equipment	13,542	385	0	0	0
55900 Misc Equipment	4,018	668	0	0	0
<b>Total Equipment</b>	<b>23,990</b>	<b>7,483</b>	<b>3,215</b>	<b>0</b>	<b>-3,215</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>1,228,145</b>	<b>1,364,177</b>	<b>1,424,704</b>	<b>1,424,077</b>	<b>-627</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Asst Corp Counsel III	EXM	08	5.00	409,951	Legal Secretary	EXM	14	1.00	41,230
Asst Supv/Labor Relations	EXM	12	1.00	114,032	Office Manager	EXM	06	1.00	81,405
Labor Relations Analyst	EXM	04	1.00	47,994	Supervisor of Labor Relations	CDH	NG	1.00	115,000
					<b>Total</b>			<b>10</b>	<b>809,611</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				17,000
					Chargebacks				0
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>826,611</b>

# Program 1. Labor Relations

Alexis Finneran-Tkachuk, *Manager, Organization 147100*

## Program Description

The Office of Labor Relations represents the Mayor and City departments in all labor relations litigation matters before state and federal courts, state administrative agencies, and in various other forums. The Office also advises City managers/department heads on all labor and employment related matters. The attorneys in the Office of Labor Relations serve as chief negotiators for collective bargaining negotiations and handle all interim bargaining matters.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	710,270	757,866	827,067	826,611
Non Personnel	517,875	606,311	597,637	597,466
<b>Total</b>	<b>1,228,145</b>	<b>1,364,177</b>	<b>1,424,704</b>	<b>1,424,077</b>

## Performance

**Strategy:** To negotiate labor contracts and meet other bargaining obligations with the City's labor unions.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of city collective bargaining contracts settled	95%	95%	45%	100%

**Strategy:** To provide training and education on labor/employment issues.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Training programs that OLR has presented or co-presented for City employees	17	25	25	22

**Strategy:** To resolve and/or arbitrate contract disputes which arise between the City and Labor.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of grievances filed for arbitration	46%	46%	34%	40%



# 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.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Medicare Payments	7,752,168	8,577,221	9,320,000	10,000,000
	<b>Total</b>	<b>7,752,168</b>	<b>8,577,221</b>	<b>9,320,000</b>	<b>10,000,000</b>



# Pensions & Annuities - City Operating Budget

## Appropriation 374

### Department Mission

The Pensions and Annuities appropriation funds City payments for retirees who are not members of the contributory retirement system. These include approximately 30 individuals 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, and approximately 30 Police and Fire members who received special legislation retirements due to extreme workplace injuries.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Pensions & Annuities - City	164,247	3,336,691	4,100,000	5,289,000
	<b>Total</b>	<b>164,247</b>	<b>3,336,691</b>	<b>4,100,000</b>	<b>5,289,000</b>





# Pensions & Annuities - County Operating Budget

## Appropriation 749

### Department Mission

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Pensions & Annuities - County	35,334	36,114	100,000	100,000
	<b>Total</b>	<b>35,334</b>	<b>36,114</b>	<b>100,000</b>	<b>100,000</b>



# Purchasing Division Operating Budget

*Kevin Coyne, 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.

## Selected Performance Strategies

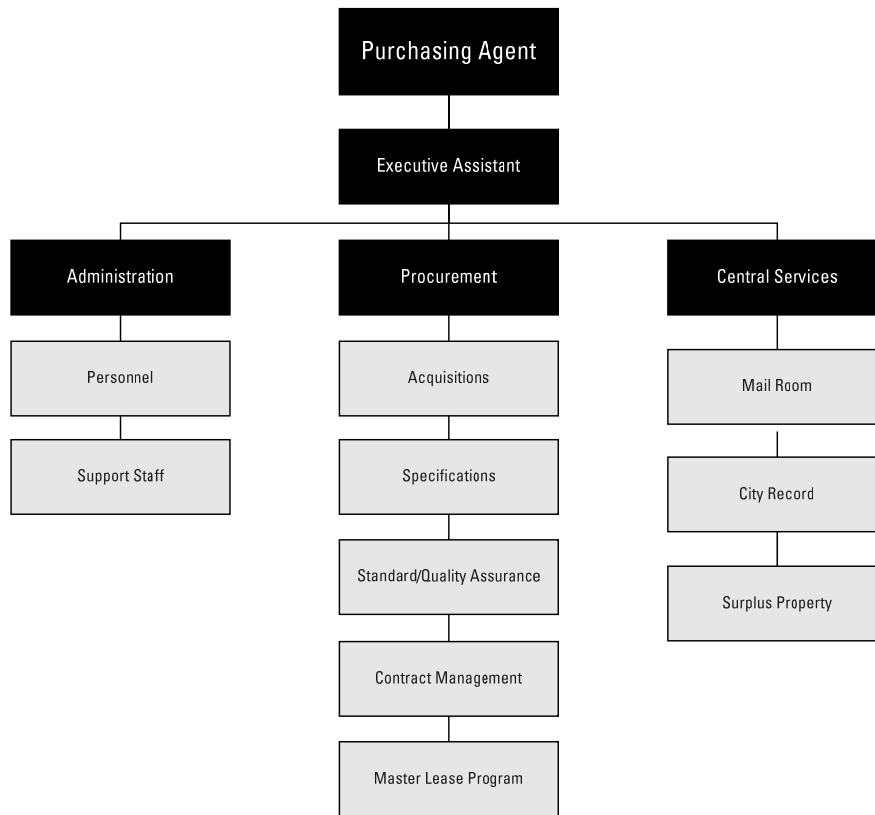
### Procurement

- To ensure the price the City pays for electricity and gasoline is less than alternatives.
- To increase items purchased through a purchase contract.
- To seek the lowest possible price among vendors.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Administration	355,752	290,972	391,772	575,079
	Procurement	1,093,897	1,036,133	1,108,271	960,352
	Central Services	247,434	218,097	363,422	296,938
	<b>Total</b>	<b>1,697,083</b>	<b>1,545,202</b>	<b>1,863,465</b>	<b>1,832,369</b>

<i>Operating Budget</i>		<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
	Personnel Services	1,573,306	1,457,810	1,711,218	1,688,953
	Non Personnel	123,777	87,392	152,247	143,416
	<b>Total</b>	<b>1,697,083</b>	<b>1,545,202</b>	<b>1,863,465</b>	<b>1,832,369</b>

# Purchasing Division Operating Budget



### ***Authorizing Statutes***

- Enabling Legislation, M.G.L.A. c.41, § 103.
- Duties of the Purchasing Agent, CBC Ord. § 5-1.8.
- Content and Sale, CBC St. 2 § 650.
- Uniform Procurement Act, M.G.L.A. c. 30B.

### ***Description of Services***

The Purchasing Department procures all supplies, materials, and equipment for City 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>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	1,571,447	1,457,810	1,711,218	1,688,953	-22,265
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	1,859	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,573,306</b>	<b>1,457,810</b>	<b>1,711,218</b>	<b>1,688,953</b>	<b>-22,265</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	12,857	2,299	19,002	5,000	-14,002
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	3,215	0	0	0
52700 Repairs & Service of Equipment	44,611	14,076	21,600	21,500	-100
52800 Transportation of Persons	3,425	4,185	4,800	5,100	300
52900 Contracted Services	11,944	10,424	7,350	13,905	6,555
<b>Total Contractual Services</b>	<b>72,837</b>	<b>34,199</b>	<b>52,752</b>	<b>45,505</b>	<b>-7,247</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	8,667	6,915	5,800	7,200	1,400
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	355	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>9,022</b>	<b>6,915</b>	<b>5,800</b>	<b>7,200</b>	<b>1,400</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	327	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	2,182	800	2,885	5,465	2,580
<b>Total Current Chgs &amp; Oblig</b>	<b>2,509</b>	<b>800</b>	<b>2,885</b>	<b>5,465</b>	<b>2,580</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	25,572	12,786	84,810	85,246	436
55600 Office Furniture & Equipment	0	4,114	0	0	0
55900 Misc Equipment	1,039	775	0	0	0
<b>Total Equipment</b>	<b>26,611</b>	<b>17,675</b>	<b>84,810</b>	<b>85,246</b>	<b>436</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
56200 Special Appropriation	12,798	27,803	6,000	0	-6,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
<b>Total Other</b>	<b>12,798</b>	<b>27,803</b>	<b>6,000</b>	<b>0</b>	<b>-6,000</b>
<b>Grand Total</b>	<b>1,697,083</b>	<b>1,545,202</b>	<b>1,863,465</b>	<b>1,832,369</b>	<b>-31,096</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Analyst	SU4	14	1.00	46,179	Exec Assistant	EXM	11	1.00	88,948
Admin Asst	SE1	05	1.00	74,701	Mailroom Equipment Operator	SU4	15	1.00	60,925
Admin Asst	SU4	15	2.00	128,367	Prin Acct Clerk	SU4	10	1.00	46,946
Admin Asst	SU4	17	1.00	75,056	Prin Admin Assistant	SE1	08	2.00	187,081
Asst Buyer	SU4	12	1.00	50,763	Purchasing Agent	CDH	NG	1.00	113,633
Asst Purchasing Agent	SE1	09	2.00	166,154	Sr Adm Analyst	SE1	06	1.00	77,197
Buyer/Purchasing	SU4	16	3.00	176,118	Sr Adm Asst	SE1	06	1.00	79,455
Director	MYN	NG	1.00	117,748	Sr Buyer	SU4	17	2.00	150,112
					Sr Data Proc Systems Anl I	SE1	09	1.00	105,003
					<b>Total</b>			<b>23</b>	<b>1,744,388</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				19,622
					Chargebacks				-75,056
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>1,688,954</b>

# Program 1. Administration

*Kevin Coyne, Manager, Organization 143100*

**Program Description**

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

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	336,035	274,288	374,343	553,554
Non Personnel	19,717	16,684	17,429	21,525
<b>Total</b>	<b>355,752</b>	<b>290,972</b>	<b>391,772</b>	<b>575,079</b>

# Program 2. Procurement

Gerard Bonaceto, Kevin Coyne, Managers, Organization 143200

## Program Description

The Procurement Program procures goods and materials for use by City departments. This program selects vendors through the public bid process, and initiates purchase orders and contracts consistent with appropriateness of cost, quality, delivery requirements, and vendor service. The program maintains central maintenance contracts for the City's photocopiers and operates a central copy center.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	1,085,486	990,675	1,076,537	949,295
Non Personnel	8,411	45,458	31,734	11,057
<b>Total</b>	<b>1,093,897</b>	<b>1,036,133</b>	<b>1,108,271</b>	<b>960,352</b>

## Performance

**Strategy:** To ensure the price the City pays for electricity and gasoline is less than alternatives.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Average per gallon price the City pays for bio-diesel	3.35	2.6	1.71	
Average per gallon price the City pays for gasoline	3.27	2.46	1.79	

**Strategy:** To increase items purchased through a purchase contract.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% City purchase orders for goods sent by email	35%	69%	65%	70%
% of dollar amount of goods purchased on contract	87%	89%	90%	93%
Total purchase orders	6,223	6,115	6,377	6,050

**Strategy:** To seek the lowest possible price among vendors.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Bidders responding	1,336	1,353	6,377	1,000



# Program 3. Central Services

*Kevin Coyne, Manager, Organization 143300*

## **Program Description**

The Central Services Program provides mail service, disposal of surplus property, and publishing of the City Record. This program is responsible for handling all incoming and outgoing mail for departments within City Hall. The Surplus Property Unit ensures the efficient and economical disposal of all the City's surplus property excluding land and buildings. This program is responsible for publishing, distribution, billing, and marketing of the City Record.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	151,785	192,847	260,338	186,104
Non Personnel	95,649	25,250	103,084	110,834
<b><i>Total</i></b>	<b><i>247,434</i></b>	<b><i>218,097</i></b>	<b><i>363,422</i></b>	<b><i>296,938</i></b>



# Registry Division Operating Budget

Patricia A. McMahon, Registrar, Appropriation 163

## Department Mission

The mission of the Registry Division is to promptly and accurately register, amend, maintain, and issue certified copies of birth, marriage and death records while following Massachusetts General Laws regulating these documents.

## Selected Performance Strategies

### Vital Statistics

- To register and record new births, deaths and marriages.
- To respond to customers inquiries for records effectively.

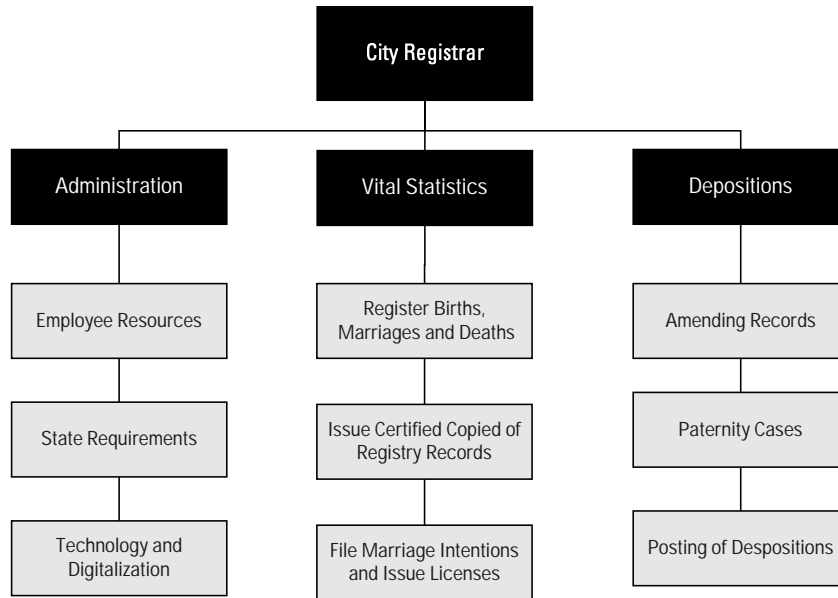
### Depositions

- To work with customers on evidence and or affidavits to amend records.

Operating Budget	Program Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Administration	265,281	266,220	231,083	247,690
	Vital Statistics	627,488	635,911	658,776	673,235
	Depositions	101,819	93,317	118,515	110,576
	<b>Total</b>	<b>994,588</b>	<b>995,448</b>	<b>1,008,374</b>	<b>1,031,501</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	929,704	941,818	950,947	974,996
	Non Personnel	64,884	53,630	57,427	56,505
	<b>Total</b>	<b>994,588</b>	<b>995,448</b>	<b>1,008,374</b>	<b>1,031,501</b>

# Registry Division Operating Budget



### ***Authorizing Statutes***

- Civil Service, M.G.L.A. c. 31.
- Births, Marriages, Deaths, and Depositions, M.G.L.A. cc. 46, 207, 209c, 210; M.G.L.A. c.190, § 7; M.G.L.A. c. 272, § 96.
- Fees & Charges, CBC Ord. § 18-1.2.

### ***Description of Services***

The Registry Division maintains custody of all birth, marriage, and death records dating back to 1630. Each year the Division adds approximately 33,000 new entries and issues more than 100,000 copies of certified records.

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	929,704	941,818	950,947	974,996	24,049
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>929,704</b>	<b>941,818</b>	<b>950,947</b>	<b>974,996</b>	<b>24,049</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	22,454	184	3,996	3,000	-996
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	3,349	1,196	1,500	1,500	0
52800 Transportation of Persons	1,700	1,679	2,100	2,100	0
52900 Contracted Services	25,375	23,875	30,221	32,045	1,824
<b>Total Contractual Services</b>	<b>52,878</b>	<b>26,934</b>	<b>37,817</b>	<b>38,645</b>	<b>828</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	10,225	15,068	18,900	17,150	-1,750
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>10,225</b>	<b>15,068</b>	<b>18,900</b>	<b>17,150</b>	<b>-1,750</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	651	848	710	710	0
<b>Total Current Chgs &amp; Oblig</b>	<b>651</b>	<b>848</b>	<b>710</b>	<b>710</b>	<b>0</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	1,130	10,780	0	0	0
<b>Total Equipment</b>	<b>1,130</b>	<b>10,780</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>994,588</b>	<b>995,448</b>	<b>1,008,374</b>	<b>1,031,501</b>	<b>23,127</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Secretary	SU4	14	1.00	57,078	Deposition Clerk	SU4	14	1.00	38,603
Asst City Registrar	SE1	05	2.00	127,788	First Asst City Registrar	SE1	07	1.00	71,032
City Registrar	CDH	NG	1.00	87,808	Head Cashier(Vitals/Registry)	SU4	14	1.00	57,078
					Prin Clerk (Vitals/Registry)	SU4	10	12.00	517,812
					<b>Total</b>			<b>19</b>	<b>957,199</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				17,797
					Chargebacks				0
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>974,996</b>

# Program 1. Administration

Nicole Leo, *Manager*, Organization 163100

## *Program Description*

The Administration Program provides effective management of the day-to-day operations of the Division and monitors that the Registry practices are in compliance with MGL and State Office of Vital Records regulations.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	226,788	248,112	216,985	231,640
Non Personnel	38,493	18,108	14,098	16,050
<b><i>Total</i></b>	<b><i>265,281</i></b>	<b><i>266,220</i></b>	<b><i>231,083</i></b>	<b><i>247,690</i></b>

# Program 2. Vital Statistics

Jessica Boutin, Manager, Organization 163200

## Program Description

The Vital Statistics Program registers new records and issues certified copies of birth, marriage, and death records. This program also files marriage intentions and issues marriage licenses. The program also responds to requests for information from federal, state, and local authorities.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	601,657	600,589	617,139	633,140
Non Personnel	25,831	35,322	41,637	40,095
<b>Total</b>	<b>627,488</b>	<b>635,911</b>	<b>658,776</b>	<b>673,235</b>

## Performance

**Strategy:** To register and record new births, deaths and marriages.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
% of marriage intentions filed via kiosk		36%	98%	99%
Birth certificates received from hospitals	19,431	18,230	20,968	21,000
Death certificates received from the Health Department	7,134	7,438	7,383	7,400
Marriage intentions filed	5,198	5,040	5,562	5,500

**Strategy:** To respond to customers inquiries for records effectively.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Counter requests for certificates	61,932	63,673	65,532	65,000
Mail requests for certificates	36,659	37,253	33,977	34,000



# Program 3. Depositions

*Jessica Joyce, Manager, Organization 163300*

## **Program Description**

The Depositions Program is responsible for correcting and amending records in accordance with Massachusetts General Laws.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	101,259	93,117	116,823	110,216
Non Personnel	560	200	1,692	360
<b>Total</b>	<b>101,819</b>	<b>93,317</b>	<b>118,515</b>	<b>110,576</b>

## *Performance*

**Strategy:** To work with customers on evidence and or affidavits to amend records.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Affidavits completed to correct or amend records	2,938	3,206	2,914	3,000



# Treasury Department Operating Budget

David Sweeney, Chief Financial Officer & Collector-Treasurer, Appropriation 137

## Department Mission

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

## Selected Performance Strategies

### General Management

- To maximize the collection of current year taxes.

### Administration

- To optimize the return on invested City funds.

### Special Collections

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

### Payment Services

- To issue tax bills in compliance with statutory requirements.

### Trust

- To monitor the City return on Trust Fund investments.

Operating Budget	Division Name	Total Actual '14	Total Actual '15	Total Approp '16	Total Budget '17
	Collecting Division	2,514,344	2,615,690	2,369,527	2,434,612
	Treasury Division	1,853,961	1,909,110	1,947,215	1,951,023
	<b>Total</b>	<b>4,368,305</b>	<b>4,524,800</b>	<b>4,316,742</b>	<b>4,385,635</b>

Operating Budget		Actual '14	Actual '15	Approp '16	Budget '17
	Personnel Services	2,948,913	3,064,476	3,294,945	3,360,206
	Non Personnel	1,419,392	1,460,324	1,021,797	1,025,429
	<b>Total</b>	<b>4,368,305</b>	<b>4,524,800</b>	<b>4,316,742</b>	<b>4,385,635</b>

# Treasury Department Operating Budget

## ***Authorizing Statutes***

- Bonding Requirements, M.G.L.A. c. 41, § 35.
- Deposit on Funds, M.G.L.A. c. 40, § 35; M.G.L.A. c. 41, § 46; M.G.L.A. c. 44, §§ 53-55; M.G.L.A. c. 94C, § 47.
- Custody and Safekeeping of Municipal Funds, M.G.L.A. c. 40, § 5B; M.G.L.A. c. 41, §§ 36, 44, 46; M.G.L.A. c. 44, §§ 53-55.
- Payment of Bills, Payrolls, Withholding, M.G.L.A. c. 41, §§ 35, 41-43, 52, 56, 65-67; M.G.L.A. c.71, § 37B; M.G.L.A. c.149, §§ 148, 178B; M.G.L.A. c. 62B, § 2; M.G.L.A. c. 62, § 10; M.G.L.A. c. 32, § 22; M.G.L.A. c. 32B, § 7; M.G.L.A. c.154, § 8; M.G.L.A. c.175, §§ 138A, 193R; M.G.L.A. c. 180, § 17; 26 U.S.C. §§ 3401-3403, 3405-3406.
- Reporting of Indebtedness, M.G.L.A. c. 41, § 59; M.G.L.A. c.44, §§ 22-28.
- Appropriated Expenditures, M.G.L.A. c. 44, §§ 31, 53, 62-63.
- Tax Title Responsibilities, M.G.L.A. c. 60, §§ 61-63, 76-77, 79-80.
- Tax Rate Determination/Classification, M.G.L.A. c. 59, §§ 23, 38, 43, 53-55.
- Tax Abatements, M.G.L.A. c.58, § 8; M.G.L.A. c.59, §§ 5, 59, 63, 69.
- Collection of Local Taxes, M.G.L.A. c. 60, §§ 61-63, 76-77, 79-80.
- General Authorizing Statutes, 1943 Mass. Acts ch. 434, § 7.
- Motor Vehicle Excise Tax, M.G.L.A. c. 60A.
- Gifts and Grants, M.G.L.A. c. 44, § 53A.
- Municipal Indebtedness, M.G.L.A. c. 44, §§ 11,20.
- Sale/Disposal of Realty/Public Land, M.G.L.A. c. 44, §§ 63-63A.
- Excise on Boats, Ships & Vessels in Lieu of Local Property Taxes, M.G.L.A. c. 60B.

## ***Description of Services***

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

# Department History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	2,899,794	3,019,036	3,251,745	3,317,006	65,261
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	49,119	45,440	43,200	43,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>2,948,913</b>	<b>3,064,476</b>	<b>3,294,945</b>	<b>3,360,206</b>	<b>65,261</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	11,799	12,477	28,916	28,916	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	31,501	18,205	42,000	32,750	-9,250
52800 Transportation of Persons	7,983	9,523	16,743	8,175	-8,568
52900 Contracted Services	235,416	217,134	141,900	143,350	1,450
<b>Total Contractual Services</b>	<b>286,699</b>	<b>257,339</b>	<b>229,559</b>	<b>213,191</b>	<b>-16,368</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	611,272	743,150	772,919	772,919	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>611,272</b>	<b>743,150</b>	<b>772,919</b>	<b>772,919</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	354	2,443	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	13,062	20,662	19,319	19,319	0
<b>Total Current Chgs &amp; Oblig</b>	<b>13,416</b>	<b>23,105</b>	<b>19,319</b>	<b>19,319</b>	<b>0</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	3,005	17,859	0	20,000	20,000
<b>Total Equipment</b>	<b>3,005</b>	<b>17,859</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
56200 Special Appropriation	505,000	418,871	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>505,000</b>	<b>418,871</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>4,368,305</b>	<b>4,524,800</b>	<b>4,316,742</b>	<b>4,385,635</b>	<b>68,893</b>

# Department Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Analyst	SU4	14	1.00	57,078	First Asst Coll-Trs	SE1	14	1.00	137,962
Admin Asst	EXM	05	1.00	59,441	Head Admin Clerk	SU4	14	2.00	114,156
Admin Asst	SU4	15	1.00	64,184	Head Clerk	SU4	12	3.00	145,215
Asst Corp Counsel V	EXM	10	1.00	113,184	Prin Accountant	SU4	16	6.00	412,695
Chief of Staff	EXM	10	1.00	113,587	Prin Adm Assistant	SE1	06	5.00	364,042
Collector Treasurer	CDH	NG	1.00	145,398	Second Asst Coll-Trs	SE1	10	2.00	227,174
Data Proc Sys Analyst I	SE1	07	1.00	89,449	Sr Admin Asst	SE1	05	3.00	224,103
Deputy Collector	SU4	13	5.00	237,780	Sr Legal Asst	SU4	14	1.00	57,078
Exec Assistant	SE1	06	1.00	81,405	Sr Programmer	SU4	15	1.00	46,929
Exec Assistant	SE1	11	1.00	120,556	Supervisor Accounting	SE1	08	8.00	777,732
First Asst Coll-Trs	SE1	11	1.00	120,556	Tax Title Supv	SU4	15	2.00	128,367
					Teller	SU4	13	4.00	211,143
					<b>Total</b>			<b>53</b>	<b>4,049,214</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				53,420
					Chargebacks				-785,628
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>3,317,006</b>

# Treasury Division Operating Budget

*Vivian M. Leo, First Assistant Collector-Treasurer, Appropriation 138*

## **Division Mission**

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

## **Selected Performance Strategies**

### **Administration**

- To optimize the return on invested City funds.

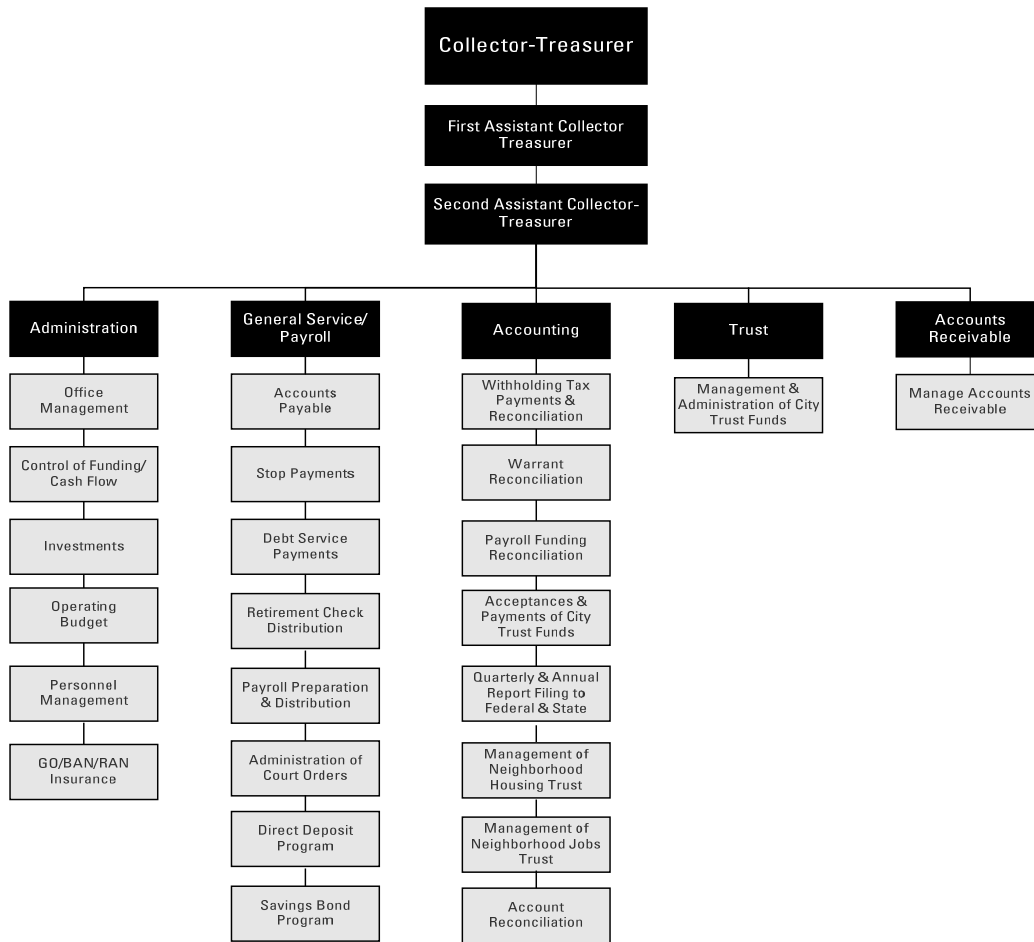
### **Trust**

- To monitor the City return on Trust Fund investments.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Administration	691,293	758,290	716,047	742,511
	General Service/Payroll	703,125	695,661	740,037	716,023
	Accounting	153,277	163,589	170,295	172,852
	Accounts Receivable	292,278	291,570	320,836	319,637
	Trust	13,988	0	0	0
	<b>Total</b>	<b>1,853,961</b>	<b>1,909,110</b>	<b>1,947,215</b>	<b>1,951,023</b>

<i>Operating Budget</i>		<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
	Personnel Services	1,408,365	1,449,833	1,503,967	1,524,143
	Non Personnel	445,596	459,277	443,248	426,880
	<b>Total</b>	<b>1,853,961</b>	<b>1,909,110</b>	<b>1,947,215</b>	<b>1,951,023</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>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	1,391,514	1,437,941	1,483,967	1,504,143	20,176
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	16,851	11,892	20,000	20,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,408,365</b>	<b>1,449,833</b>	<b>1,503,967</b>	<b>1,524,143</b>	<b>20,176</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	10,522	11,210	10,080	10,080	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	29,201	15,743	40,500	31,250	-9,250
52800 Transportation of Persons	4,683	5,523	12,168	3,600	-8,568
52900 Contracted Services	102,399	148,457	99,400	100,850	1,450
<b>Total Contractual Services</b>	<b>146,805</b>	<b>180,933</b>	<b>162,148</b>	<b>145,780</b>	<b>-16,368</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	289,808	267,264	271,000	271,000	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>289,808</b>	<b>267,264</b>	<b>271,000</b>	<b>271,000</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	0	1,590	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	8,983	9,490	10,100	10,100	0
<b>Total Current Chgs &amp; Oblig</b>	<b>8,983</b>	<b>11,080</b>	<b>10,100</b>	<b>10,100</b>	<b>0</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	0	0	0	0	0
<b>Total Equipment</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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>1,853,961</b>	<b>1,909,110</b>	<b>1,947,215</b>	<b>1,951,023</b>	<b>3,808</b>

# Division Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Analyst	SU4	14	1.00	57,078	First Asst Coll-Trs	SE1	14	1.00	137,962
Asst Corp Counsel V	EXM	10	1.00	113,184	Prin Accountant	SU4	16	6.00	412,695
Chief of Staff	EXM	10	1.00	113,587	Prin Adm Assistant	SE1	06	1.00	68,928
Collector Treasurer	CDH	NG	1.00	145,398	Second Asst Coll-Trs	SE1	10	1.00	113,587
Exec Assistant	SE1	06	1.00	81,405	Sr Admin Asst	SE1	05	3.00	224,103
Exec Assistant	SE1	11	1.00	120,556	Supervisor Accounting	SE1	08	7.00	679,968
					<b>Total</b>			<b>25</b>	<b>2,268,451</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				21,320
					Chargebacks				-785,628
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>1,504,143</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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	530,031	564,895	583,693	601,831
Non Personnel	161,262	193,395	132,354	140,680
<b>Total</b>	<b>691,293</b>	<b>758,290</b>	<b>716,047</b>	<b>742,511</b>

## *Performance*

**Strategy:** To optimize the return on invested City funds.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Average return on city investments	.23	.28	.53	

# Program 2. General Service/Payroll

*Chinele Velazquez, Manager, Organization 138200*

## **Program Description**

The program is responsible for the processing and distribution of all payroll, payroll deductions, garnishment payments, accounts payable, issuance of refund payments for real estate tax overpayments and tax title payments. In addition, the program is responsible for the distribution of retirement benefit payments. The program maintains schedules for principal and interest on City borrowings.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	434,508	430,904	453,459	447,023
Non Personnel	268,617	264,757	286,578	269,000
<b><i>Total</i></b>	<b><i>703,125</i></b>	<b><i>695,661</i></b>	<b><i>740,037</i></b>	<b><i>716,023</i></b>

# Program 3. Accounting

*Marirose Graham, Manager, Organization 138400*

## ***Program Description***

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

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	149,591	162,814	162,455	168,252
Non Personnel	3,686	775	7,840	4,600
<b><i>Total</i></b>	<b><i>153,277</i></b>	<b><i>163,589</i></b>	<b><i>170,295</i></b>	<b><i>172,852</i></b>

# Program 4. Accounts Receivable

*Maureen Garceau, Manager, Organization 138500*

## **Program Description**

The Accounts Receivable Program is responsible for establishing policies and procedures, monitoring compliance, and providing a central resource to revenue generating departments that utilize the accounts receivable and billing systems.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	280,247	291,220	304,360	307,037
Non Personnel	12,031	350	16,476	12,600
<b><i>Total</i></b>	<b><i>292,278</i></b>	<b><i>291,570</i></b>	<b><i>320,836</i></b>	<b><i>319,637</i></b>

# Program 5. Trust

Angela Chandler, 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.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	13,988	0	0	0
Non Personnel	0	0	0	0
<b>Total</b>	<b>13,988</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Performance

**Strategy:** To monitor the City return on Trust Fund investments.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Annual Trust Fund investment return	4.75	2.6	-1.5	





# Collecting Division Operating Budget

*Celia M. Barton, First Assistant Collector-Treasurer, Appropriation 137*

## **Division Mission**

The Collecting Division collects property taxes and all other monies due to the City while serving taxpayers in a professional, courteous manner. The Division strives to achieve the highest property collection rate possible and pursues all collection remedies allowed under statute.

## **Selected Performance Strategies**

### **General Management**

- To maximize the collection of current year taxes.

### **Special Collections**

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

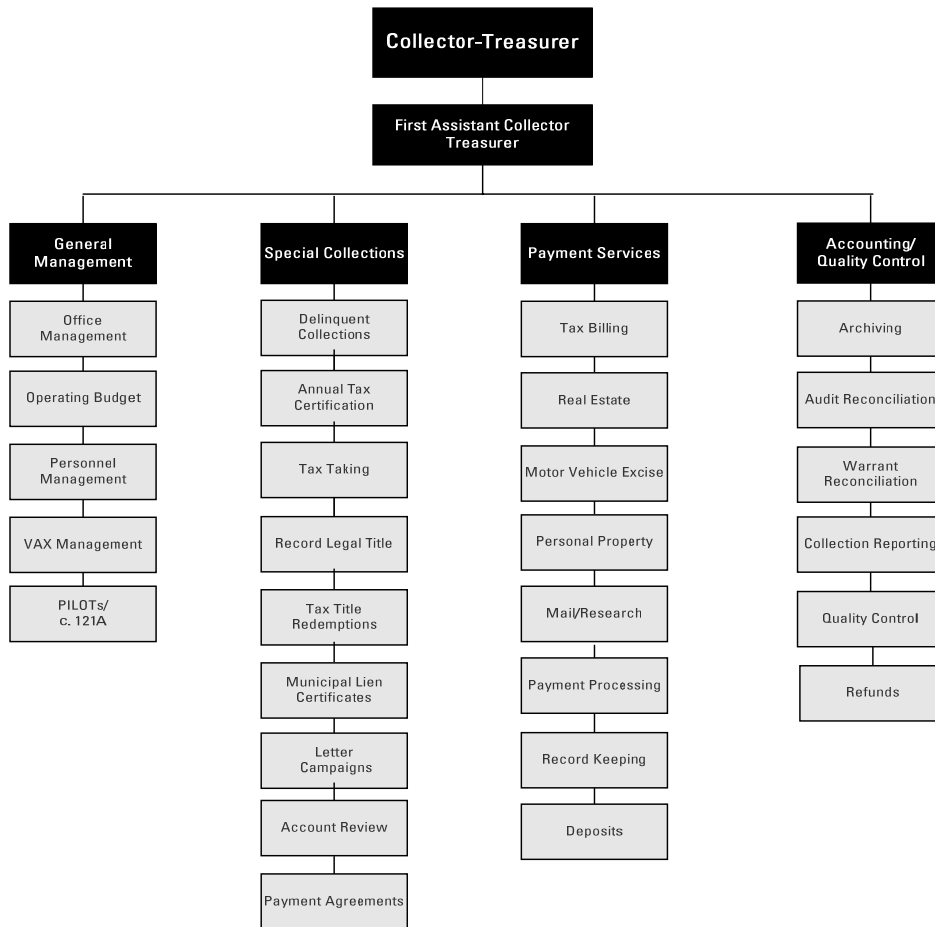
### **Payment Services**

- To issue tax bills in compliance with statutory requirements.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	General Management	642,090	657,346	572,579	579,511
	Special Collections	695,864	723,780	555,516	562,765
	Payment Services	853,841	890,801	890,762	927,381
	Accounting/Quality Control	322,549	343,763	350,670	364,955
	<b>Total</b>	<b>2,514,344</b>	<b>2,615,690</b>	<b>2,369,527</b>	<b>2,434,612</b>

<i>Operating Budget</i>		<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
	Personnel Services	1,540,548	1,614,643	1,790,978	1,836,063
	Non Personnel	973,796	1,001,047	578,549	598,549
	<b>Total</b>	<b>2,514,344</b>	<b>2,615,690</b>	<b>2,369,527</b>	<b>2,434,612</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.

# Division History

<i>Personnel Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
51000 Permanent Employees	1,508,280	1,581,095	1,767,778	1,812,863	45,085
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	32,268	33,548	23,200	23,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
<b>Total Personnel Services</b>	<b>1,540,548</b>	<b>1,614,643</b>	<b>1,790,978</b>	<b>1,836,063</b>	<b>45,085</b>
<i>Contractual Services</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
52100 Communications	1,277	1,267	18,836	18,836	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	2,300	2,462	1,500	1,500	0
52800 Transportation of Persons	3,300	4,000	4,575	4,575	0
52900 Contracted Services	133,017	68,677	42,500	42,500	0
<b>Total Contractual Services</b>	<b>139,894</b>	<b>76,406</b>	<b>67,411</b>	<b>67,411</b>	<b>0</b>
<i>Supplies &amp; Materials</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	321,464	475,886	501,919	501,919	0
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
<b>Total Supplies &amp; Materials</b>	<b>321,464</b>	<b>475,886</b>	<b>501,919</b>	<b>501,919</b>	<b>0</b>
<i>Current Chgs &amp; Oblig</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
54300 Workers' Comp Medical	354	853	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	4,079	11,172	9,219	9,219	0
<b>Total Current Chgs &amp; Oblig</b>	<b>4,433</b>	<b>12,025</b>	<b>9,219</b>	<b>9,219</b>	<b>0</b>
<i>Equipment</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
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	3,005	17,859	0	20,000	20,000
<b>Total Equipment</b>	<b>3,005</b>	<b>17,859</b>	<b>0</b>	<b>20,000</b>	<b>20,000</b>
<i>Other</i>	FY14 Expenditure	FY15 Expenditure	FY16 Appropriation	FY17 Adopted	Inc/Dec 16 vs 17
56200 Special Appropriation	505,000	418,871	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>505,000</b>	<b>418,871</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>2,514,344</b>	<b>2,615,690</b>	<b>2,369,527</b>	<b>2,434,612</b>	<b>65,085</b>

# Division Personnel

Title	Union Code	Grade	Position	FY17 Salary	Title	Union Code	Grade	Position	FY17 Salary
Admin Asst	EXM	05	1.00	59,441	Prin Adm Assistant	SE1	06	4.00	295,114
Admin Asst	SU4	15	1.00	64,184	Second Asst Coll-Trs	SE1	10	1.00	113,587
Data Proc Sys Analyst I	SE1	07	1.00	89,449	Sr Legal Asst	SU4	14	1.00	57,078
Deputy Collector	SU4	13	5.00	237,780	Sr Programmer	SU4	15	1.00	46,929
First Asst Coll-Trs	SE1	11	1.00	120,556	Supervisor Accounting	SE1	08	1.00	97,764
Head Admin Clerk	SU4	14	2.00	114,156	Tax Title Supv	SU4	15	2.00	128,367
Head Clerk	SU4	12	3.00	145,215	Teller	SU4	13	4.00	211,143
					<b>Total</b>			<b>28</b>	<b>1,780,763</b>
					<b>Adjustments</b>				
					Differential Payments				0
					Other				32,100
					Chargebacks				0
					Salary Savings				0
					<b>FY17 Total Request</b>				<b>1,812,863</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.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	435,648	444,108	491,360	498,292
Non Personnel	206,442	213,238	81,219	81,219
<b>Total</b>	<b>642,090</b>	<b>657,346</b>	<b>572,579</b>	<b>579,511</b>

## *Performance*

**Strategy:** To maximize the collection of current year taxes.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Property tax collection rate	99.2	99.8	99.8	99.8

# Program 2. Special Collections

Michael Hutchinson, Manager, Organization 137200

## Program Description

The Special Collections Program is responsible for collecting delinquent real estate, personal property and motor vehicle excise taxes. It manages City's recording of its legal title to properties with delinquent and actions involving each account up through and including foreclosure or payment of the tax liability.

Operating Budget	Actual '14	Actual '15	Approp '16	Budget '17
Personnel Services	495,732	518,113	549,839	557,088
Non Personnel	200,132	205,667	5,677	5,677
<b>Total</b>	<b>695,864</b>	<b>723,780</b>	<b>555,516</b>	<b>562,765</b>

## Performance

**Strategy:** To certify subsequent delinquent property taxes to existing tax title accounts.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Annual certification amount	7,931,058	7,761,019	7,000,000	7,000,000
Annual certifications	2,877	2,734	2,486	2,450

**Strategy:** To maximize the collection of delinquent taxes.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Delinquent motor vehicle excise tax collected	7,032,704	8,389,074	8,707,606	
Delinquent personal property taxes collected	1,714,219	6,526,490	1,026,101	
Delinquent real estate notices sent	46,391	43,607	47,064	
Delinquent real estate taxes collected	7,572,796	6,670,887	9,370,383	
Tax title accounts resolved	1,849	1,645	1,945	
Tax title amount collected	15,919,029	16,090,916	20,953,456	16,000,000

**Strategy:** To prepare an instrument of taking for each delinquent property tax account.

Performance Measures	Actual '14	Actual '15	Projected '16	Target '17
Annual tax taking amount	4,231,659	3,638,255	4,127,628	4,100,000
Annual tax takings	1,756	1,563	1,470	1,470
Municipal lien certificates processed	13,963	15,665	16,822	16,000

# Program 3. Payment Services

Nancy Cincotti, *Manager*, Organization 137300

## Program Description

The Payment Services Program processes all funds received by the City from taxpayers and City departments. It mails all current tax notices, resolves questions from taxpayers and financial institutions, provides duplicate tax bills, and processes all refunds and abatements.

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	286,982	309,134	400,392	417,011
Non Personnel	566,859	581,667	490,370	510,370
<b>Total</b>	<b>853,841</b>	<b>890,801</b>	<b>890,762</b>	<b>927,381</b>

## Performance

**Strategy:** To issue tax bills in compliance with statutory requirements.

<i>Performance Measures</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Projected '16</i>	<i>Target '17</i>
Boat excise bills issued	3,156	2,364	2,400	2,400
Motor vehicle excise bills issued	558,586	422,586	519,449	420,000
Personal property tax bills issued	21,926	20,863	22,060	23,000
Real estate tax bills issued	655,990	662,837	501,307	706,500

# Program 4. Accounting/Quality Control

*Robinson Butterworth, Manager, Organization 137400*

## **Program Description**

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

<i>Operating Budget</i>	<i>Actual '14</i>	<i>Actual '15</i>	<i>Approp '16</i>	<i>Budget '17</i>
Personnel Services	322,186	343,288	349,387	363,672
Non Personnel	363	475	1,283	1,283
<b><i>Total</i></b>	<b><i>322,549</i></b>	<b><i>343,763</i></b>	<b><i>350,670</i></b>	<b><i>364,955</i></b>



# Unemployment Compensation Operating Budget

**Appropriation 199**

**Department Mission**

The Unemployment Compensation appropriation provides funds to carry out provisions of the Massachusetts Unemployment Security Law, MGLA c. 151A, as it pertains to former City and County employees. The appropriation facilitates payment of unemployment claims.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Unemployment Compensation	34,736	34,251	350,000	350,000
	<b>Total</b>	<b>34,736</b>	<b>34,251</b>	<b>350,000</b>	<b>350,000</b>



# Workers' Compensation Fund Operating Budget

## Appropriation 341

### Department Mission

The Workers' Compensation Fund provides for proper payments of compensation benefits, medical treatment and, if necessary, rehabilitation for employees permanently injured in work related accidents prior to July, 1995, or for employees from former City departments, e.g. Department of Health and Hospitals.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '14</i>	<i>Total Actual '15</i>	<i>Total Approp '16</i>	<i>Total Budget '17</i>
	Workers' Compensation Fund	1,558,010	1,865,720	2,200,000	2,200,000
	<b>Total</b>	<b>1,558,010</b>	<b>1,865,720</b>	<b>2,200,000</b>	<b>2,200,000</b>

