

Finance, Budget & Administration

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Finance, Budget & Administration

David Sweeney, Chief Financial Officer & Collector-Treasurer

Cabinet Mission

The Finance, Budget and Administration 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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Office of Finance & Budget	2,176,640	1,505,363	993,338	933,000
	Assessing Department	6,490,579	6,572,032	6,681,665	7,108,092
	Auditing Department	2,444,875	2,539,198	2,607,285	2,665,862
	Budget Management	2,622,983	2,677,087	3,164,937	3,135,987
	Execution of Courts	11,976,054	13,470,377	3,500,000	3,500,000
	Health Insurance	182,842,982	190,870,372	189,882,172	195,756,613
	Human Resources	3,502,924	3,352,701	3,784,831	3,806,730
	Labor Relations	1,627,828	1,228,145	1,423,152	1,424,704
	Medicare Payments	8,264,396	7,752,168	8,653,480	8,700,000
	Pensions & Annuities - City	4,099,517	164,247	4,100,000	4,100,000
	Pensions & Annuities - County	34,554	35,334	100,000	100,000
	Purchasing Division	1,486,005	1,697,083	1,773,821	1,863,465
	Registry Division	1,018,486	994,588	1,034,851	1,008,374
	Treasury Department	4,480,638	4,368,305	4,842,391	4,316,742
	Unemployment Compensation	80,113	34,736	350,000	350,000
	Workers' Compensation Fund	2,085,234	1,558,012	2,200,000	2,200,000
	Total	235,233,808	238,819,748	235,091,923	240,969,569

<i>External Funds Expenditures</i>	<i>Total Actual '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
Auditing Department	2,397,305	785,512	138,289	180,733
Total	2,397,305	785,512	138,289	180,733

Office of Finance & Budget 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.

Selected Performance Strategies

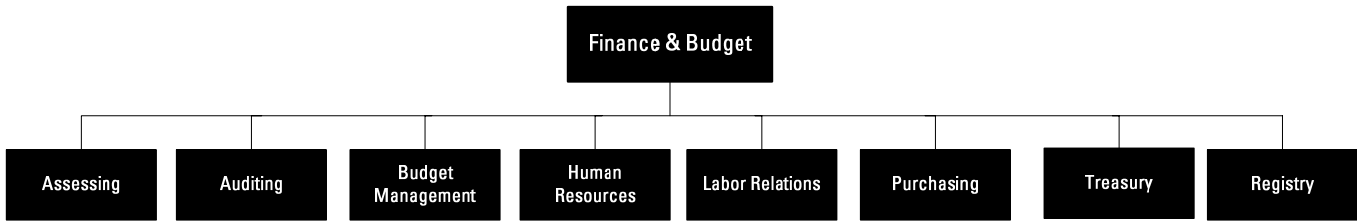
Finance & Budget

- To continuously improve the services the City provides.
- To ensure financial accountability and preserve the City's long-term fiscal stability.

Operating Budget	Program Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	Finance & Budget	2,176,640	1,505,363	993,338	933,000
	Total	2,176,640	1,505,363	993,338	933,000

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	768,998	700,035	812,887	727,509
	Non Personnel	1,407,642	805,328	180,451	205,491
	Total	2,176,640	1,505,363	993,338	933,000

Office of Finance & Budget 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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	768,998	700,035	812,887	727,509	-85,378
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
Total Personnel Services	768,998	700,035	812,887	727,509	-85,378
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	16,541	15,933	17,451	17,391	-60
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	504	126	500	500	0
52800 Transportation of Persons	1,765	225	0	600	600
52900 Contracted Services	1,369,325	750,986	157,000	181,500	24,500
Total Contractual Services	1,388,135	767,270	174,951	199,991	25,040
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	1,486	1,433	3,800	3,800	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
Total Supplies & Materials	1,486	1,433	3,800	3,800	0
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	1,721	21,891	1,700	1,700	0
Total Current Chgs & Oblig	1,721	21,891	1,700	1,700	0
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	700	14,734	0	0	0
55900 Misc Equipment	15,600	0	0	0	0
Total Equipment	16,300	14,734	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,176,640	1,505,363	993,338	933,000	-60,338

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Assistant	EXM	04	1.00	58,590	Exec Asst	EXM	10	1.00	111,933
Data Proc Systems Anl	EXM	06	1.00	80,219	Performance Analyst	EXM	06	1.00	73,358
Director Administrative Services	CDH	NG	1.00	146,198	Pr Adm Asst	EXM	09	1.00	86,047
Exec Assistant	MYO	06	1.00	64,175	Prin Admin Assistant	EXM	08	1.00	96,339
					Prin Admin Assistant	EXM	10	1.00	80,077
					Total			9	796,936
					Adjustments				
					Differential Payments				0
					Other				10,650
					Chargebacks				0
					Salary Savings				-80,077
					FY16 Total Request				727,509

Program 1. Finance & Budget

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	768,998	700,035	812,887	727,509
Non Personnel	1,407,642	805,328	180,451	205,491
Total	2,176,640	1,505,363	993,338	933,000

Performance

Strategy: To continuously improve the services the City provides.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Average return on city investments	.25	.23	.28	TBR

Strategy: To ensure financial accountability and preserve the City's long-term fiscal stability.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Property tax collection rate	99.1	99.2	99.8	99.4

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.

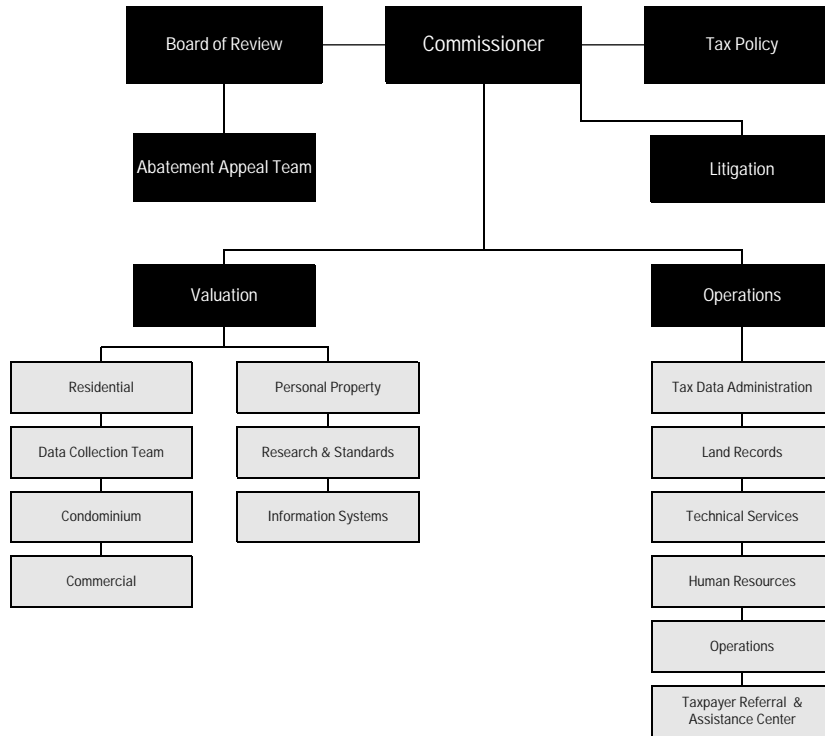
Executive

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

Operating Budget	Program Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	Operations	2,011,644	1,874,432	1,979,891	2,151,933
	Valuation	3,061,860	3,245,335	3,413,406	3,736,859
	Executive	1,417,075	1,452,265	1,288,368	1,219,300
	Total	6,490,579	6,572,032	6,681,665	7,108,092

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	5,596,336	5,848,431	6,052,843	6,467,191
	Non Personnel	894,243	723,601	628,822	640,901
	Total	6,490,579	6,572,032	6,681,665	7,108,092

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	5,550,292	5,822,625	6,022,843	6,444,191	421,348
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	27,764	25,648	15,000	23,000	8,000
51600 Unemployment Compensation	18,280	0	15,000	0	-15,000
51700 Workers' Compensation	0	158	0	0	0
Total Personnel Services	5,596,336	5,848,431	6,052,843	6,467,191	414,348
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	57,363	61,239	52,500	40,000	-12,500
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	13,345	0	0	0	0
52700 Repairs & Service of Equipment	19,703	9,323	20,000	18,000	-2,000
52800 Transportation of Persons	12,912	13,259	14,000	18,400	4,400
52900 Contracted Services	427,463	482,102	352,000	346,100	-5,900
Total Contractual Services	530,786	565,923	438,500	422,500	-16,000
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
53000 Auto Energy Supplies	1,438	879	1,200	714	-486
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	120,199	51,448	54,000	108,000	54,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	121,637	52,327	55,200	108,714	53,514
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
54300 Workers' Comp Medical	287	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	135,596	79,174	123,700	109,687	-14,013
Total Current Chgs & Oblig	135,883	79,174	123,700	109,687	-14,013
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	22,844	22,844	11,422	0	-11,422
55600 Office Furniture & Equipment	13,224	3,333	0	0	0
55900 Misc Equipment	69,869	0	0	0	0
Total Equipment	105,937	26,177	11,422	0	-11,422
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	6,490,579	6,572,032	6,681,665	7,108,092	426,427

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary	
Admin Analyst	SU4	14	11.00	571,117	Office Manager	SU4	16	3.00	198,820	
Admin Assistant	SU4	15	3.00	178,495	Personnel Officer	SU4	14	1.00	43,346	
Admin Assistant	SU4	16	1.00	68,395	Prin Admin Assistant	EXM	08	1.00	82,237	
Admin Assistant	SU4	18	1.00	83,176	Prin Admin Assistant	EXM	09	1.00	103,474	
Asst Assessor	AFB	16A	3.00	159,697	Prin Admin Assistant	EXM	10	1.00	102,501	
Asst Assessor	AFL	16A	5.00	312,980	Prin Admin Assistant	SE1	08	4.00	371,858	
Asst Assessor (Trainee II)	AFL	14	5.00	227,167	Prin Admin Assistant	SE1	09	3.00	307,812	
Asst Dir-Assessing Plan Maint	AFJ	19A	1.00	90,006	Prin Data Proc Systems Analyst	SE1	10	2.00	223,865	
Commissioner	CDH	NG	1.00	144,624	Property Officer	SU4	12	1.00	44,923	
Dir-Assessing Services	SE1	07	5.00	440,734	Research Analyst	SU4	16	2.00	100,008	
DP Sys Analyst	SE1	06	2.00	120,765	Research Assessor	AFL	18	2.00	151,358	
Exec Asst	EXM	10	3.00	335,798	Sr Adm Analyst	SE1	06	4.00	310,671	
Exec Asst	EXM	12	2.00	246,584	Sr Assessing Draftsperson	AFJ	18A	2.00	135,999	
Executive Assistant	EXM	12	1.00	108,421	Sr Data Proc Sys Analyst	SE1	08	1.00	91,667	
Head Clerk	SU4	12	4.00	174,806	Sr Research Analyst	SU4	18	2.00	158,607	
Jr Assessing Draftsperson	AFJ	16A	1.00	68,398	Supv Asst Assessors	AFJ	18	1.00	70,197	
Member-Bd of Review	EXM	NG	1.00	85,234	Supv Asst Assessors	AFL	18	8.00	640,113	
					Total				89	6,553,853
					Adjustments					
					Differential Payments				0	
					Other				77,984	
					Chargebacks				0	
					Salary Savings				-187,645	
					FY16 Total Request				6,444,192	

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	1,640,643	1,675,350	1,801,769	1,921,732
Non Personnel	371,001	199,082	178,122	230,201
Total	2,011,644	1,874,432	1,979,891	2,151,933

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	2,880,154	3,032,217	3,150,606	3,488,459
Non Personnel	181,706	213,118	262,800	248,400
Total	3,061,860	3,245,335	3,413,406	3,736,859

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% 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 '13	Actual '14	Projected '15	Target '16
% of residential and condo abatement applications reviewed	100%	100%	100%	100%

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% 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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	1,075,539	1,140,864	1,100,468	1,057,000
Non Personnel	341,536	311,401	187,900	162,300
Total	1,417,075	1,452,265	1,288,368	1,219,300

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of public requests to Commissioner's office addressed within 2 days	96%	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

Administration

- To provide a support structure for effective management and operational control.

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

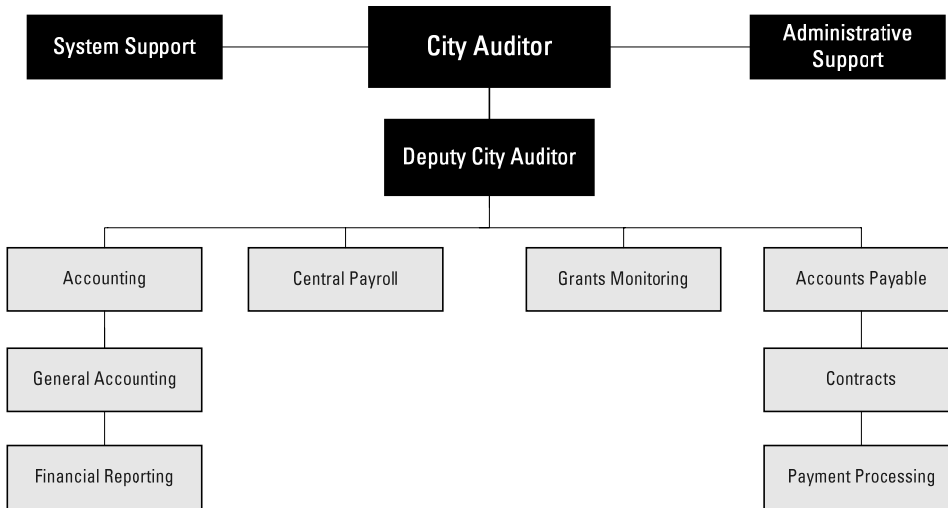
- To review, process, and record financial transactions.

Operating Budget	Program Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	Administration	426,108	482,471	513,872	519,600
	Accounting	644,478	679,068	683,430	699,452
	Central Payroll	519,200	512,253	536,920	541,850
	Grants Monitoring	189,213	179,756	150,708	151,683
	Accounts Payable	665,876	685,650	722,355	753,277
	Total	2,444,875	2,539,198	2,607,285	2,665,862

External Funds Budget	Fund Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	BAIS Financials Upgrade	2,360,728	684,542	0	0
	Earned Indirect	36,577	100,970	138,289	180,733
	Total	2,397,305	785,512	138,289	180,733

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	2,278,921	2,388,818	2,525,046	2,589,791
	Non Personnel	165,954	150,380	82,239	76,071
	Total	2,444,875	2,539,198	2,607,285	2,665,862

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	2,180,976	2,348,593	2,508,046	2,580,791	72,745
51100 Emergency Employees	2,610	0	0	0	0
51200 Overtime	81,231	35,262	17,000	9,000	-8,000
51600 Unemployment Compensation	14,104	4,963	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,278,921	2,388,818	2,525,046	2,589,791	64,745
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	12,152	7,227	5,500	7,301	1,801
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	17,984	0	0	0
52700 Repairs & Service of Equipment	3,728	3,245	8,899	8,821	-78
52800 Transportation of Persons	2,181	7,913	10,000	8,800	-1,200
52900 Contracted Services	99,773	48,485	39,350	34,450	-4,900
Total Contractual Services	117,834	84,854	63,749	59,372	-4,377
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	7,249	11,924	9,700	10,479	779
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	91	128	250	155	-95
Total Supplies & Materials	7,340	12,052	9,950	10,634	684
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	7,368	13,440	8,540	6,065	-2,475
Total Current Chgs & Oblig	7,368	13,440	8,540	6,065	-2,475
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	14,942	0	0	0	0
55900 Misc Equipment	18,470	40,034	0	0	0
Total Equipment	33,412	40,034	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,444,875	2,539,198	2,607,285	2,665,862	58,577

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Analyst	SE1	04	2.00	127,294	Prin Admin Assistant	SE1	08	2.00	192,680
Admin Assistant	SE1	05	1.00	73,613	Prin Admin Asst	SE1	10	2.00	217,006
Asst City Auditor	SE1	09	2.00	203,574	Senior Admin Asst	SE1	07	1.00	88,147
Asst Prin Accountant	SU4	14	3.00	165,552	Sr Accountant	SU4	13	4.00	195,666
City Auditor	CDH	NG	1.00	125,126	Sr Adm Analyst	SE1	06	5.00	383,376
Dep City Auditor	EXM	11	1.00	111,166	Sr Data Proc Sys An(Budget)	SE1	09	1.00	101,618
Head Account Clerk	SU4	12	4.00	165,636	Sr Research Analyst	SE1	03	3.00	182,785
Prin Admin Analyst	SE1	07	2.00	176,293	Sr Res An(GrantsUnit)(Aud)	SE1	03	1.00	50,974
					Supv Accounting	SE1	05	3.00	211,225
					Total		38		2,771,731
					Adjustments				
					Differential Payments				0
					Other				31,814
					Chargebacks				-180,733
					Salary Savings				-42,021
					FY16 Total Request				2,580,791

External Funds History

<i>Personnel Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	502,432	178,531	138,289	180,733	42,444
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	19,290	777	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	0	0	0	0	0
51500 Pension & Annuity	39,849	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
Total Personnel Services	561,571	179,308	138,289	180,733	42,444
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	0	0	0	0	0
52200 Utilities	384	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	1,780	0	0	0	0
52700 Repairs & Service of Equipment	0	0	0	0	0
52800 Transportation of Persons	5,433	0	0	0	0
52900 Contracted Services	1,774,015	576,204	0	0	0
Total Contractual Services	1,781,612	576,204	0	0	0
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	5,743	0	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	0	0	0	0
Total Supplies & Materials	5,743	0	0	0	0
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	45,280	30,000	0	0	0
Total Current Chgs & Oblig	45,280	30,000	0	0	0
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	986	0	0	0	0
55900 Misc Equipment	2,113	0	0	0	0
Total Equipment	3,099	0	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,397,305	785,512	138,289	180,733	42,444

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	387,909	428,261	495,195	507,899
Non Personnel	38,199	54,210	18,677	11,701
Total	426,108	482,471	513,872	519,600

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of information requests processed within 10 days	75%	80%	91%	100%
Information requests processed	12	15	22	13
Information requests processed within 10 days	9	12	20	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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	633,861	660,036	676,058	689,409
Non Personnel	10,617	19,032	7,372	10,043
Total	644,478	679,068	683,430	699,452

Performance

Strategy: To provide timely and accurate financial reporting.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of journal vouchers completed within 3 days	100%	100%	100%	100%
Annual Comprehensive Financial Report published within time frame	1	1	1	1
Journal vouchers completed within 3 days - accounting	1,442	2,086	1,782	1,500
Journal vouchers processed completed	1,442	2,086	1,782	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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	514,986	497,922	529,445	533,394
Non Personnel	4,214	14,331	7,475	8,456
Total	519,200	512,253	536,920	541,850

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of payroll confirms met within scheduled time frame	67%	75%	98%	80%
Payrolls confirmed within scheduled time frame	35	40	50	42
Scheduled payroll confirms	52	53	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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	183,531	174,059	145,731	147,104
Non Personnel	5,682	5,697	4,977	4,579
Total	189,213	179,756	150,708	151,683

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of journal vouchers processed within 3 days	70%	61%	96%	98%
Annual Single Audit report published within time frame	1	1	2	1
Journal vouchers processed grants	736	1,633	1,545	1,050
Journal vouchers processed grants within 3 days	518	1,003	1,481	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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	558,634	628,540	678,617	711,985
Non Personnel	107,242	57,110	43,738	41,292
Total	665,876	685,650	722,355	753,277

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of accounts payable vendor Invoices approved in 10 days		89%	98%	90%
Vendor Invoices approved		57,392	48,089	70,000
Vendor invoices approved within 10 days of receipt		51,234	47,283	63,000

External Funds Projects

ARRA – Earned Indirect

Project Mission

ARRA – Earned Indirect was funding provided through various grants for the American Recovery and Reinvestment Act (ARRA) to cover expenses associated with the central administration and reporting of ARRA grant activity.

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

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.

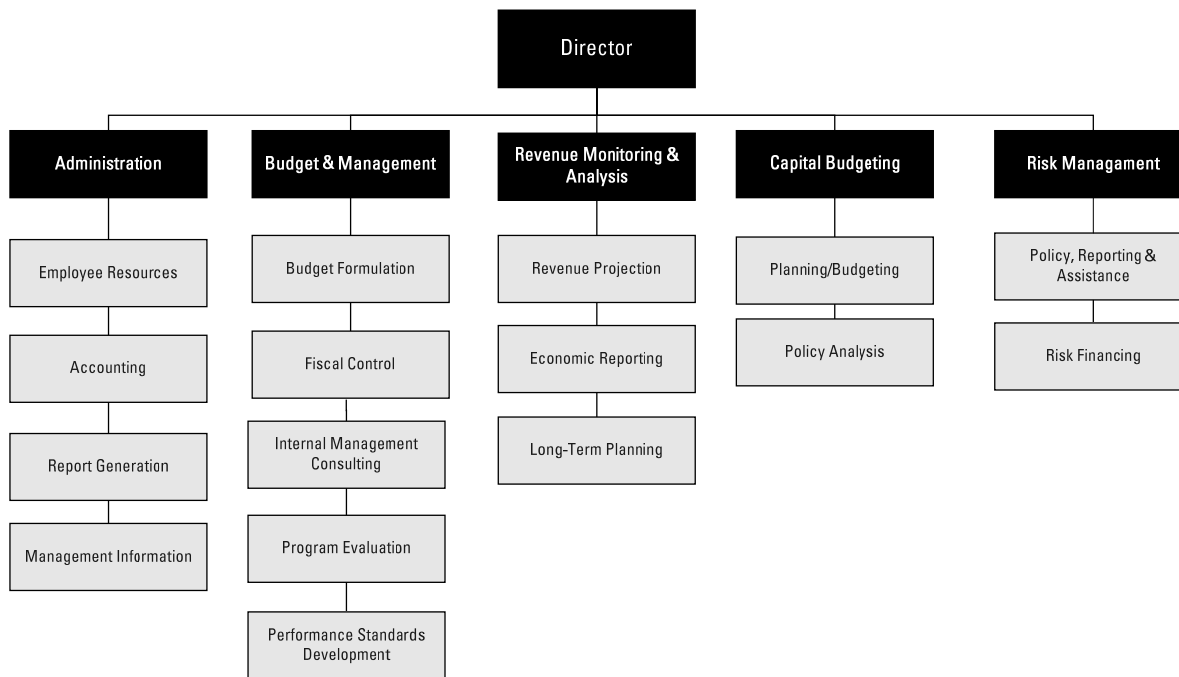
Risk Management

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

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Administration	1,228,479	1,213,941	1,398,241	1,372,221
	Budget & Management	468,163	516,639	725,946	887,190
	Revenue Monitoring	275,841	284,723	298,873	186,675
	Improving Management Project	14,716	0	0	0
	Capital Budgeting	473,205	485,389	547,549	507,013
	Risk Management	162,579	176,395	194,328	182,888
	Total	2,622,983	2,677,087	3,164,937	3,135,987

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	2,113,590	2,206,063	2,387,956	2,425,956
	Non Personnel	509,393	471,024	776,981	710,031
	Total	2,622,983	2,677,087	3,164,937	3,135,987

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	2,092,193	2,182,209	2,363,956	2,401,956	38,000
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	21,397	23,854	24,000	24,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,113,590	2,206,063	2,387,956	2,425,956	38,000
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	9,912	5,584	15,900	11,000	-4,900
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	3,233	3,118	3,500	3,500	0
52800 Transportation of Persons	1,077	1,752	2,525	5,675	3,150
52900 Contracted Services	357,501	302,453	546,431	486,481	-59,950
Total Contractual Services	371,723	312,907	568,356	506,656	-61,700
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	2,646	2,859	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	377	112	1,500	1,500	0
Total Supplies & Materials	3,023	2,971	5,600	5,600	0
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	133,797	155,146	203,025	197,775	-5,250
Total Current Chgs & Oblig	133,797	155,146	203,025	197,775	-5,250
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	850	0	0	0	0
Total Equipment	850	0	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	2,622,983	2,677,087	3,164,937	3,135,987	-28,950

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Assistant	SU4	16	1.00	68,395	Prin Admin Assistant	SE1	08	2.00	167,281
Admin Secretary	SU4	14	1.00	54,273	Prin Budget Analyst (Ads-Bdd)	SE1	09	1.00	103,474
Budget Policy Analyst	MYO	07	1.00	70,656	Spec Asst I	MYO	10	1.00	89,403
Dep Director	MYO	14	1.00	109,745	Sr Adm Analyst	SE1	06	1.00	80,219
Exec Asst	EXM	10	4.00	442,547	Sr Data Proc Sys An(Budget)	SE1	09	1.00	103,474
Exec Asst	EXM	12	1.00	123,292	Sr Finance Manager	MYO	10	1.00	89,403
Management Analyst (Obpe)	SE1	06	7.00	504,035	Sr Management Analyst	SE1	08	3.00	240,252
					Supervisor of Budgets	CDH	NG	1.00	127,850
					Total			27	2,374,299
					Adjustments				
					Differential Payments				0
					Other				31,700
					Chargebacks				55,966
					Salary Savings				-60,009
					FY16 Total Request				2,401,956

Program 1. Administration

James M. Williamson, 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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	782,142	810,221	742,955	773,685
Non Personnel	446,337	403,720	655,286	598,536
Total	1,228,479	1,213,941	1,398,241	1,372,221

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of available regular hours worked	99%	99%	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 '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Hours of continuing Professional Education Training	310	214	149	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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	464,815	516,599	717,546	884,290
Non Personnel	3,348	40	8,400	2,900
Total	468,163	516,639	725,946	887,190

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</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 '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Monthly expenditure variance reports available to city departments	10	10	10	10

Program 3. Revenue Monitoring

Michael Perez, 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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	274,850	284,714	297,223	185,175
Non Personnel	991	9	1,650	1,500
Total	275,841	284,723	298,873	186,675

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% by which actual revenues exceed actual expenditures	0.30%	0.40%	0.40%	0.40%

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	470,932	485,073	519,159	468,473
Non Personnel	2,273	316	28,390	38,540
Total	473,205	485,389	547,549	507,013

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Debt service costs as a % of operating expenditures	5.6%	5.6%	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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	107,126	109,456	111,073	114,333
Non Personnel	55,453	66,939	83,255	68,555
Total	162,579	176,395	194,328	182,888

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of Risk financing strategy implemented	87%	88%	88%	88%

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
City-wide risk management reviews or improvements	1	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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Execution of Courts	11,976,054	13,470,377	3,500,000	3,500,000
	Total	11,976,054	13,470,377	3,500,000	3,500,000

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	0	0	0	0
	Non Personnel	8,767,448	6,970,837	3,500,000	3,500,000
	Total	8,767,448	6,970,837	3,500,000	3,500,000

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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Health Insurance	182,842,982	190,870,372	189,882,172	195,756,613
	Total	182,842,982	190,870,372	189,882,172	195,756,613

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

Affirmative Action

- To recruit and sustain a workforce that reflects Boston's diverse population.

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.

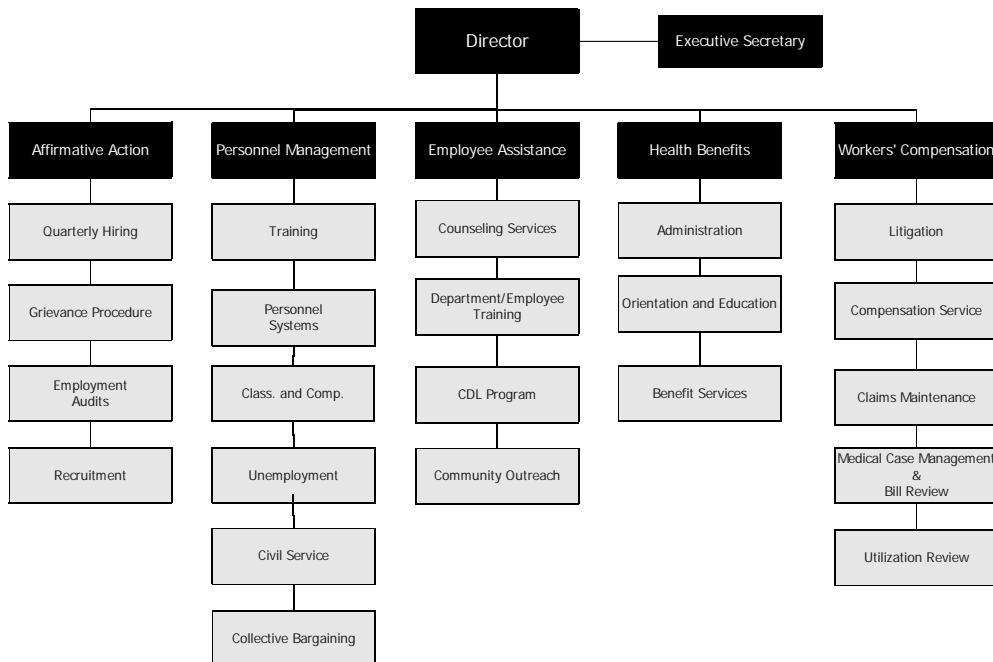
Workers Comp

- 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 '13	Total Actual '14	Total Approp '15	Total Budget '16
	Personnel	1,648,467	1,598,631	1,871,993	1,918,528
	Affirmative Action	105,443	112,801	113,965	71,748
	Health Benefits & Insurance	711,797	609,169	692,765	699,626
	Employee Assistance	174,608	147,344	101,022	86,226
	Workers Comp	862,609	884,756	1,005,086	1,030,602
	Total	3,502,924	3,352,701	3,784,831	3,806,730

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	3,066,208	2,946,568	3,368,056	3,423,952
	Non Personnel	436,716	406,133	416,775	382,778
	Total	3,502,924	3,352,701	3,784,831	3,806,730

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	3,043,500	2,914,742	3,319,209	3,380,499	61,290
51100 Emergency Employees	22,708	30,389	48,847	43,453	-5,394
51200 Overtime	0	1,437	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	3,066,208	2,946,568	3,368,056	3,423,952	55,896
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	38,325	10,566	20,400	20,400	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	2,500	0	0	0	0
52700 Repairs & Service of Equipment	4,631	1,045	5,300	3,000	-2,300
52800 Transportation of Persons	2,775	2,450	3,075	4,800	1,725
52900 Contracted Services	126,907	156,897	133,900	115,600	-18,300
Total Contractual Services	175,138	170,958	162,675	143,800	-18,875
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	34,193	55,928	51,500	41,650	-9,850
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	34,193	55,928	51,500	41,650	-9,850
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	162,193	177,854	202,600	191,528	-11,072
Total Current Chgs & Oblig	162,193	177,854	202,600	191,528	-11,072
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	65,192	1,393	0	5,800	5,800
Total Equipment	65,192	1,393	0	5,800	5,800
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	3,502,924	3,352,701	3,784,831	3,806,730	21,899

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Assistant	SU4	15	2.00	111,660	Personnel Analyst	SE1	05	1.00	73,613
Affirm Action Monitor	SE1	05	1.00	73,613	Personnel Asst (Ads/Psd)	SU4	17	1.00	73,963
Alcoholism Coord I	SU4	18	1.00	83,176	Prin Admin Analyst	EXM	07	1.00	88,147
Assoc Director (EAP)	EXM	09	1.00	85,726	Prin Admin Assistant	SE1	07	1.00	88,147
Asst Corp Counsel III	EXM	08	1.00	79,776	Prin Admin Assistant	SE1	08	2.00	181,074
Director Operations	EXM	12	1.00	105,620	Principal Clerk	SU4	10	1.00	46,263
DP Sys Analyst	SE1	06	2.00	135,128	Senior Admin Asst	SE1	07	1.00	88,147
Employee Devel Coord(Supv/Pers)	SE1	08	1.00	96,340	Senior Personnel Analyst	SE1	06	1.00	80,219
Head Account Clerk	SU4	12	3.00	150,071	Sr Adm Asst	EXM	09	1.00	103,474
Head Clerk	SU4	12	4.00	161,225	Sr Adm Asst	SE1	06	3.00	215,348
Head Clerk & Secretary	SU4	13	1.00	52,017	Sr Adm Asst	SE1	08	2.00	192,680
Health Insurance Coordinator	EXM	12	1.00	105,376	Sr Data Proc Sys Analyst	EXM	10	1.00	111,933
Human Resources Compliance Offcr	EXM	09	1.00	103,474	Sr Human Resources Generalist	EXM	09	1.00	103,474
Human Resources Representative	SU4	15	3.00	174,938	Supervisor of Personnel	CDH	NG	1.00	116,302
Intern & Fellowship Program Coord	SE1	06	1.00	72,143	Supv Management Svcs	SU4	17	3.00	211,791
Nurse Case Manager	SE1	07	1.00	88,147	Supvising Claims Agent	EXM	09	1.00	103,474
Office Manager	SU4	16	1.00	68,395	Workmen's Compensation Agent	EXM	11	1.00	118,800
					Total			49	3,743,672
					Adjustments				
					Differential Payments				0
					Other				35,900
					Chargebacks				-350,493
					Salary Savings				-48,580
					FY16 Total Request				3,380,499

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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	1,350,404	1,360,176	1,599,543	1,665,155
Non Personnel	298,063	238,455	272,450	253,373
Total	1,648,467	1,598,631	1,871,993	1,918,528

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Citywide - % of total person hours absent	3	3	2	3
Citywide - Hours absent per employee	35	58	84	35

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of total new hires - people of color	33%	48%	40%	40%
% of total new hires - women	30%	34%	39%	40%
Median salary of City employees	60,812	65,047	69,444	65,864
Total new hires	548	741	468	

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of city workforce earning over median salary - people of color	29%	30%	30%	30%
% of city workforce earning over median salary - women	20%	19%	18%	25%
% of total promotions - people of color	37%	33%	32%	40%
% of total promotions - women	36%	48%	31%	40%
Total employees in city workforce	7,893	7,766	7,912	
Total promotions	178	577	800	480

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	88,863	56,391	86,465	44,248
Non Personnel	16,580	56,410	27,500	27,500
Total	105,443	112,801	113,965	71,748

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
% of city workforce - people of color	36%	36%	36%	36%
% of city workforce - women	30%	29%	30%	30%

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	647,421	556,657	646,065	662,971
Non Personnel	64,376	52,512	46,700	36,655
Total	711,797	609,169	692,765	699,626

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 '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Active employees enrolled in health insurance	15,291	15,379	15,258	15,415
Employees enrolled in dental/vision benefit plan	5,815	6,103	6,180	6,103
Health insurance premiums as % of total City expenditures	12	11	11	11

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	174,608	147,344	101,022	86,226
Non Personnel	0	0	0	0
Total	174,608	147,344	101,022	86,226

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Assessments completed	335	264	259	300
Referrals made	373	255	170	420

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	804,912	826,000	934,961	965,352
Non Personnel	57,697	58,756	70,125	65,250
Total	862,609	884,756	1,005,086	1,030,602

Performance

Strategy: To process injury claims promptly.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Total medical costs paid to Workers Compensation claimants (non-uniform)	2,241,944	1,926,266	2,143,373	2,000,000

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Total wages paid to Workers Compensation claimants (non-uniform)	9,250,851	8,728,895	8,299,235	9,600,000
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 '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Average number of claimants on Workers Compensation payroll (non-uniform)	221	200	188	200
Total reported injuries (non-uniform)	1,063	1,029	1,096	1,000

Labor Relations Operating Budget

Paul Curran, 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

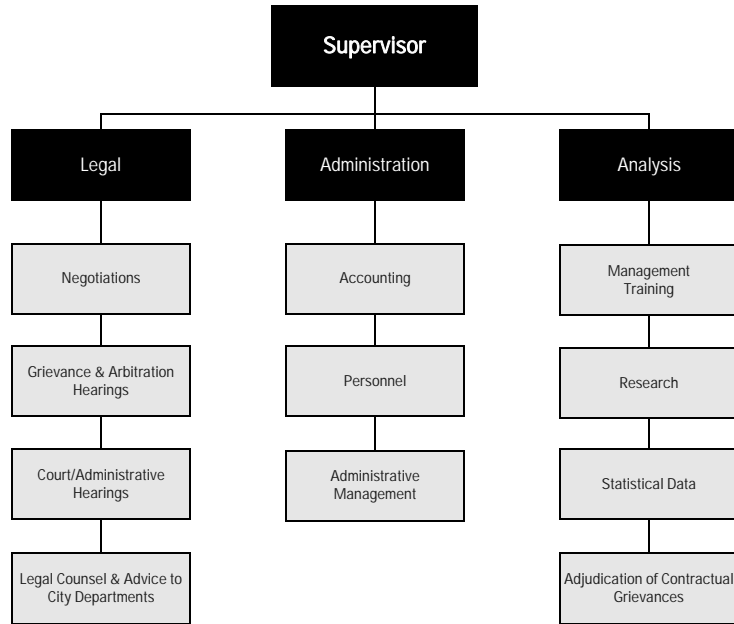
Labor Relations

- 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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Labor Relations	1,627,828	1,228,145	1,423,152	1,424,704
	Total	1,627,828	1,228,145	1,423,152	1,424,704

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	746,147	710,270	779,386	827,067
	Non Personnel	881,681	517,875	643,766	597,637
	Total	1,627,828	1,228,145	1,423,152	1,424,704

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	746,147	710,270	774,380	822,061	47,681
51100 Emergency Employees	0	0	5,006	5,006	0
51200 Overtime	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	746,147	710,270	779,386	827,067	47,681
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	2,461	2,399	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	1,968	478	6,550	2,050	-4,500
52800 Transportation of Persons	8,465	945	2,500	4,000	1,500
52900 Contracted Services	826,562	451,976	585,520	547,370	-38,150
Total Contractual Services	839,456	455,798	598,670	557,520	-41,150
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
53000 Auto Energy Supplies	165	58	844	0	-844
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	0	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	3,866	2,767	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
Total Supplies & Materials	4,031	2,825	5,194	4,350	-844
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	34,017	35,262	32,500	32,552	52
Total Current Chgs & Oblig	34,017	35,262	32,500	32,552	52
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	3,215	6,430	6,430	3,215	-3,215
55600 Office Furniture & Equipment	0	13,542	0	0	0
55900 Misc Equipment	962	4,018	972	0	-972
Total Equipment	4,177	23,990	7,402	3,215	-4,187
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,627,828	1,228,145	1,423,152	1,424,704	1,552

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Asst Corp Counsel III	EXM	08	5.00	394,181	Labor Relations Analyst	EXM	04	1.00	59,326
Asst Supv/Labor Relations	EXM	11	1.00	93,285	Legal Secretary	EXM	14	1.00	53,317
Exec Asst	EXM	06	1.00	80,219	Supervisor of Labor Relations	CDH	NG	1.00	116,733
					Total			10	797,061
					Adjustments				
					Differential Payments				0
					Other				25,000
					Chargebacks				0
					Salary Savings				0
					FY16 Total Request				822,061

Program 1. Labor Relations

Paul Curran, *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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	746,147	710,270	779,386	827,067
Non Personnel	881,681	517,875	643,766	597,637
Total	1,627,828	1,228,145	1,423,152	1,424,704

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of city collective bargaining contracts settled	58%	95%	95%	100%

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Training programs that OLR has presented or co-presented for City employees	26	17	25	22

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of grievances filed for arbitration	43%	46%	46%	50%

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 '13	Total Actual '14	Total Approp '15	Total Budget '16
	Medicare Payments	8,264,396	7,752,168	8,653,480	8,700,000
	Total	8,264,396	7,752,168	8,653,480	8,700,000

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	8,264,396	7,752,168	8,653,480	8,700,000
	Non Personnel	0	0	0	0
	Total	8,264,396	7,752,168	8,653,480	8,700,000

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.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Pensions & Annuities - City	4,099,517	164,247	4,100,000	4,100,000
	Total	4,099,517	164,247	4,100,000	4,100,000

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	4,099,517	164,247	4,100,000	4,100,000
	Non Personnel	0	0	0	0
	Total	4,099,517	164,247	4,100,000	4,100,000

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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Pensions & Annuities - County	34,554	35,334	100,000	100,000
	Total	34,554	35,334	100,000	100,000

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	34,554	35,334	100,000	100,000
	Non Personnel	0	0	0	0
	Total	34,554	35,334	100,000	100,000

Purchasing Division Operating Budget

Kevin Coyne, Interim 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

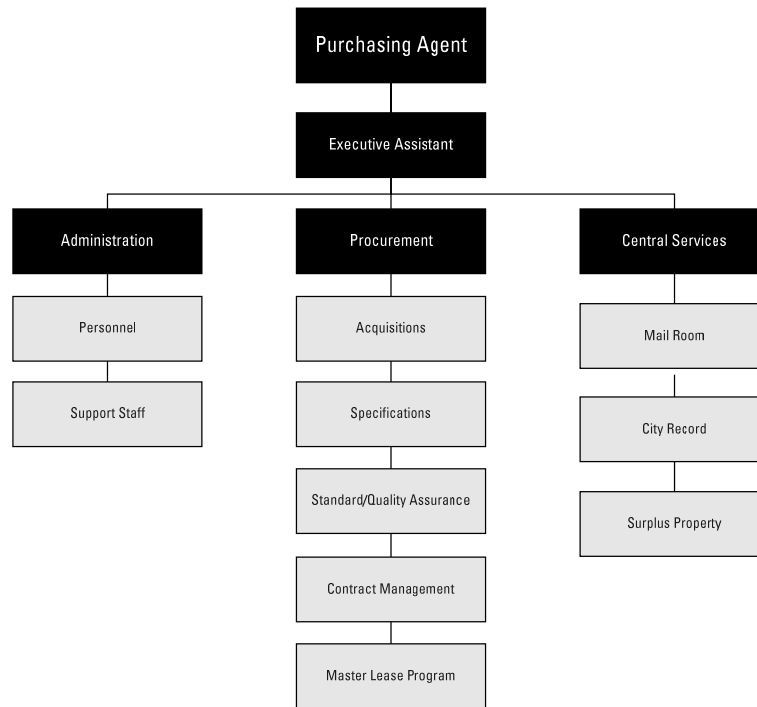
Procurement

- 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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Administration	190,286	355,752	364,603	391,772
	Procurement	1,096,320	1,093,897	1,115,000	1,108,271
	Central Services	199,399	247,434	294,218	363,422
	Total	1,486,005	1,697,083	1,773,821	1,863,465

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	1,372,953	1,573,306	1,692,482	1,711,218
	Non Personnel	113,052	123,777	81,339	152,247
	Total	1,486,005	1,697,083	1,773,821	1,863,465

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	1,371,959	1,571,447	1,692,482	1,711,218	18,736
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	994	1,859	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,372,953	1,573,306	1,692,482	1,711,218	18,736
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	22,102	12,857	19,478	19,002	-476
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	36,579	44,611	21,300	21,600	300
52800 Transportation of Persons	3,325	3,425	3,750	4,800	1,050
52900 Contracted Services	8,828	11,944	7,350	7,350	0
Total Contractual Services	70,834	72,837	51,878	52,752	874
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	10,688	8,667	7,800	5,800	-2,000
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	355	0	0	0
Total Supplies & Materials	10,688	9,022	7,800	5,800	-2,000
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
54300 Workers' Comp Medical	1,433	327	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	2,126	2,182	2,875	2,885	10
Total Current Chgs & Oblig	3,559	2,509	2,875	2,885	10
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	25,572	25,572	12,786	84,810	72,024
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	1,864	1,039	0	0	0
Total Equipment	27,436	26,611	12,786	84,810	72,024
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	535	12,798	6,000	6,000	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	535	12,798	6,000	6,000	0
Grand Total	1,486,005	1,697,083	1,773,821	1,863,465	89,644

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary	
Admin Analyst	SU4	14	1.00	43,774	Exec Asst	EXM	11	1.00	87,653	
Admin Assistant	SE1	05	1.00	73,613	Mailroom Equipment Operator	SU4	15	1.00	57,732	
Admin Assistant	SU4	15	2.00	126,497	Prin Acct Clerk	SU4	10	1.00	44,490	
Admin Assistant	SU4	17	2.00	147,927	Prin Admin Assistant	SE1	08	2.00	162,979	
Asst Buyer	SU4	12	1.00	50,024	Purchasing Agent	CDH	NG	1.00	113,633	
Asst Purchasing Agent	SE1	09	2.00	160,851	Sr Adm Analyst	SE1	06	3.00	232,882	
Buyer/Purchasing	SU4	16	3.00	166,571	Sr Buyer	SU4	17	2.00	147,927	
Director	MYN	NG	1.00	112,654	Sr Data Proc Systems Anl I	SE1	09	1.00	103,474	
					Total				25	1,832,681
					Adjustments					
					Differential Payments				0	
					Other				27,500	
					Chargebacks				-73,963	
					Salary Savings				-75,000	
					FY16 Total Request				1,711,218	

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	181,140	336,035	357,720	374,343
Non Personnel	9,146	19,717	6,883	17,429
Total	190,286	355,752	364,603	391,772

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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	1,078,823	1,085,486	1,087,800	1,076,537
Non Personnel	17,497	8,411	27,200	31,734
Total	1,096,320	1,093,897	1,115,000	1,108,271

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Average per gallon price the City pays for bio-diesel	3.43	3.27	2.60	TBR
Average per gallon price the City pays for gasoline	3.48	3.35	2.46	TBR

Strategy: To increase items purchased through a purchase contract.

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% City purchase orders for goods sent by email	63%	35%	69%	90%
% of dollar amount of goods purchased on contract	84%	87%	89%	95%
Total purchase orders	6,054	6,223	6,115	6,000

Strategy: To seek the lowest possible price among vendors.

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Bidders responding	816	1,336	1,363	1,200

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	112,990	151,785	246,962	260,338
Non Personnel	86,409	95,649	47,256	103,084
Total	199,399	247,434	294,218	363,422

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.

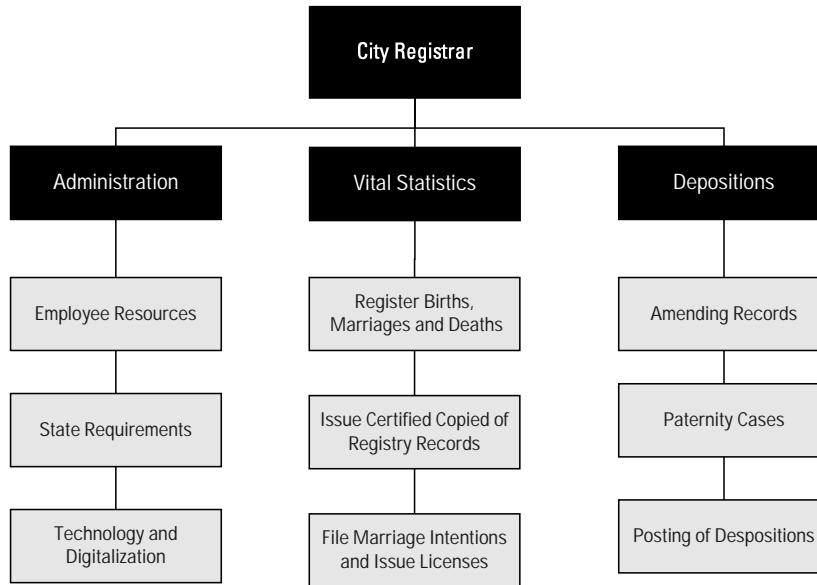
Depositions

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

Operating Budget	Program Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	Administration	271,141	265,281	246,533	231,083
	Vital Statistics	655,470	627,488	677,625	658,776
	Depositions	91,875	101,819	110,693	118,515
	Total	1,018,486	994,588	1,034,851	1,008,374

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	922,268	929,704	976,141	950,947
	Non Personnel	96,218	64,884	58,710	57,427
	Total	1,018,486	994,588	1,034,851	1,008,374

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	922,268	929,704	976,141	950,947	-25,194
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
Total Personnel Services	922,268	929,704	976,141	950,947	-25,194
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	2,172	22,454	3,996	3,996	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	28,163	0	0	0	0
52700 Repairs & Service of Equipment	4,994	3,349	1,500	1,500	0
52800 Transportation of Persons	1,775	1,700	1,800	2,100	300
52900 Contracted Services	30,830	25,375	31,516	30,221	-1,295
Total Contractual Services	67,934	52,878	38,812	37,817	-995
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	10,509	10,225	19,000	18,900	-100
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	222	0	0	0	0
Total Supplies & Materials	10,731	10,225	19,000	18,900	-100
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	3,631	651	898	710	-188
Total Current Chgs & Oblig	3,631	651	898	710	-188
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	13,922	1,130	0	0	0
Total Equipment	13,922	1,130	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,018,486	994,588	1,034,851	1,008,374	-26,477

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Secretary	SU4	14	1.00	56,246	Deposition Clerk	SU4	13	1.00	52,017
Asst City Registrar	SE1	05	2.00	120,850	First Asst City Registrar	SE1	07	1.00	67,671
City Registrar	CDH	NG	1.00	87,808	Head Cashier	SU4	14	1.00	56,246
					Prin Clerk (Vitals/Registry)	SU4	10	12.00	504,847
					Total			19	945,687
					Adjustments				
					Differential Payments				0
					Other				5,260
					Chargebacks				0
					Salary Savings				0
					FY16 Total Request				950,947

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	221,468	226,788	232,235	216,985
Non Personnel	49,673	38,493	14,298	14,098
<i>Total</i>	<i>271,141</i>	<i>265,281</i>	<i>246,533</i>	<i>231,083</i>

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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	609,649	601,657	635,043	617,139
Non Personnel	45,821	25,831	42,582	41,637
Total	655,470	627,488	677,625	658,776

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
% of marriage intentions filed via kiosk			46%	80%
Birth certificates received from hospitals	21,408	19,431	18,230	20,000
Death certificates received from the Health Department	7,165	7,134	7,438	7,150
Marriage intentions filed	4,731	5,198	5,040	5,050

Strategy: To respond to customers inquiries for records effectively.

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Counter requests for certificates	65,745	61,932	63,673	64,200
Mail requests for Birth certificates	31,018	36,659	37,253	35,800

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	91,151	101,259	108,863	116,823
Non Personnel	724	560	1,830	1,692
Total	91,875	101,819	110,693	118,515

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Affidavits completed to correct or amend records	2,265	2,938	3,206	2,900

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 '13	Total Actual '14	Total Approp '15	Total Budget '16
	Collecting Division	2,630,604	2,514,344	2,886,490	2,369,527
	Treasury Division	1,850,034	1,853,961	1,955,901	1,947,215
	Total	4,480,638	4,368,305	4,842,391	4,316,742

Operating Budget		Actual '13	Actual '14	Approp '15	Budget '16
	Personnel Services	2,928,815	2,948,913	3,178,146	3,294,945
	Non Personnel	1,551,823	1,419,392	1,664,245	1,021,797
	Total	4,480,638	4,368,305	4,842,391	4,316,742

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	2,888,361	2,899,794	3,134,946	3,251,745	116,799
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	40,454	49,119	43,200	43,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,928,815	2,948,913	3,178,146	3,294,945	116,799
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	20,315	11,799	28,932	28,916	-16
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	36,247	31,501	49,150	42,000	-7,150
52800 Transportation of Persons	9,246	7,983	9,125	16,743	7,618
52900 Contracted Services	247,995	235,416	169,350	141,900	-27,450
Total Contractual Services	313,803	286,699	256,557	229,559	-26,998
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	733,603	611,272	789,269	772,919	-16,350
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	733,603	611,272	789,269	772,919	-16,350
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
54300 Workers' Comp Medical	0	354	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	10,995	13,062	18,419	19,319	900
Total Current Chgs & Oblig	10,995	13,416	18,419	19,319	900
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	11,286	3,005	0	0	0
Total Equipment	11,286	3,005	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	482,136	505,000	600,000	0	-600,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	482,136	505,000	600,000	0	-600,000
Grand Total	4,480,638	4,368,305	4,842,391	4,316,742	-525,649

Department Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Analyst	SU4	14	1.00	56,246	Head Administrative Clerk	SU4	14	2.00	112,493
Admin Assistant	EXM	05	1.00	49,533	Head Clerk	SU4	12	3.00	137,945
Admin Assistant	SE1	04	1.00	44,892	Prin Accountant	SU4	16	8.00	497,147
Admin Assistant	SU4	15	1.00	63,248	Prin Admin Assistant	EXM	10	1.00	111,933
Admin Secretary	SU4	17	1.00	54,070	Prin Admin Assistant	SE1	06	5.00	367,409
Asst Corp Counsel V	EXM	10	1.00	106,747	Second Asst Coll-Trs	SE1	10	1.00	111,933
Collector-Treasurer	CDH	NG	1.00	145,398	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	111,933
Data Proc Sys Analyst I	SE1	07	1.00	88,147	Sr Admin Asst	SE1	05	3.00	220,839
Dep Collector	SU4	13	5.00	236,809	Sr Legal Asst	SU4	14	1.00	56,246
Exec Asst	SE1	06	1.00	80,219	Sr Programmer	SU4	15	1.00	46,245
Exec Asst	SE1	11	1.00	118,800	Supervisor Accounting	SE1	08	8.00	760,616
First Asst Coll-Trs	SE1	11	1.00	118,800	Tax Title Supv	SU4	15	2.00	126,497
First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	135,953	Teller	SU4	13	4.00	204,250
					Total			57	4,164,350
					Adjustments				
					Differential Payments				0
					Other				56,474
					Chargebacks				-770,112
					Salary Savings				-198,970
					FY16 Total Request				3,251,742

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.

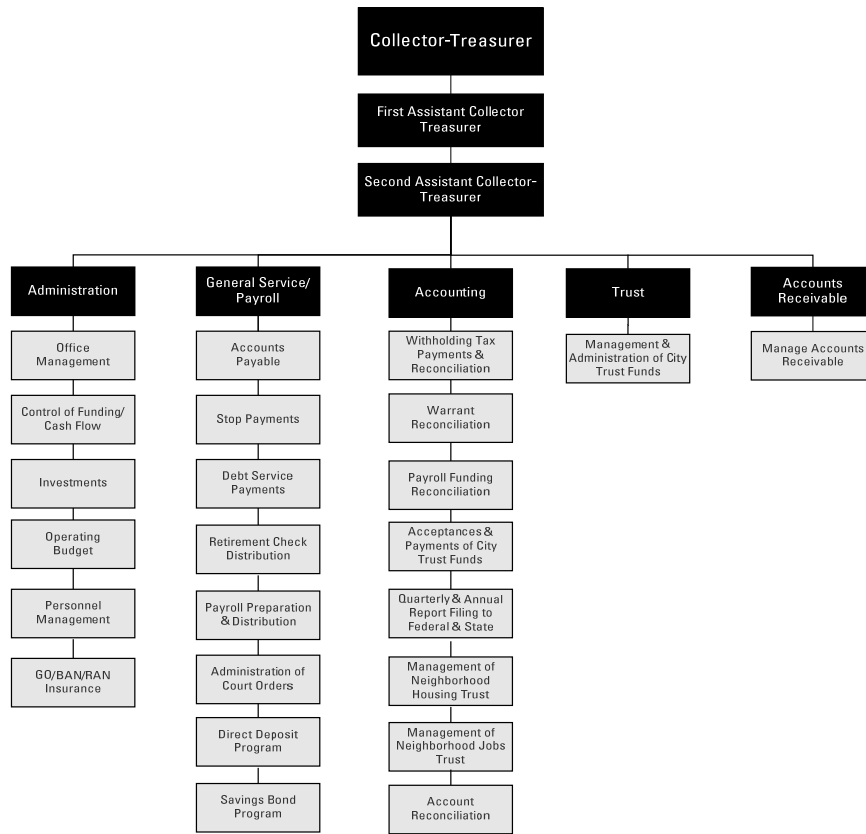
Trust

- To monitor the City return on Trust Fund investments.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Administration	601,379	691,293	732,941	725,367
	General Service/Payroll	723,340	703,125	763,077	740,037
	Accounting	240,257	153,277	159,710	170,295
	Accounts Receivable	280,450	292,278	300,173	320,836
	Trust	4,608	13,988	0	-9,320
	Total	1,850,034	1,853,961	1,955,901	1,947,215

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	1,437,561	1,408,365	1,459,372	1,503,967
	Non Personnel	412,473	445,596	496,529	443,248
	Total	1,850,034	1,853,961	1,955,901	1,947,215

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	1,420,829	1,391,514	1,439,372	1,483,967	44,595
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	16,732	16,851	20,000	20,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,437,561	1,408,365	1,459,372	1,503,967	44,595
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	2,143	10,522	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	34,765	29,201	42,650	40,500	-2,150
52800 Transportation of Persons	6,138	4,683	4,500	12,168	7,668
52900 Contracted Services	89,828	102,399	126,850	99,400	-27,450
Total Contractual Services	132,874	146,805	184,080	162,148	-21,932
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	274,918	289,808	302,349	271,000	-31,349
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	274,918	289,808	302,349	271,000	-31,349
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	4,681	8,983	10,100	10,100	0
Total Current Chgs & Oblig	4,681	8,983	10,100	10,100	0
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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
Total Equipment	0	0	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	0	0	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	0	0	0	0	0
Grand Total	1,850,034	1,853,961	1,955,901	1,947,215	-8,686

Division Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Analyst	SU4	14	1.00	56,246	First Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	135,953
Admin Assistant	SE1	04	1.00	44,892	Prin Accountant	SU4	16	8.00	497,147
Admin Secretary	SU4	17	1.00	54,070	Prin Admin Assistant	EXM	10	1.00	111,933
Asst Corp Counsel V	EXM	10	1.00	106,747	Prin Admin Assistant	SE1	06	1.00	80,219
Collector-Treasurer	CDH	NG	1.00	145,398	Second Asst Coll-Trs	SE1	10	1.00	111,933
Exec Asst	SE1	06	1.00	80,219	Sr Admin Asst	SE1	05	3.00	220,839
Exec Asst	SE1	11	1.00	118,800	Supervisor Accounting	SE1	08	7.00	664,276
					Total			29	2,428,673
					Adjustments				
					Differential Payments				0
					Other				24,374
					Chargebacks				-770,112
					Salary Savings				-198,970
					FY16 Total Request				1,483,965

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	468,356	530,031	567,963	593,013
Non Personnel	133,023	161,262	164,978	132,354
Total	601,379	691,293	732,941	725,367

Performance

Strategy: To optimize the return on invested City funds.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Average return on city investments	.25%	.23%	.28%	TBR

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	460,470	434,508	437,780	453,459
Non Personnel	262,870	268,617	325,297	286,578
<i>Total</i>	<i>723,340</i>	<i>703,125</i>	<i>763,077</i>	<i>740,037</i>

Program 3. Treasury 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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	236,155	149,591	157,871	162,455
Non Personnel	4,102	3,686	1,839	7,840
<i>Total</i>	<i>240,257</i>	<i>153,277</i>	<i>159,710</i>	<i>170,295</i>

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	268,272	280,247	295,758	304,360
Non Personnel	12,178	12,031	4,415	16,476
<i>Total</i>	<i>280,450</i>	<i>292,278</i>	<i>300,173</i>	<i>320,836</i>

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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	4,308	13,988	0	-9,320
Non Personnel	300	0	0	0
Total	4,608	13,988	0	-9,320

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Annual Trust Fund investment return	12	5	3	TBR

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.

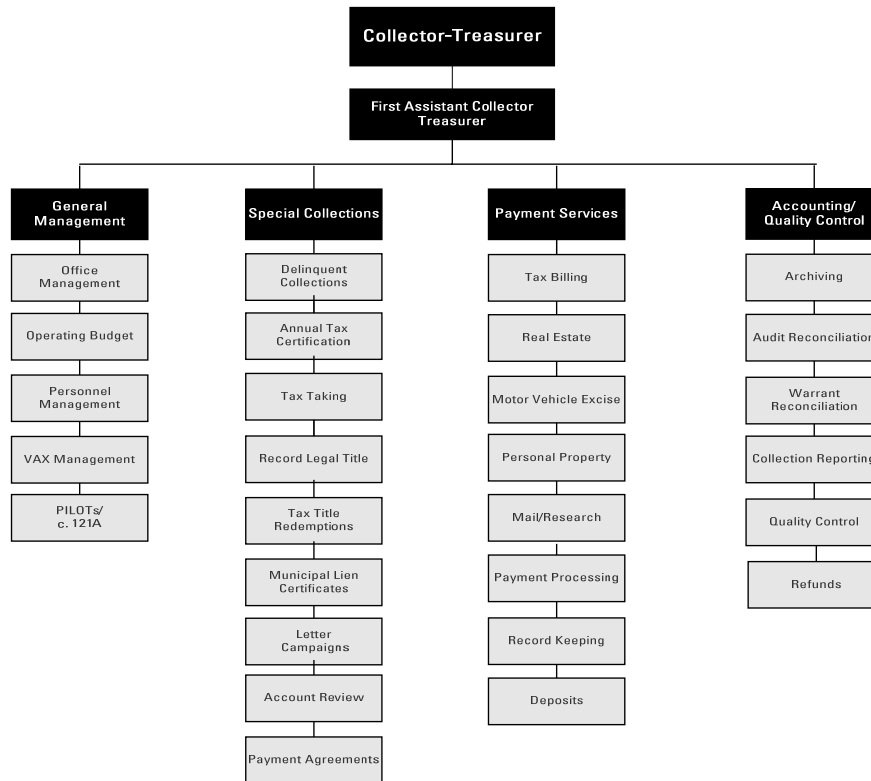
Payment Services

- To issue tax bills in compliance with statutory requirements.

<i>Operating Budget</i>	<i>Program Name</i>	<i>Total Actual '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	General Management	617,369	642,090	531,029	572,579
	Special Collections	485,519	695,864	1,133,059	555,516
	Payment Services	1,353,894	853,841	884,531	890,762
	Accounting/Quality Control	173,822	322,549	337,871	350,670
	Total	2,630,604	2,514,344	2,886,490	2,369,527

<i>Operating Budget</i>		<i>Actual '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
	Personnel Services	1,491,254	1,540,548	1,718,774	1,790,978
	Non Personnel	1,139,350	973,796	1,167,716	578,549
	Total	2,630,604	2,514,344	2,886,490	2,369,527

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>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
51000 Permanent Employees	1,467,532	1,508,280	1,695,574	1,767,778	72,204
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	23,722	32,268	23,200	23,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,491,254	1,540,548	1,718,774	1,790,978	72,204
<i>Contractual Services</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
52100 Communications	18,172	1,277	18,852	18,836	-16
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	1,482	2,300	6,500	1,500	-5,000
52800 Transportation of Persons	3,108	3,300	4,625	4,575	-50
52900 Contracted Services	158,167	133,017	42,500	42,500	0
Total Contractual Services	180,929	139,894	72,477	67,411	-5,066
<i>Supplies & Materials</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	458,685	321,464	486,920	501,919	14,999
53700 Clothing Allowance	0	0	0	0	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	458,685	321,464	486,920	501,919	14,999
<i>Current Chgs & Oblig</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
54300 Workers' Comp Medical	0	354	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54900 Other Current Charges	6,314	4,079	8,319	9,219	900
Total Current Chgs & Oblig	6,314	4,433	8,319	9,219	900
<i>Equipment</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
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	11,286	3,005	0	0	0
Total Equipment	11,286	3,005	0	0	0
<i>Other</i>	FY13 Expenditure	FY14 Expenditure	FY15 Appropriation	FY16 Adopted	Inc/Dec 15 vs 16
56200 Special Appropriation	482,136	505,000	600,000	0	-600,000
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	482,136	505,000	600,000	0	-600,000
Grand Total	2,630,604	2,514,344	2,886,490	2,369,527	-516,963

Division Personnel

Title	Union Code	Grade	Position	FY16 Salary	Title	Union Code	Grade	Position	FY16 Salary
Admin Assistant	EXM	05	1.00	49,533	Prin Admin Assistant	SE1	06	4.00	287,190
Admin Assistant	SU4	15	1.00	63,248	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	111,933
Data Proc Sys Analyst I	SE1	07	1.00	88,147	Sr Legal Asst	SU4	14	1.00	56,246
Dep Collector	SU4	13	5.00	236,809	Sr Programmer	SU4	15	1.00	46,245
First Asst Coll-Trs	SE1	11	1.00	118,800	Supervisor Accounting	SE1	08	1.00	96,340
Head Administrative Clerk	SU4	14	2.00	112,493	Tax Title Supv	SU4	15	2.00	126,497
Head Clerk	SU4	12	3.00	137,945	Teller	SU4	13	4.00	204,250
					Total			28	1,735,678
					Adjustments				
					Differential Payments				0
					Other				32,100
					Chargebacks				0
					Salary Savings				0
					FY16 Total Request				1,767,778

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	415,192	435,648	477,694	491,360
Non Personnel	202,177	206,442	53,335	81,219
Total	617,369	642,090	531,029	572,579

Performance

Strategy: To maximize the collection of current year taxes.

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Property tax collection rate	99.1	99.2	99.8	99.4

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 '13	Actual '14	Approp '15	Budget '16
Personnel Services	478,309	495,732	527,332	549,839
Non Personnel	7,210	200,132	605,727	5,677
Total	485,519	695,864	1,133,059	555,516

Performance

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Annual certification amount	8,157,817	7,931,058	7,761,019	7,800,000
Annual certifications	2,906	2,877	2,734	2,700

Strategy: To maximize the collection of delinquent taxes.

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Delinquent motor vehicle excise tax collected	6,384,895	7,032,704	8,389,074	8,500,000
Delinquent personal property taxes collected	247,855	1,714,219	6,526,490	250,000
Delinquent real estate notices sent	51,383	46,391	43,607	45,000
Delinquent real estate taxes collected	8,182,013	7,572,796	6,670,887	6,100,000
Tax title accounts resolved	1,933	1,849	1,645	1,400
Tax title amount collected	17,117,705	15,919,029	16,090,916	16,000,000

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

Performance Measures	Actual '13	Actual '14	Projected '15	Target '16
Annual tax taking amount	4,082,983	4,231,659	3,638,255	3,600,000
Annual tax takings	1,898	1,756	1,563	1,525
Municipal lien certificates processed	18,522	13,963	15,665	14,000

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	425,087	286,982	377,160	400,392
Non Personnel	928,807	566,859	507,371	490,370
Total	1,353,894	853,841	884,531	890,762

Performance

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

<i>Performance Measures</i>	<i>Actual '13</i>	<i>Actual '14</i>	<i>Projected '15</i>	<i>Target '16</i>
Boat excise bills issued	2,868	3,156	2,364	3,000
Motor vehicle excise bills issued	452,677	558,586	422,586	555,000
Personal property tax bills issued	21,629	21,926	20,863	26,000
Real estate tax bills issued	651,828	655,990	662,837	715,000

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 '13</i>	<i>Actual '14</i>	<i>Approp '15</i>	<i>Budget '16</i>
Personnel Services	172,666	322,186	336,588	349,387
Non Personnel	1,156	363	1,283	1,283
<i>Total</i>	<i>173,822</i>	<i>322,549</i>	<i>337,871</i>	<i>350,670</i>

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 '13</i>	<i>Total Actual '14</i>	<i>Total Approp '15</i>	<i>Total Budget '16</i>
	Unemployment Compensation	80,113	34,736	350,000	350,000
	Total	80,113	34,736	350,000	350,000

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.

Operating Budget	Program Name	Total Actual '13	Total Actual '14	Total Approp '15	Total Budget '16
	Workers' Compensation Fund	2,085,235	1,558,010	2,200,000	2,200,000
	Total	2,085,235	1,558,010	2,200,000	2,200,000

