

Administration & Finance

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Administration & Finance

Emme Handy, Chief Financial Officer & Collector-Treasurer

Cabinet Mission

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

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration & Finance	888,235	848,813	1,085,310	1,096,262
	Assessing Department	7,103,484	6,992,339	7,386,140	7,613,945
	Auditing Department	2,570,261	2,541,078	2,789,081	2,894,328
	Budget Management	2,722,787	3,081,164	3,443,162	3,502,358
	Execution of Courts	10,454,319	3,188,450	5,000,000	5,000,000
	Health Insurance	191,265,768	205,281,017	216,180,122	220,979,251
	Human Resources	3,497,023	3,553,732	4,506,869	5,019,525
	Labor Relations	1,310,607	1,355,745	1,439,006	1,446,748
	Medicare Payments	7,989,395	8,607,598	11,000,000	11,000,000
	Pensions & Annuities - City	4,063,355	3,607,181	4,100,000	4,100,000
	Pensions & Annuities - County	36,894	37,674	100,000	100,000
	Purchasing Division	1,771,568	1,726,055	1,825,966	1,851,763
	Registry Division	968,056	965,870	1,049,396	1,076,112
	Treasury Department	4,744,791	4,469,779	4,472,531	4,551,077
	Unemployment Compensation	0	0	350,000	350,000
	Workers' Compensation Fund	1,328,171	1,478,695	2,200,000	2,200,000
	Total	240,714,714	247,735,190	266,927,583	272,781,369
External Funds Expenditures		Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Auditing Department	279,353	158,146	175,679	181,817
	Total	279,353	158,146	175,679	181,817

Administration & Finance Operating Budget

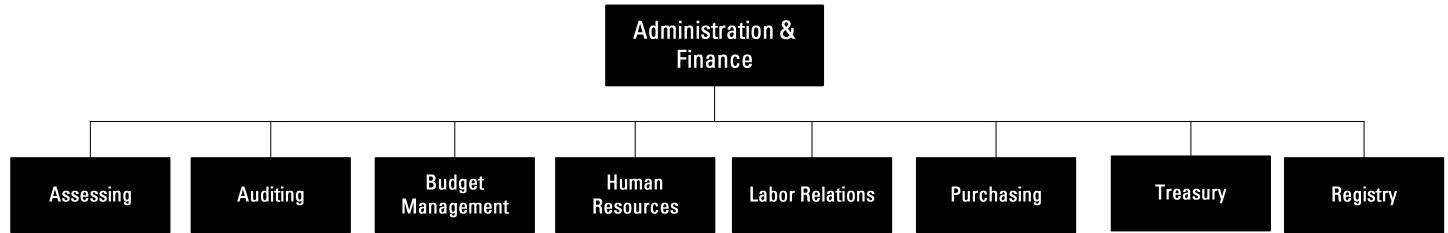
Emme Handy, Chief Financial Officer & Collector Treasurer, Appropriation 144000

Department Mission

The Administration and Finance program 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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration & Finance	888,235	848,813	1,085,310	1,096,262
	Total	888,235	848,813	1,085,310	1,096,262
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	754,643	704,581	749,710	762,679
	Non Personnel	133,592	144,232	335,600	333,583
	Total	888,235	848,813	1,085,310	1,096,262

Administration & Finance Operating Budget



Description of Services

The Administration and Finance program, 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

Personnel Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
51000 Permanent Employees		754,643	704,581	749,710	762,679	12,969
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		754,643	704,581	749,710	762,679	12,969
Contractual Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
52100 Communications		14,909	14,789	17,700	16,500	-1,200
52200 Utilities		0	0	0	0	0
52400 Snow Removal		0	0	0	0	0
52500 Garbage/Waste Removal		0	0	0	0	0
52600 Repairs Buildings & Structures		0	0	0	0	0
52700 Repairs & Service of Equipment		0	546	500	500	0
52800 Transportation of Persons		600	575	500	575	75
52900 Contracted Services		115,435	124,260	311,500	311,500	0
Total Contractual Services		130,944	140,170	330,200	329,075	-1,125
Supplies & Materials		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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		1,040	1,501	3,500	2,000	-1,500
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		1,040	1,501	3,500	2,000	-1,500
Current Chgs & Oblig		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
54300 Workers' Comp Medical		0	0	0	0	0
54400 Legal Liabilities		0	0	0	0	0
54500 Aid To Veterans		0	0	0	0	0
54600 Current Charges H&I		0	0	0	0	0
54700 Indemnification		0	0	0	0	0
54800 Reserve Account		0	0	0	0	0
54900 Other Current Charges		1,608	2,561	1,900	2,508	608
Total Current Chgs & Oblig		1,608	2,561	1,900	2,508	608
Equipment		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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
Other		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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		888,235	848,813	1,085,310	1,096,262	10,952

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Administrative Assistant	EXM	04	1.00	70,743	Exec Asst	MYO	06	1.00	48,666
Chief of Staff	MYN	NG	1.00	105,288	Prin Admin Asst (Fin Cabinet)	EXM	10	1.00	84,543
Data Proc Systems Analyst	EXM	06	1.00	84,694	Special Assistant	EXM	08	1.00	101,713
Director Administrative Services	CDH	NG	1.00	165,453	Special Advisor	EXM	10	1.00	118,176
					Staff Asst III	MYO	07	1.00	57,263
					Total		9		836,539
Adjustments									
Differential Payments									0
Other									7,400
Chargebacks									0
Salary Savings									-81,260
					FY19 Total Request				762,679

Program 1. Administration & Finance

Emme Handy, Chief Financial Officer & Collector Treasurer, Organization 144100

Program Description

The Administration and Finance 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	754,643	704,581	749,710	762,679
Non Personnel	133,592	144,232	335,600	333,583
Total	888,235	848,813	1,085,310	1,096,262

Assessing Department Operating Budget

Gayle Willett, *Commissioner*, Appropriation 136000

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 review abatement applications in a timely manner.

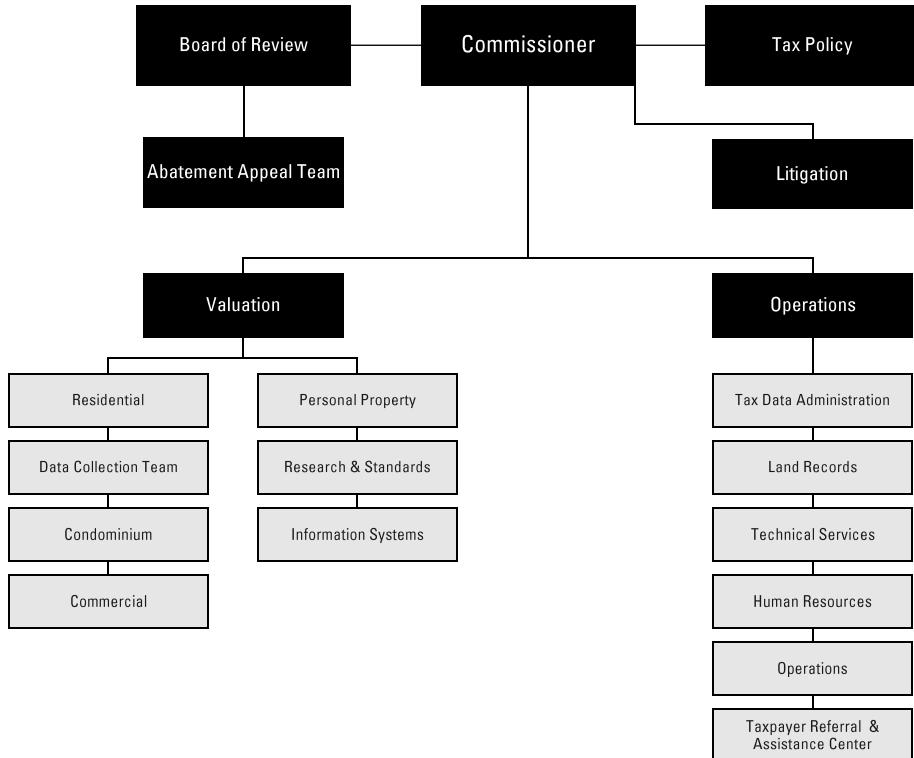
Executive

- To resolve taxpayer inquiries responsively and quickly.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Operations	2,083,229	2,095,836	2,092,269	2,371,313
	Valuation	3,628,264	3,629,184	3,984,872	3,866,698
	Executive	1,391,991	1,267,319	1,308,999	1,375,934
	Total	7,103,484	6,992,339	7,386,140	7,613,945

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	6,220,572	6,299,433	6,760,160	7,000,965
Non Personnel	882,912	692,906	625,980	612,980
Total	7,103,484	6,992,339	7,386,140	7,613,945

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	6,202,720	6,247,126	6,750,160	6,990,965	240,805
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	17,482	24,535	10,000	10,000	0
51600 Unemployment Compensation	370	399	0	0	0
51700 Workers' Compensation	0	27,373	0	0	0
Total Personnel Services	6,220,572	6,299,433	6,760,160	7,000,965	240,805
Contractual Services					
52100 Communications	43,767	48,409	40,000	40,000	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	8,624	17,655	18,600	18,100	-500
52800 Transportation of Persons	16,900	16,460	20,000	18,000	-2,000
52900 Contracted Services	569,409	445,286	367,760	367,760	0
Total Contractual Services	638,700	527,810	446,360	443,860	-2,500
Supplies & Materials					
53000 Auto Energy Supplies	336	291	720	720	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	124,631	49,579	46,000	46,000	0
53700 Clothing Allowance	0	5,500	12,500	13,500	1,000
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	124,967	55,370	59,220	60,220	1,000
Current Chgs & Oblig					
54300 Workers' Comp Medical	0	8,709	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	119,245	76,958	120,400	108,900	-11,500
Total Current Chgs & Oblig	119,245	85,667	120,400	108,900	-11,500
Equipment					
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	24,059	0	0	0
Total Equipment	0	24,059	0	0	0
Other					
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	7,103,484	6,992,339	7,386,140	7,613,945	227,805

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
121A Manager, BOR	EXM	10	1.00	118,176	Head Clerk	SU4	12	2.00	81,673
Adm Asst	SU4	15	5.00	327,192	Jr Assessing Draftsperson	AFJ	16A	1.00	73,307
Adm.Anlst	SU4	14	10.00	538,222	Manager, Litigation Support	EXM	10	1.00	118,176
Admin Asst (Finance)	SU4	18	1.00	89,580	Member-Bd of Review	EXM	NG	1.00	90,247
Admin Assistant	SU4	16	3.00	193,281	Office Manager (ASN)	SU4	16	3.00	218,163
Asst Assessor	AFB	16A	1.00	54,745	Operations Manager, BOR	EXM	12	1.00	130,169
Asst Assessor	AFL	16A	6.00	350,553	Pers Officer	SU4	14	1.00	55,446
Asst Assessor (Trainee II)	AFL	14	6.00	266,974	Prin Admin Assistant	SE1	08	5.00	493,829
Commissioner (ASN)	CDH	NG	1.00	148,963	Prin Data Proc Systems Analyst	SE1	10	2.00	245,895
Dir Human Resources Assessing	EXM	08	1.00	99,816	Prin_Admin_Asst	SE1	09	3.00	304,115
Dir of Personal Property	EXM	09	1.00	109,245	Research Assessor	AFL	18	1.00	85,757
Dir of Tax Policy	EXM	10	1.00	87,958	Sr Adm Anl	SE1	06	4.00	342,620
Dir-Assessing Services	SE1	07	7.00	638,004	Sr Assessing Draftsperson	AFJ	18A	2.00	153,252
Director of Oper	EXM	13	1.00	135,472	Sr Data Proc Sys Analyst	SE1	08	2.00	188,692
Director of Research	EXM	10	1.00	104,838	Sr Research Analyst (Asn)	SU4	18	3.00	232,621
Director of Valuation	EXM	12	1.00	124,785	Supv-Asst Assessors	AFJ	18	1.00	78,416
					Supv-Asst Assessors	AFL	18	9.00	748,522
					Total		89		7,028,704
Adjustments									
Differential Payments									0
Other									46,000
Chargebacks									0
Salary Savings									-83,738
FY19 Total Request									6,990,966

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	1,857,891	1,920,718	1,937,149	2,220,893
Non Personnel	225,338	175,118	155,120	150,420
Total	2,083,229	2,095,836	2,092,269	2,371,313

Performance

Strategy: To review abatement applications in a timely manner

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of residential exemption applications processed within 15 days		100%	100%	100%

Program 2. Valuation

Vacant, 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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	3,369,935	3,320,848	3,716,812	3,610,888
Non Personnel	258,329	308,336	268,060	255,810
Total	3,628,264	3,629,184	3,984,872	3,866,698

Program 3. Executive

Gayle Willett, *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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	992,746	1,057,867	1,106,199	1,169,184
Non Personnel	399,245	209,452	202,800	206,750
Total	1,391,991	1,267,319	1,308,999	1,375,934

Performance

Strategy: To resolve taxpayer inquiries responsively and quickly

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
# of calls to the Taxpayer Referral & Assistance Center (TRAC)	33,372	40,464	30,000	
% of calls to TRAC answered within 3 minutes	100%	100%	100%	100%
% of public requests to Commissioner's office addressed within 2 days	100%	100%	100%	100%
Public request received	902	1,011	480	

Auditing Department Operating Budget

Sally D. Glora, *City Auditor, Appropriation 131000*

Department Mission

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

Selected Performance Strategies

Accounting

- Ensure Stability of Financial Reporting.

Central Payroll

- Improvement through the use of technology & resources to manage the City's Payroll.

Grants Monitoring

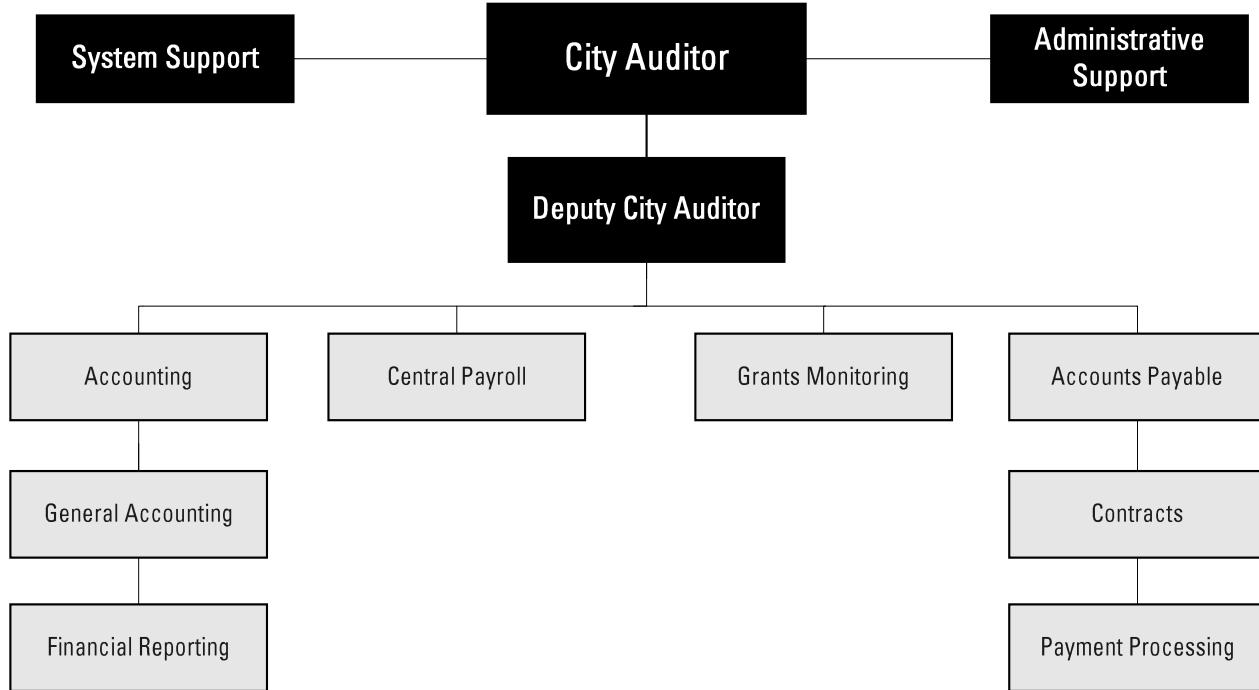
- Ensure Stability of Financial Reporting.

Accounts Payable

- % contracts routed within 3 days of receipt.
- % procurement documents approved within 3 days.
- % vendor invoices processed within 5 days.
- Improvement through the use of technology & resources to manage the City's Accounts Payable.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration	412,250	386,579	517,188	566,236
	Accounting	698,402	689,484	734,866	761,854
	Central Payroll	407,001	490,310	579,209	601,811
	Grants Monitoring	274,648	285,061	167,949	146,595
	Accounts Payable	777,960	689,644	789,869	817,832
	Total	2,570,261	2,541,078	2,789,081	2,894,328
External Funds Budget	Fund Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	BAIS Financials Upgrade	279,353	6,216	0	0
	Earned Indirect	0	151,930	175,679	181,817
	Total	279,353	158,146	175,679	181,817
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	2,489,044	2,445,406	2,725,501	2,814,191
	Non Personnel	81,217	95,672	63,580	80,137
	Total	2,570,261	2,541,078	2,789,081	2,894,328

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	2,461,570	2,402,074	2,715,501	2,804,191	88,690
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	27,474	36,082	10,000	10,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	7,250	0	0	0
Total Personnel Services	2,489,044	2,445,406	2,725,501	2,814,191	88,690
Contractual Services					
52100 Communications	2,413	2,411	2,413	2,413	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	5,757	8,496	8,821	9,709	888
52800 Transportation of Persons	10,280	11,451	8,500	11,990	3,490
52900 Contracted Services	48,626	55,632	5,841	9,906	4,065
Total Contractual Services	67,076	77,990	25,575	34,018	8,443
Supplies & Materials					
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	6,549	6,929	8,940	9,336	396
53700 Clothing Allowance	0	0	2,500	2,750	250
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	86	61	0	61	61
Total Supplies & Materials	6,635	6,990	11,440	12,147	707
Current Chgs & Oblig					
54300 Workers' Comp Medical	0	311	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	3,800	9,731	26,565	33,972	7,407
Total Current Chgs & Oblig	3,800	10,042	26,565	33,972	7,407
Equipment					
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	3,706	650	0	0	0
Total Equipment	3,706	650	0	0	0
Other					
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	2,570,261	2,541,078	2,789,081	2,894,328	105,247

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Admin Analyst (Aud)	SE1	04	2.00	147,198	Prin Admin Assistant	SE1	08	2.00	211,643
Admin_Asst	SE1	05	1.00	63,564	Senior Admin Asst	SE1	07	1.00	96,820
Asst City Auditor	SE1	09	2.00	197,514	Sr Accountant	SU4	13	4.00	212,706
Asst Prin Accountant	SU4	14	3.00	173,970	Sr Adm An(SpProjStff)(Aud)	SE1	06	4.00	327,571
City Auditor	CDH	NG	1.00	140,385	Sr Adm Anl	SE1	06	1.00	88,114
Dep City Auditor	EXM	11	1.00	135,762	Sr Data Proc Sys An(Budget)	SE1	09	1.00	113,656
Head Account Clerk	SU4	12	4.00	182,849	Sr. Research Analyst	SE1	03	3.00	200,770
P Admin Asst	SE1	10	2.00	241,235	SrResAn(GrantsUnit)(Aud)	SE1	03	1.00	53,519
Prin Admin Analyst (Aud)	SE1	07	2.00	185,858	Supv-Acctng(TransDiv)(Aud)	SE1	05	1.00	80,857
					Supv-Acctng(Auditing)	SE1	05	2.00	143,709
					Total		38		2,997,700
Adjustments									
Differential Payments									
Other									
Chargebacks									
Salary Savings									
FY19 Total Request									
2,804,191									

External Funds History

Personnel Services	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
51000 Permanent Employees	0	0	159,679	161,500	1,821
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	0	0	0	0	0
51300 Part Time Employees	0	0	0	0	0
51400 Health Insurance	0	0	0	0	0
51500 Pension & Annuity	0	0	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
51800 Indirect Costs	0	0	0	0	0
51900 Medicare	0	0	0	0	0
Total Personnel Services	0	0	159,679	161,500	1,821
Contractual Services	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
52100 Communications	0	0	0	0	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	0	0	0	0	0
52800 Transportation of Persons	0	0	0	0	0
52900 Contracted Services	233,391	158,042	0	0	0
Total Contractual Services	233,391	158,042	0	0	0
Supplies & Materials	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
53000 Auto Energy Supplies	0	0	0	0	0
53200 Food Supplies	0	0	0	0	0
53400 Custodial Supplies	56	0	0	0	0
53500 Med, Dental, & Hosp Supply	0	0	0	0	0
53600 Office Supplies and Materials	13,668	104	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	13,724	104	0	0	0
Current Chgs & Oblig	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	26,371	0	16,000	20,317	4,317
Total Current Chgs & Oblig	26,371	0	16,000	20,317	4,317
Equipment	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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	5,867	0	0	0	0
Total Equipment	5,867	0	0	0	0
Other	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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	279,353	158,146	175,679	181,817	6,138

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	399,462	363,094	503,498	556,555
Non Personnel	12,788	23,485	13,690	9,681
Total	412,250	386,579	517,188	566,236

Program 2. Accounting

Kelli Lazar, 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).

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	684,495	655,764	706,410	723,457
Non Personnel	13,907	33,720	28,456	38,397
Total	698,402	689,484	734,866	761,854

Performance

Strategy: Ensure Stability of Financial Reporting

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Financial Audit Work Completed	100%	100%	100%	100%
% of New GASB Standards Implemented	100%	100%	100%	100%
Financial Audit Completion	100	100	100	100

Program 3. Central Payroll

MacDonnell,Mark J., 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	402,984	484,909	572,995	594,925
Non Personnel	4,017	5,401	6,214	6,886
Total	407,001	490,310	579,209	601,811

Performance

Strategy: Improvement through the use of technology & resources to manage the City's Payroll

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Employee/Manager Use of Self Service	23%	30%	50%	50%

Program 4. Grants Monitoring

Scott Finn, 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	270,298	279,586	163,830	138,377
Non Personnel	4,350	5,475	4,119	8,218
Total	274,648	285,061	167,949	146,595

Performance

Strategy: Ensure Stability of Financial Reporting

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Single Audit Completion	100%	100%	100%	100%
% of Single Audit Work Completed	100%	100%	100%	100%

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	731,805	662,053	778,768	800,877
Non Personnel	46,155	27,591	11,101	16,955
Total	777,960	689,644	789,869	817,832

Performance

Strategy: % contracts routed within 3 days of receipt

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% contracts routed within 3 days of receipt	85.7%	84%	100%	100%

Strategy: % procurement documents approved within 3 days

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% procurement documents approved within 3 days	92.7%	97%	100%	100%

Strategy: % vendor invoices processed within 5 days

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% vendor invoices processed within 5 days	98.8%	99%	100%	100%

Strategy: Improvement through the use of technology & resources to manage the City's Accounts Payable

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Standard Contracts Completed On-Line			50%	50%

External Funds Projects

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

Justin Sterritt, *Director, Appropriation 141000*

Department Mission

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

Selected Performance Strategies

Budget & Management

- Improve use of limited city resources.

Revenue Monitoring

- Ensure long-term financial stability.
- Maximize current and future revenues.

Capital Budgeting

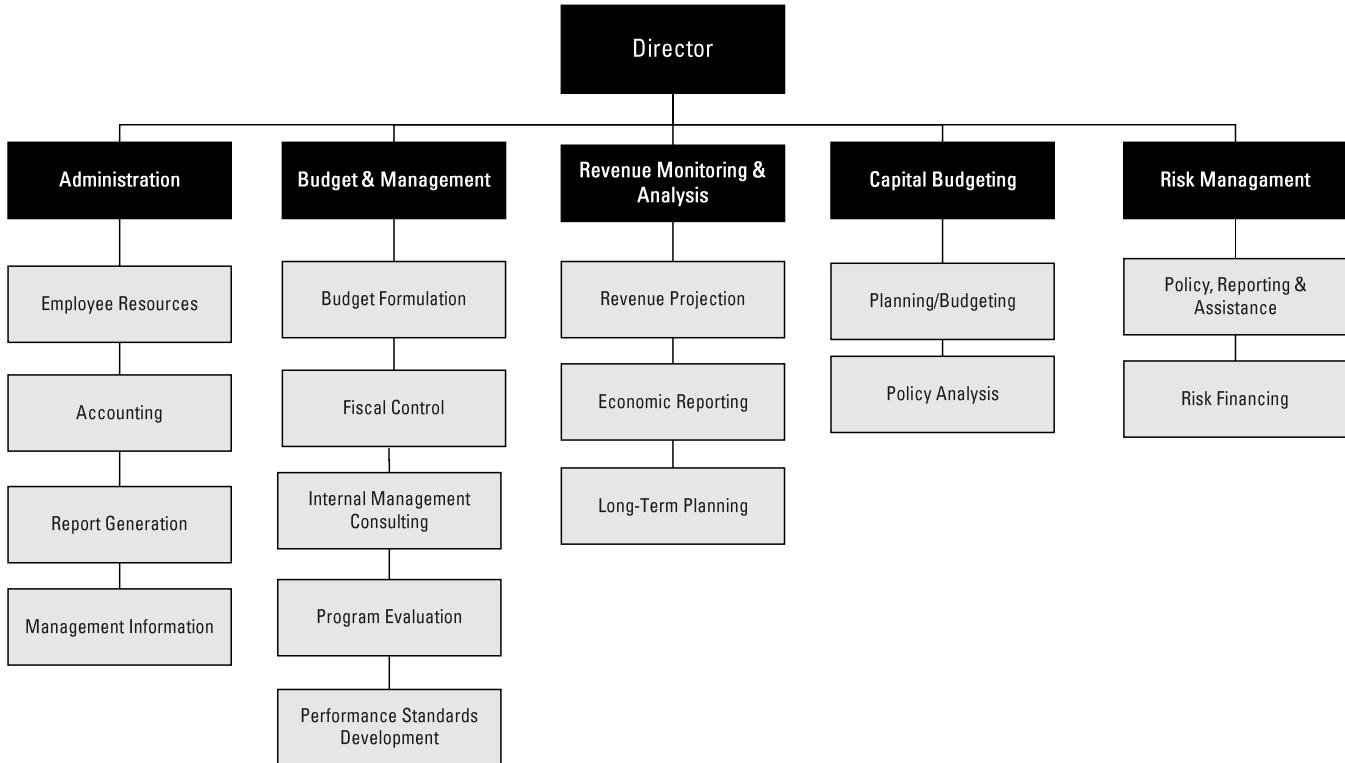
- Ensure long-term financial stability.
- Improve use of limited city resources.

Risk Management

- Ensure long-term financial stability.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration	1,327,635	1,616,308	1,014,758	990,652
	Budget & Management	551,482	600,750	858,629	927,619
	Revenue Monitoring	193,686	185,875	866,648	880,921
	Capital Budgeting	473,233	501,718	511,770	508,035
	Risk Management	176,751	176,513	191,357	195,131
	Total	2,722,787	3,081,164	3,443,162	3,502,358
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	2,162,003	2,176,555	2,358,792	2,405,428
	Non Personnel	560,784	904,609	1,084,370	1,096,930
	Total	2,722,787	3,081,164	3,443,162	3,502,358

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	2,124,056	2,137,685	2,320,792	2,367,428	46,636
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	37,947	38,870	38,000	38,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	2,162,003	2,176,555	2,358,792	2,405,428	46,636
Contractual Services					
52100 Communications	6,490	1,641	11,000	2,000	-9,000
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	1,457	233	3,500	3,500	0
52800 Transportation of Persons	4,582	5,454	6,275	6,275	0
52900 Contracted Services	387,902	738,515	937,320	937,320	0
Total Contractual Services	400,431	745,843	958,095	949,095	-9,000
Supplies & Materials					
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	2,925	3,137	4,100	4,100	0
53700 Clothing Allowance	0	0	500	500	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	82	1,500	1,500	0
Total Supplies & Materials	2,925	3,219	6,100	6,100	0
Current Chgs & Oblig					
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	152,898	141,452	117,775	139,335	21,560
Total Current Chgs & Oblig	152,898	141,452	117,775	139,335	21,560
Equipment					
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	0	0	0	0	0
55600 Office Furniture & Equipment	0	781	0	0	0
55900 Misc Equipment	4,530	13,314	2,400	2,400	0
Total Equipment	4,530	14,095	2,400	2,400	0
Other					
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	2,722,787	3,081,164	3,443,162	3,502,358	59,196

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Admin Sec	SU4	14	1.00	60,578	Revenue Manager	EXM	09	1.00	109,245
Admin.Assistant	SU4	16	1.00	58,929	Sr Adm Analyst	SE1	06	1.00	88,114
Capital Planning Mgr	EXM	09	1.00	94,669	Sr Advisor (OBM)	EXM	12	1.00	121,819
Dep Dir (Capital)	EXM	12	1.00	130,169	Sr Data Proc Sys Analyst	SE1	09	1.00	77,953
Deputy Director	EXM	14	1.00	143,535	Sr Finance Manager	EXM	09	1.00	76,801
Exec Asst	EXM	10	3.00	354,528	Sr Management Analyst	EXM	08	1.00	76,801
Management Analyst	SE1	06	8.00	621,500	Supervisor of Budgets	CDH	NG	1.00	125,344
Office Operations Manager	SE1	08	1.00	75,015	Workforce Budget Manager	EXM	09	1.00	109,245
Total							25		2,324,245
Adjustments									
Differential Payments									
0									
Other									
23,300									
Chargebacks									
56,794									
Salary Savings									
-36,910									
FY19 Total Request									
2,367,429									

Program 1. Administration

Justin Sterritt, *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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	876,173	928,357	924,433	882,227
Non Personnel	451,462	687,951	90,325	108,425
Total	1,327,635	1,616,308	1,014,758	990,652

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	550,182	486,530	593,729	663,319
Non Personnel	1,300	114,220	264,900	264,300
Total	551,482	600,750	858,629	927,619

Performance

Strategy: Improve use of limited city resources

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% achieved of savings identified in budget process		79%	74%	100%
% of new investments implemented			95%	100%
New healthcare savings achieved through the Public Employee Committee (PEC)	5.9M	1.6M	2.6M	1.5M

Program 3. Revenue Monitoring

Mary McCoy, 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	193,411	185,875	214,848	230,621
Non Personnel	275	0	651,800	650,300
Total	193,686	185,875	866,648	880,921

Performance

Strategy: Ensure long-term financial stability

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% by which actual revenues exceed actual expenditures	0.1%	0.2%	0.5%	0.5%

Strategy: Maximize current and future revenues

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% achieved of new revenue identified in budget process		45%	87%	100%

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	425,786	457,818	507,980	506,685
Non Personnel	47,447	43,900	3,790	1,350
Total	473,233	501,718	511,770	508,035

Performance

Strategy: Ensure long-term financial stability

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Debt service costs as a % of operating expenditures	5.7%	5.5%	5.9%	5.8%

Strategy: Improve use of limited city resources

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of capital expenditures associated with City planning efforts			76%	74%
% of capital plan associated with City planning efforts (Imagine Boston, Build BPS, Go Boston 2030, City Hall)			78%	85%

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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	116,451	117,975	117,802	122,576
Non Personnel	60,300	58,538	73,555	72,555
Total	176,751	176,513	191,357	195,131

Performance

Strategy: Ensure long-term financial stability

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of risk financing strategy implemented	89%	89%	89%	89%

Execution of Courts Operating Budget

Appropriation 333000

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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Execution of Courts	10,454,319	3,188,450	5,000,000	5,000,000
	Total	10,454,319	3,188,450	5,000,000	5,000,000

Health Insurance Operating Budget

Appropriation 148000

Department Mission

The Health Insurance appropriation provides funding for a variety of health insurance, dental care, vision care, and life insurance plans to approximately 30,000 active employee and retiree subscribers within the guidelines of MGL Chapter 32B.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Health Insurance	191,265,768	205,281,017	216,180,122	220,979,251
	Total	191,265,768	205,281,017	216,180,122	220,979,251

Human Resources Operating Budget

Vivian Leonard, *Director, Appropriation 142000*

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

- Enhanced Employee Experience.
- Improved Recruitment Process to Better Meet Needs of COB Departments.

Affirmative Action

- Increase Diversity in COB Workforce.

Health Benefits & Insurance

- Enhanced Employee Experience.

Employee Assistance

- Continued Expansion of Scope of EAP Services.

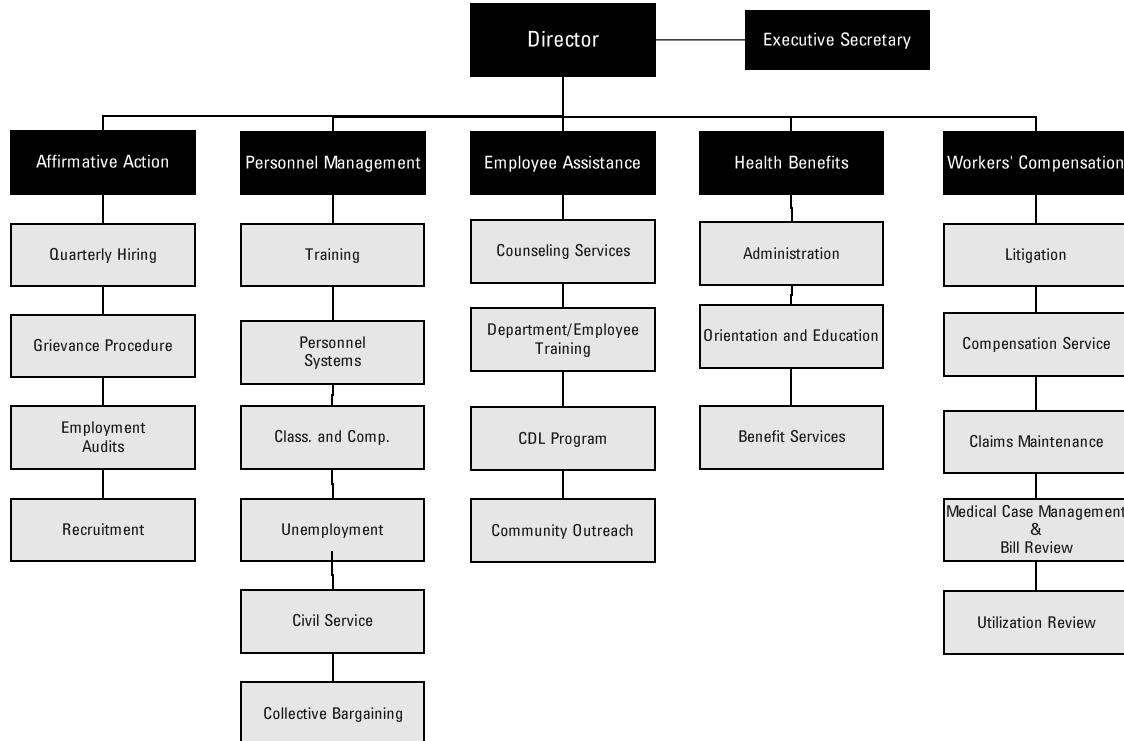
Workers' Compensation

- Adoption of Case Management Approach in Workers Comp Unit.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Personnel	1,750,447	1,833,024	2,769,644	3,215,944
	Affirmative Action	53,743	27,000	30,500	30,500
	Health Benefits & Insurance	593,523	676,286	833,892	889,432
	Employee Assistance	174,328	186,875	18,927	119,854
	Workers' Compensation	924,982	830,547	853,906	763,795
	Total	3,497,023	3,553,732	4,506,869	5,019,525

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	3,179,511	3,206,951	3,598,099	3,736,400
Non Personnel	317,512	346,781	908,770	1,283,125
Total	3,497,023	3,553,732	4,506,869	5,019,525

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.
- Generally, M.G.L.A. c. 152.
- Duties of Supervisor of Personnel, CBC Ord. § 5-1.6.
- Third Parties; Subrogation, M.G.L.A. c. 152, § 15.
- County Employees Salary Classification, M.G.L.A. c. 35, § 56.
- Operation As Self-Insurer, M.G.L.A. c. 152, § 25.
- Group Insurance Plan to Municipalities, M.G.L.A. c. 32B, §§ 1-19.
- 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

Personnel Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
51000 Permanent Employees	3,146,161	3,136,758	3,481,007	3,597,797	116,790	
51100 Emergency Employees	28,407	45,662	117,092	133,603	16,511	
51200 Overtime	4,943	24,531	0	5,000	5,000	
51600 Unemployment Compensation	0	0	0	0	0	
51700 Workers' Compensation	0	0	0	0	0	
Total Personnel Services	3,179,511	3,206,951	3,598,099	3,736,400	138,301	
Contractual Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
52100 Communications	7,479	18,577	8,000	8,175	175	
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	9,950	0	0	0	
52700 Repairs & Service of Equipment	1,282	2,500	3,200	4,150	950	
52800 Transportation of Persons	7,050	7,338	8,100	8,200	100	
52900 Contracted Services	77,646	96,329	184,000	204,950	20,950	
Total Contractual Services	93,457	134,694	203,300	225,475	22,175	
Supplies & Materials		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
53000 Auto Energy Supplies	0	0	866	2,000	1,134	
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	56,050	41,843	70,700	65,180	-5,520	
53700 Clothing Allowance	0	0	4,250	4,250	0	
53800 Educational Supplies & Mat	0	0	0	0	0	
53900 Misc Supplies & Materials	0	615	0	0	0	
Total Supplies & Materials	56,050	42,458	75,816	71,430	-4,386	
Current Chgs & Oblig		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
54300 Workers' Comp Medical	1,081	0	0	0	0	
54400 Legal Liabilities	0	0	0	0	0	
54500 Aid To Veterans	0	0	0	0	0	
54600 Current Charges H&I	0	0	0	0	0	
54700 Indemnification	0	0	0	0	0	
54800 Reserve Account	0	0	0	0	0	
54900 Other Current Charges	165,731	164,979	629,654	986,220	356,566	
Total Current Chgs & Oblig	166,812	164,979	629,654	986,220	356,566	
Equipment		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
55000 Automotive Equipment	0	0	0	0	0	
55400 Lease/Purchase	0	0	0	0	0	
55600 Office Furniture & Equipment	0	0	0	0	0	
55900 Misc Equipment	1,193	4,650	0	0	0	
Total Equipment	1,193	4,650	0	0	0	
Other		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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	3,497,023	3,553,732	4,506,869	5,019,525	512,656	

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Adm Asst	SU4	15	1.00	66,591	Human Resources HRIS Manager	EXM	10	1.00	118,176
Assistant Compliance Manager	SE1	06	1.00	67,232	Human Resources Representative	SU4	15	6.00	362,597
Assoc Dir (EAP)	EXM	09	1.00	101,988	Intern & Fellowship Program Coord	SE1	06	1.00	87,761
Benefits HRIS Manager	EXM	08	1.00	101,713	Manager of Class and Comp	SE1	08	1.00	103,455
Compliance Investigator	EXM	06	1.00	84,694	Nurse Case Manager	SE1	07	1.00	96,820
Dep Chief Staff	EXM	07	1.00	93,063	Personnel Asst (Ads/Psd)	SU4	17	1.00	79,658
Dir of Employee Asst (EAP)	EXM	12	1.00	111,566	Prin Admin Assistant	SE1	08	3.00	317,460
Dir of Health Benefits	EXM	12	1.00	112,856	Prin Admin Asst_(ASD)	SE1	07	1.00	96,820
Dir of Talent Aquisition Mgmt	EXM	10	1.00	118,176	Principal_Clerk	SU4	10	1.00	45,462
Director Operations	EXM	12	1.00	122,808	Retiree Benefits Mgr	EXM	08	1.00	80,675
DP Sys Anl	SE1	06	1.00	88,114	Senior_Admin_Asst	SE1	07	2.00	167,410
Employee Assistance Clinician	EXM	08	2.00	158,444	Sr Adm Asst (OHR)	SE1	08	2.00	206,372
Employee Devel Coor(Supv/Pers)	SE1	08	1.00	105,820	Sr Adm Asst (WC)	SE1	06	1.00	88,114
Head Account Clerk	SU4	12	3.00	159,563	Sr Human Resources Generalist	EXM	09	1.00	84,543
Head Clerk	SU4	12	2.00	106,542	Sr Personnel Analyst	SE1	07	1.00	64,863
HRIS Associate Manager	EXM	08	1.00	89,788	Supervisor of Personnel	CDH	NG	1.00	130,357
Human Resources Generalist	EXM	07	1.00	91,987	Supvising Claims Agent (Asd)	EXM	09	1.00	109,245
					Worker's Compensation Case Mgr	SU4	18	3.00	234,630
		Total					50		4,255,363

Adjustments

Differential Payments	0
Other	16,850
Chargebacks	-539,620
Salary Savings	-134,795
FY19 Total Request	3,597,798

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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	1,551,801	1,618,361	2,030,687	2,123,819
Non Personnel	198,646	214,663	738,957	1,092,125
Total	1,750,447	1,833,024	2,769,644	3,215,944

Performance

Strategy: Enhanced Employee Experience

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Leave Requests Submitted for Prior Approval			65%	70%

Strategy: Improved Recruitment Process to Better Meet Needs of COB Departments

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Days from Job Requisition Posting to Candidate Hire			90	75
Days from PRC Approval to Posted Job Requisition			40	30

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	28,243	0	0	0
Non Personnel	25,500	27,000	30,500	30,500
Total	53,743	27,000	30,500	30,500

Performance

Strategy: Increase Diversity in COB Workforce

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% City Workforce - people of color	36%	36%	37%	38%
% City Workforce - women	30%	30%	30%	32%
% of total promotions - people of color	32%	39%	38%	38%
% of total promotions - women	34%	42%	34%	36%

Program 3. Health Benefits & Insurance

Marianna Gil, Manager, 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	543,981	633,946	751,592	811,832
Non Personnel	49,542	42,340	82,300	77,600
Total	593,523	676,286	833,892	889,432

Performance

Strategy: Enhanced Employee Experience

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
# of Benefits Information and Education Sessions Held			18	20
# of Visits on Health Benefits Webpages			4,000	4,400

Program 4. Employee Assistance

Wendolyn M. Costello-Cook, *Manager, 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, substance abuse, emotional stress and other personal concerns which may adversely affect job performance.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	174,328	186,875	18,927	118,704
Non Personnel	0	0	0	1,150
Total	174,328	186,875	18,927	119,854

Performance

Strategy: Continued Expansion of Scope of EAP Services

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% Complete - EAP Service Delivery Model during Times of Crisis			100%	100%
% Complete - EAP Training Program for Front Line Supervisors - Developed and Delivered			95%	100%

Program 5. Workers' Compensation

Kerry Gillian Nero, 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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	881,158	767,769	796,893	682,045
Non Personnel	43,824	62,778	57,013	81,750
Total	924,982	830,547	853,906	763,795

Performance

Strategy: Adoption of Case Management Approach in Workers Comp Unit

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of Cases Covered by the New Comprehensive Case Management Process			97%	100%
% of Medical Provider Invoices Reviewed			100%	100%

Labor Relations Operating Budget

Ann Marie Noonan, Acting Director, Appropriation 147000

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.

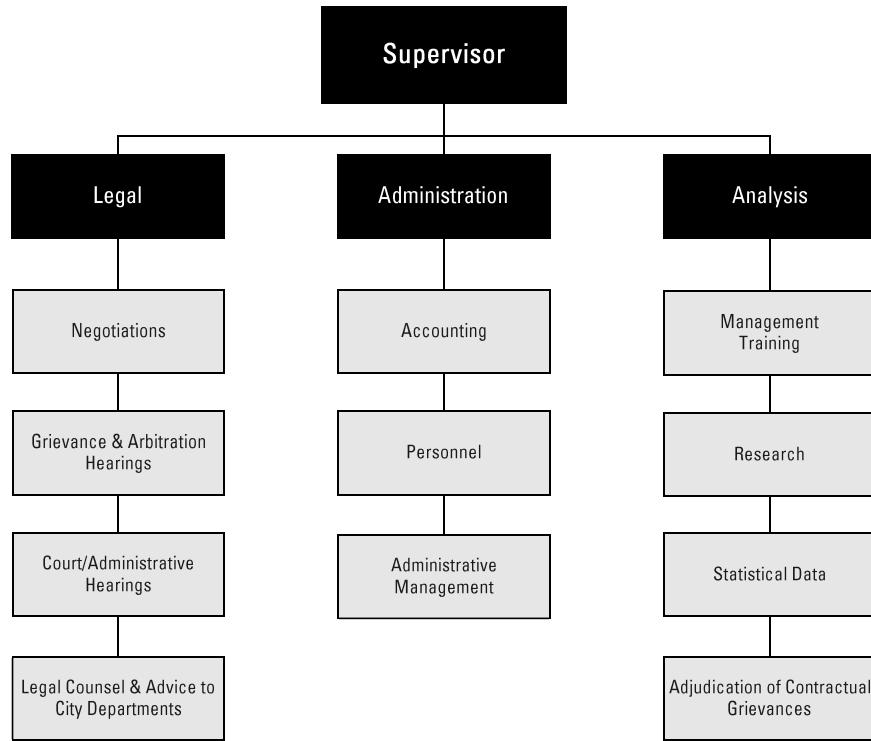
Selected Performance Strategies

Labor Relations

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

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Labor Relations	1,310,607	1,355,745	1,439,006	1,446,748
	Total	1,310,607	1,355,745	1,439,006	1,446,748
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	724,732	769,195	839,954	856,056
	Non Personnel	585,875	586,550	599,052	590,692
	Total	1,310,607	1,355,745	1,439,006	1,446,748

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

Personnel Services	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
51000 Permanent Employees	724,732	769,195	839,954	856,056	16,102
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	724,732	769,195	839,954	856,056	16,102
Contractual Services	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
52100 Communications	501	1,545	4,712	2,091	-2,621
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	199	1,738	949	949	0
52800 Transportation of Persons	4,876	2,478	2,400	2,500	100
52900 Contracted Services	543,850	538,865	553,698	546,298	-7,400
Total Contractual Services	549,426	544,626	561,759	551,838	-9,921
Supplies & Materials	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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	3,986	2,724	4,350	3,700	-650
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	3,986	2,724	4,350	3,700	-650
Current Chgs & Oblig	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
54300 Workers' Comp Medical	0	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	27,175	39,200	32,943	35,154	2,211
Total Current Chgs & Oblig	27,175	39,200	32,943	35,154	2,211
Equipment	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	3,215	0	0	0	0
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	2,073	0	0	0	0
Total Equipment	5,288	0	0	0	0
Other	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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	1,310,607	1,355,745	1,439,006	1,446,748	7,742

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Asst Corp Counsel I	EXM	05	1.00	56,940	Labor Relations Analyst	EXM	04	1.00	49,288
Asst Corp Counsel III	EXM	08	4.00	373,864	Legal Secretary (OLR)	EXM	14	1.00	48,116
Asst Supv/Labor Relations	EXM	12	1.00	127,926	Office Manager	EXM	06	1.00	73,257
Supervisor of Labor Relations						CDH	NG	1.00	115,316
Total							10		844,707
Adjustments									
Differential Payments									0
Other									11,350
Chargebacks									0
Salary Savings									0
FY19 Total Request									856,057

Program 1. Labor Relations

Ann Marie Noonan, 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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	724,732	769,195	839,954	856,056
Non Personnel	585,875	586,550	599,052	590,692
Total	1,310,607	1,355,745	1,439,006	1,446,748

Performance

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

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
% of city collective bargaining contracts settled	45%	25%	55%	100%

Medicare Payments Operating Budget

Appropriation 139000

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 '16	Total Actual '17	Total Approp '18	Total Budget '19
	Medicare Payments	7,989,395	8,607,598	11,000,000	11,000,000
	Total	7,989,395	8,607,598	11,000,000	11,000,000

Pensions & Annuities - City Operating Budget

Appropriation 374000

Department Mission

The Pensions and Annuities appropriation funds City payments for retirees who are not members of the contributory retirement system. These include approximately 28 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 25 Police and Fire members who received special legislation retirements due to extreme workplace injuries.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Pensions & Annuities - City	4,063,355	3,607,181	4,100,000	4,100,000
	Total	4,063,355	3,607,181	4,100,000	4,100,000

Pensions & Annuities - County Operating Budget

Appropriation 749000

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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Pensions & Annuities - County	36,894	37,674	100,000	100,000
	Total	36,894	37,674	100,000	100,000

Purchasing Division Operating Budget

Kevin Coyne, Purchasing Agent, Appropriation 143000

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

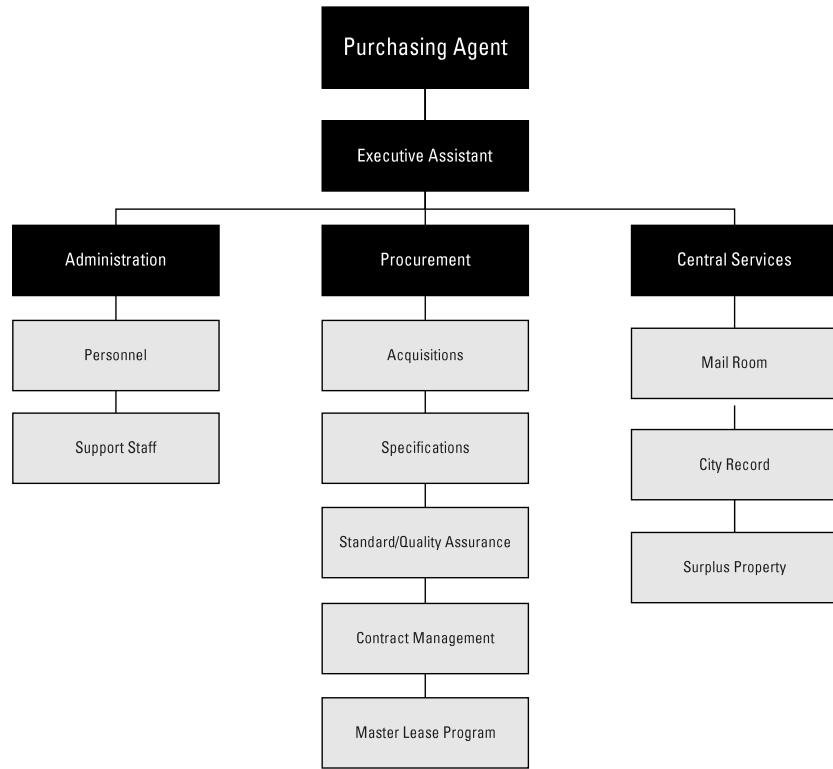
Procurement

- The Procurement Office in the City of Boston uses a 100% electronic format. Creating a contract should be a seamless and relatively quick process. This is achieved by continuously monitoring and reviewing this process.
- To display the percentage of savings the departments are able to achieve from request to the time of order.
- To measure the amount of time that it takes to produce a purchase order (should be less than seven days). There are certain cases where there is need to be publically bid, and it will be longer.
- To simplify conducting business with the City of Boston. To provide an exceptional experience and a superior level of customer service for all vendors. To supply support to vendors at all stages of procurement.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration	385,461	520,700	674,495	659,967
	Procurement	1,110,016	986,075	929,805	958,993
	Central Services	276,091	219,280	221,666	232,803
	Total	1,771,568	1,726,055	1,825,966	1,851,763

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	1,649,445	1,598,607	1,681,000	1,748,471
Non Personnel	122,123	127,448	144,966	103,292
Total	1,771,568	1,726,055	1,825,966	1,851,763

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	1,647,753	1,592,095	1,681,000	1,748,471	67,471
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	1,692	6,512	0	0	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,649,445	1,598,607	1,681,000	1,748,471	67,471
Contractual Services					
52100 Communications	4,594	3,157	3,500	3,500	0
52200 Utilities	0	0	0	0	0
52400 Snow Removal	0	0	0	0	0
52500 Garbage/Waste Removal	0	0	0	0	0
52600 Repairs Buildings & Structures	0	0	0	0	0
52700 Repairs & Service of Equipment	31,777	32,883	24,000	30,000	6,000
52800 Transportation of Persons	5,225	4,913	5,100	4,875	-225
52900 Contracted Services	11,763	4,072	11,405	5,544	-5,861
Total Contractual Services	53,359	45,025	44,005	43,919	-86
Supplies & Materials					
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	5,351	7,248	8,200	9,125	925
53700 Clothing Allowance	0	0	3,250	3,000	-250
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	5,351	7,248	11,450	12,125	675
Current Chgs & Oblig					
54300 Workers' Comp Medical	0	153	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	3,177	3,610	4,265	4,625	360
Total Current Chgs & Oblig	3,177	3,763	4,265	4,625	360
Equipment					
55000 Automotive Equipment	0	0	0	0	0
55400 Lease/Purchase	42,623	85,246	85,246	42,623	-42,623
55600 Office Furniture & Equipment	0	0	0	0	0
55900 Misc Equipment	907	14,721	0	0	0
Total Equipment	43,530	99,967	85,246	42,623	-42,623
Other					
56200 Special Appropriation	16,706	-28,555	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	16,706	-28,555	0	0	0
Grand Total	1,771,568	1,726,055	1,825,966	1,851,763	25,797

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Adm Asst	SU4	15	2.00	136,238	Mailroom Equipment Operator	SU4	15	1.00	68,119
Adm Anlst	SU4	14	1.00	52,478	Prin Acct Clerk	SU4	10	1.00	49,825
Adm.Assistant	SU4	17	1.00	79,658	Prin Admin Assistant	SE1	08	2.00	209,059
Admin Asst (Asd/Cab)	SE1	05	1.00	80,857	Purchasing Agent	CDH	NG	1.00	110,302
Asst Buyer	SU4	12	1.00	53,875	Sr Adm Anl	SE1	06	1.00	88,114
Asst Purchasing Agent	SE1	09	1.00	106,850	Sr Adm Asst (WC)	SE1	06	2.00	173,064
Buyer/Purchasing	SU4	16	3.00	209,727	Sr Buyer	SU4	17	2.00	159,316
Dirctr	MYN	NG	1.00	106,341	Sr Data Proc Systems Anl I	SE1	09	1.00	113,656
Total						22			1,797,479
Adjustments									
Differential Payments									
Other									
Chargebacks									
Salary Savings									
FY19 Total Request									
1,748,473									

Program 1. Administration

Kevin Coyne, Manager, Organization 143100

Program Description

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

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	371,323	493,491	570,424	599,275
Non Personnel	14,138	27,209	104,071	60,692
Total	385,461	520,700	674,495	659,967

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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	1,082,696	976,573	915,248	945,443
Non Personnel	27,320	9,502	14,557	13,550
Total	1,110,016	986,075	929,805	958,993

Performance

Strategy: The Procurement Office in the City of Boston uses a 100% electronic format. Creating a contract should be a seamless and relatively quick process. This is achieved by continuously monitoring and reviewing this process

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Average time to create contract (days)			12	12

Strategy: To display the percentage of savings the departments are able to achieve from request to the time of order

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Requisition to Purchase Order savings in percents			1.5%	3%

Strategy: To measure the amount of time that it takes to produce a purchase order (should be less than seven days). There are certain cases where there is need to be publicly bid, and it will be longer

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Average Requisition to Purchase Order timeline (days)			7.24	7

Strategy: To simplify conducting business with the City of Boston. To provide an exceptional experience and a superior level of customer service for all vendors. To supply support to vendors at all stages of procurement

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Supplier Portal Vendor support requests			5,100	4,000

Program 3. Central Services

Kevin Coyne, Manager, Organization 143300

Program Description

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

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	195,426	128,543	195,328	203,753
Non Personnel	80,665	90,737	26,338	29,050
Total	276,091	219,280	221,666	232,803

Registry Division Operating Budget

Patricia A. McMahon, Registrar, Appropriation 163000

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

Administration

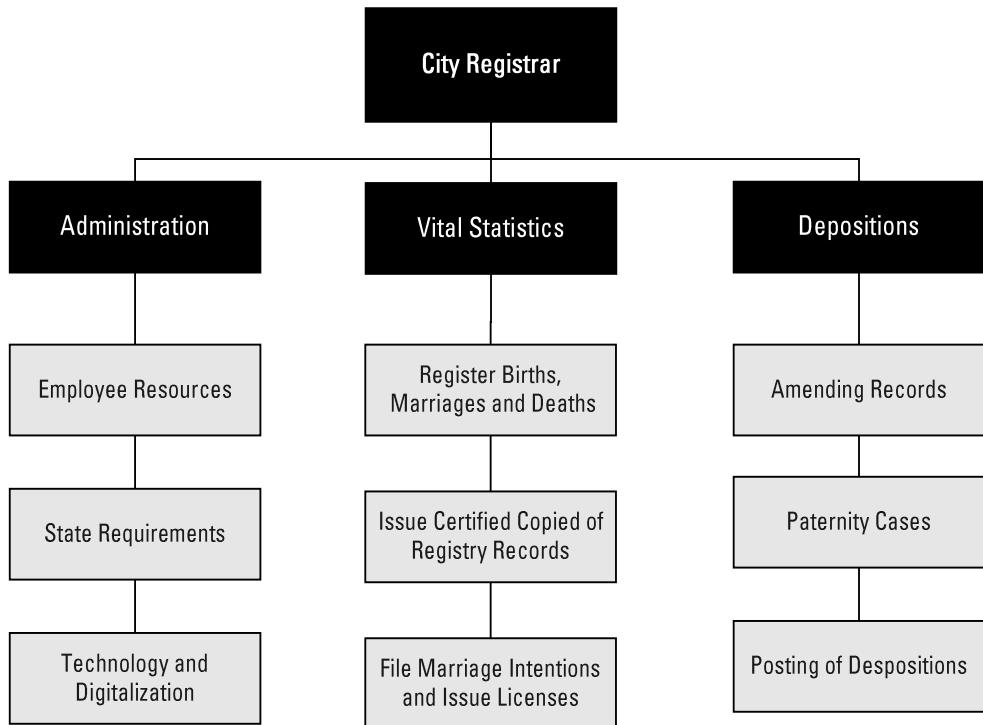
- Expand cross-training.

Vital Statistics

- Online Death requests.
- Register new records and issue certified copies.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration	256,946	247,264	240,144	303,163
	Vital Statistics	624,833	612,291	670,340	641,008
	Depositions	86,277	106,315	138,912	131,941
	Total	968,056	965,870	1,049,396	1,076,112
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	895,249	914,276	983,576	1,015,282
	Non Personnel	72,807	51,594	65,820	60,830
	Total	968,056	965,870	1,049,396	1,076,112

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

Personnel Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
51000 Permanent Employees		894,861	914,276	983,576	1,015,282	31,706
51100 Emergency Employees		0	0	0	0	0
51200 Overtime		113	0	0	0	0
51600 Unemployment Compensation		0	0	0	0	0
51700 Workers' Compensation		275	0	0	0	0
Total Personnel Services		895,249	914,276	983,576	1,015,282	31,706
Contractual Services		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
52100 Communications		183	183	3,000	3,000	0
52200 Utilities		0	0	0	0	0
52400 Snow Removal		0	0	0	0	0
52500 Garbage/Waste Removal		0	0	0	0	0
52600 Repairs Buildings & Structures		0	0	0	0	0
52700 Repairs & Service of Equipment		508	0	2,500	2,500	0
52800 Transportation of Persons		1,900	2,100	3,000	2,700	-300
52900 Contracted Services		44,152	27,162	32,045	28,940	-3,105
Total Contractual Services		46,743	29,445	40,545	37,140	-3,405
Supplies & Materials		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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		20,105	10,656	16,750	17,270	520
53700 Clothing Allowance		0	0	3,750	3,750	0
53800 Educational Supplies & Mat		0	0	0	0	0
53900 Misc Supplies & Materials		0	680	0	0	0
Total Supplies & Materials		20,105	11,336	20,500	21,020	520
Current Chgs & Oblig		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
54300 Workers' Comp Medical		1,401	4,021	0	0	0
54400 Legal Liabilities		0	0	0	0	0
54500 Aid To Veterans		0	0	0	0	0
54600 Current Charges H&I		0	0	0	0	0
54700 Indemnification		0	0	0	0	0
54800 Reserve Account		0	0	0	0	0
54900 Other Current Charges		952	972	825	890	65
Total Current Chgs & Oblig		2,353	4,993	825	890	65
Equipment		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
55000 Automotive Equipment		0	0	0	0	0
55400 Lease/Purchase		0	0	0	0	0
55600 Office Furniture & Equipment		0	0	0	0	0
55900 Misc Equipment		3,606	5,820	3,950	1,780	-2,170
Total Equipment		3,606	5,820	3,950	1,780	-2,170
Other		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
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		968,056	965,870	1,049,396	1,076,112	26,716

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Admin Sec	SU4	14	1.00	60,578	Deposition Clerk	SU4	14	1.00	45,760
Asst City Registrar	SE1	05	2.00	121,465	First Asst City Registrar	SE1	07	1.00	82,872
City Registrar	CDH	NG	1.00	105,288	Head Cashier(Vitals/Registry)	SU4	14	1.00	60,578
					Prin Clerk (Vitals/Registry)	SU4	10	12.00	529,182
					Total			19	1,005,723
Adjustments									
Differential Payments									
Other									
Chargebacks									
Salary Savings									
FY19 Total Request									
1,015,283									

Program 1. Administration

Jessica Fumarola, 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's practices are in compliance with MGL and State Office of Vital Records regulations.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	221,755	233,672	225,944	288,423
Non Personnel	35,191	13,592	14,200	14,740
Total	256,946	247,264	240,144	303,163

Performance

Strategy: Expand cross-training

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
75% of staff competent in 2 areas		47	68	80

Program 2. Vital Statistics

Deron Jackson, 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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	587,423	574,505	619,420	595,668
Non Personnel	37,410	37,786	50,920	45,340
Total	624,833	612,291	670,340	641,008

Performance

Strategy: Online Death requests

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Death Certificate requests by mail	15,816	16,792	16,572	16,500
Death Certificates requests at counter	20,760	18,946	19,709	19,500
Deaths registered	7,383	7,526	7,700	7,600

Strategy: Register new records and issue certified copies

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Birth Certificate requests at counter	33,422	32,706	34,475	35,500
Birth Certificate requests by mail	14,973	14,250	14,964	15,000
Birth Records registered from Hospitals	20,968	20,089	19,421	19,500
Marriage Certificate requests at counter	9,350	10,216	10,458	10,500
Marriage Certificate requests by mail	3,188	3,150	3,239	3,200
Marriage Intentions Filed Electronically	5,562	6,053	6,032	6,000

Program 3. Depositions

Jessica Joyce, Manager, Organization 163300

Program Description

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

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	86,071	106,099	138,212	131,191
Non Personnel	206	216	700	750
Total	86,277	106,315	138,912	131,941

Performance

Strategy: Register new records and issue certified copies

Performance Measures	Actual '16	Actual '17	Projected '18	Target '19
Depositions amendments and court orders processed	2,922	3,102	3,264	3,150

Treasury Department Operating Budget

Emme Handy, Chief Financial Officer & Collector-Treasurer, Appropriation 137000

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.

Operating Budget	Division Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Collecting Division	2,831,311	2,557,384	2,469,885	2,547,466
	Treasury Division	1,913,480	1,912,396	2,002,646	2,003,611
	Total	4,744,791	4,469,780	4,472,531	4,551,077
External Funds Budget	Fund Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Community Preservation Act	0	0	18,180,001	23,861,250
	Total	0	0	18,180,001	23,861,250
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	3,181,845	3,148,758	3,428,833	3,505,255
	Non Personnel	1,562,946	1,321,022	1,043,699	1,045,823
	Total	4,744,791	4,469,780	4,472,532	4,551,078

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	3,101,649	3,083,294	3,385,632	3,462,055	76,423
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	80,195	65,462	43,200	43,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	3,181,844	3,148,756	3,428,832	3,505,255	76,423
Contractual Services					
52100 Communications	17,800	14,344	31,236	17,400	-13,836
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	16,689	17,675	32,750	27,750	-5,000
52800 Transportation of Persons	11,725	11,070	8,175	10,174	1,999
52900 Contracted Services	170,913	174,312	146,300	146,300	0
Total Contractual Services	217,127	217,401	218,461	201,624	-16,837
Supplies & Materials					
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	741,678	526,323	773,419	798,198	24,779
53700 Clothing Allowance	0	0	6,000	6,500	500
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	9,219	0	-9,219
Total Supplies & Materials	741,678	526,323	788,638	804,698	16,060
Current Chgs & Oblig					
54300 Workers' Comp Medical	36	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	14,165	18,354	16,600	19,500	2,900
Total Current Chgs & Oblig	14,201	18,354	16,600	19,500	2,900
Equipment					
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	14,554	119	20,000	20,000	0
Total Equipment	14,554	119	20,000	20,000	0
Other					
56200 Special Appropriation	575,387	558,826	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	575,387	558,826	0	0	0
Grand Total	4,744,791	4,469,779	4,472,531	4,551,077	78,546

Department Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Adm Analyst	SU4	14	1.00	43,860	Prin Accountant	SU4	16	6.00	441,238
Chief of Staff	EXM	10	1.00	118,176	Prin Admin Asst (Treas/Treas)	SE1	06	2.00	137,721
Collector-Treasurer	CDH	NG	1.00	165,453	Prin Admin Asst (Trs/Col)	SE1	06	4.00	323,183
Data Proc Sys Analyst I	SE1	07	1.00	70,287	Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	122,947
Dep Collector	SU4	13	5.00	251,596	Second Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	143,536
Dirctr	CDH	NG	1.00	130,357	Sr Legal Asst	SU4	14	1.00	60,578
Exec Asst (Treas/Trea)	SE1	11	1.00	130,490	Sr Programmer	SU4	15	1.00	68,119
Exec Asst (Treasury)	SE1	06	1.00	70,163	Sr_Adm_Asst	SE1	05	4.00	285,901
First Asst Coll-Trs	SE1	11	1.00	130,490	Supervisor Accounting	SE1	08	8.00	803,490
Head Administrative Clerk	SU4	14	2.00	121,156	Tax Title Supv	SU4	15	2.00	135,563
Head Clerk	SU4	12	3.00	143,702	Tell.	SU4	13	4.00	207,686
Mgmt Analyst	SE1	06	1.00	66,818	Teller	SU4	13	1.00	56,022
Total						54			4,228,532
Adjustments									
Differential Payments									0
Other									78,297
Chargebacks									-803,035
Salary Savings									-41,739
FY19 Total Request									3,462,055

External Funds History

Category		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services						
51000 Permanent Employees		0	0	165,000	425,000	260,000
51100 Emergency Employees		0	0	0	0	0
51200 Overtime		0	0	0	0	0
51300 Part Time Employees		0	0	0	0	0
51400 Health Insurance		0	0	24,750	63,750	39,000
51500 Pension & Annuity		0	0	14,850	38,250	23,400
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	2,393	6,163	3,770
Total Personnel Services		0	0	206,993	533,163	326,170
Contractual Services						
52100 Communications		0	0	0	0	0
52200 Utilities		0	0	0	0	0
52400 Snow Removal		0	0	0	0	0
52500 Garbage/Waste Removal		0	0	0	0	0
52600 Repairs Buildings & Structures		0	0	0	0	0
52700 Repairs & Service of Equipment		0	0	0	0	0
52800 Transportation of Persons		0	0	2,000	0	-2,000
52900 Contracted Services		0	0	73,400	0	-73,400
Total Contractual Services		0	0	75,400	0	-75,400
Supplies & Materials						
53000 Auto Energy Supplies		0	0	0	0	0
53200 Food Supplies		0	0	0	0	0
53400 Custodial Supplies		0	0	0	0	0
53500 Med, Dental, & Hosp Supply		0	0	0	0	0
53600 Office Supplies and Materials		0	0	500	0	-500
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		0	0	500	0	-500
Current Chgs & Oblig						
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
54800 Reserve Account		0	0	17,894,608	23,328,087	5,433,479
54900 Other Current Charges		0	0	500	0	-500
Total Current Chgs & Oblig		0	0	17,895,108	23,328,087	5,432,979
Equipment						
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	2,000	0	-2,000
Total Equipment		0	0	2,000	0	-2,000
Other						
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		0	0	18,180,001	23,861,250	5,681,249

External Funds Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Business Operations Mgr	EXM	08	1.00	94,465	Dir Community Preserva Committee	EXM	10	1.00	112,694
					Special Assistant Admin	EXM	05	1.00	52,296
					Total			3	259,455
Adjustments									
Differential Payments									0
Other									165,544
Chargebacks									0
Salary Savings									0
FY19 Total Request									424,999

Treasury Division Operating Budget

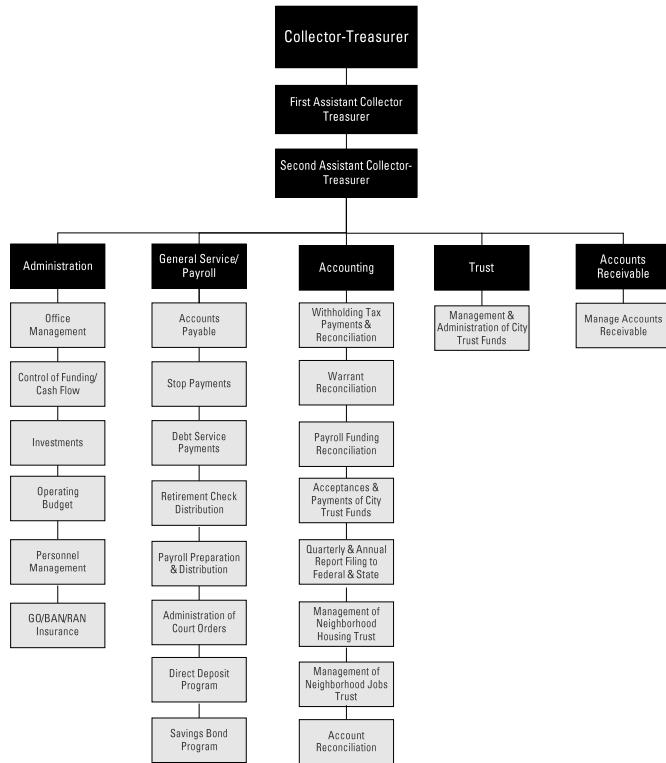
W. Drew Smith, First Assistant Collector-Treasurer, Appropriation 138

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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Administration	751,850	777,275	737,653	665,970
	General Service/Payroll	693,201	655,271	681,616	690,779
	Treasury Accounting	155,541	159,383	185,448	188,383
	Accounts Receivable	312,704	320,467	397,929	458,479
	Trust	184	0	0	0
	Total	1,913,480	1,912,396	2,002,646	2,003,611
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	1,500,405	1,493,024	1,561,746	1,575,061
	Non Personnel	413,075	419,372	440,900	428,550
	Total	1,913,480	1,912,396	2,002,646	2,003,611

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	1,477,835	1,471,821	1,541,746	1,555,061	13,315
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	22,570	21,203	20,000	20,000	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,500,405	1,493,024	1,561,746	1,575,061	13,315
Contractual Services					
52100 Communications	17,510	14,054	12,400	12,400	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	0	0	0	0	0
52700 Repairs & Service of Equipment	15,189	16,231	31,250	26,250	-5,000
52800 Transportation of Persons	7,500	6,956	3,600	5,600	2,000
52900 Contracted Services	107,309	106,440	103,800	103,800	0
Total Contractual Services	147,508	143,681	151,050	148,050	-3,000
Supplies & Materials					
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	260,301	265,741	271,500	271,500	0
53700 Clothing Allowance	0	0	1,750	1,750	0
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	0	0	0
Total Supplies & Materials	260,301	265,741	273,250	273,250	0
Current Chgs & Oblig					
54300 Workers' Comp Medical	36	0	0	0	0
54400 Legal Liabilities	0	0	0	0	0
54500 Aid To Veterans	0	0	0	0	0
54600 Current Charges H&I	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	5,230	9,950	16,600	7,250	-9,350
Total Current Chgs & Oblig	5,266	9,950	16,600	7,250	-9,350
Equipment					
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
Other					
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	1,913,480	1,912,396	2,002,646	2,003,611	965

Division Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary		
Adm.Anlst.	SU4	14	1.00	43,860	Mgmt Analyst	SE1	06	1.00	66,818		
Chief of Staff	EXM	10	1.00	118,176	Prin Accountant	SU4	16	6.00	441,238		
Collector-Treasurer	CDH	NG	1.00	165,453	Prin Admin Asst (Treas/Treas)	SE1	06	2.00	137,721		
Director	CDH	NG	1.00	130,357	Second Asst Coll-Trs (Trs/Trs)	SE1	14	1.00	143,536		
Exec Asst (Treas/Trea)	SE1	11	1.00	130,490	Sr_Adm_Asst	SE1	05	3.00	226,577		
Exec Asst (Treasury)	SE1	06	1.00	70,163	Supervisor Accounting	SE1	08	7.00	697,670		
		Total					26		2,372,059		
Adjustments											
Differential Payments											
Other											
Chargebacks											
Salary Savings											
FY19 Total Request											
1,555,061											

External Funds History

Category		FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services						
51000 Permanent Employees		0	0	165,000	425,000	260,000
51100 Emergency Employees		0	0	0	0	0
51200 Overtime		0	0	0	0	0
51300 Part Time Employees		0	0	0	0	0
51400 Health Insurance		0	0	24,750	63,750	39,000
51500 Pension & Annuity		0	0	14,850	38,250	23,400
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	2,393	6,163	3,770
Total Personnel Services		0	0	206,993	533,163	326,170
Contractual Services						
52100 Communications		0	0	0	0	0
52200 Utilities		0	0	0	0	0
52400 Snow Removal		0	0	0	0	0
52500 Garbage/Waste Removal		0	0	0	0	0
52600 Repairs Buildings & Structures		0	0	0	0	0
52700 Repairs & Service of Equipment		0	0	0	0	0
52800 Transportation of Persons		0	0	2,000	0	-2,000
52900 Contracted Services		0	0	73,400	0	-73,400
Total Contractual Services		0	0	75,400	0	-75,400
Supplies & Materials						
53000 Auto Energy Supplies		0	0	0	0	0
53200 Food Supplies		0	0	0	0	0
53400 Custodial Supplies		0	0	0	0	0
53500 Med, Dental, & Hosp Supply		0	0	0	0	0
53600 Office Supplies and Materials		0	0	500	0	-500
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		0	0	500	0	-500
Current Chgs & Oblig						
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
54800 Reserve Account		0	0	17,894,608	23,328,087	5,433,479
54900 Other Current Charges		0	0	500	0	-500
Total Current Chgs & Oblig		0	0	17,895,108	23,328,087	5,432,979
Equipment						
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	2,000	0	-2,000
Total Equipment		0	0	2,000	0	-2,000
Other						
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		0	0	18,180,001	23,861,250	5,681,249

External Funds Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Business Operations Mgr	EXM	08	1.00	94,465	Dir Community Preserva Committee	EXM	10	1.00	112,694
					Special Assistant Admin	EXM	05	1.00	52,296
					Total			3	259,455
Adjustments									
Differential Payments									0
Other									165,544
Chargebacks									0
Salary Savings									0
FY19 Total Request									424,999

Program 1. Administration

W. Drew Smith, *Manager, Organization 138100*

Program Description

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

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	603,017	626,966	587,703	523,370
Non Personnel	148,833	150,309	149,950	142,600
Total	751,850	777,275	737,653	665,970

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	446,309	387,130	411,866	426,029
Non Personnel	246,892	268,141	269,750	264,750
Total	693,201	655,271	681,616	690,779

Program 3. Accounting

Marirose Graham, Manager, Organization 138400

Program Description

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

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	150,791	159,036	180,098	183,033
Non Personnel	4,750	347	5,350	5,350
Total	155,541	159,383	185,448	188,383

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	300,104	319,892	382,329	442,879
Non Personnel	12,600	575	15,600	15,600
Total	312,704	320,467	397,929	458,479

Program 5. Trust

Richard DePiano, 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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	184	0	-250	-250
Non Personnel	0	0	250	250
Total	184	0	0	0

Collecting Division Operating Budget

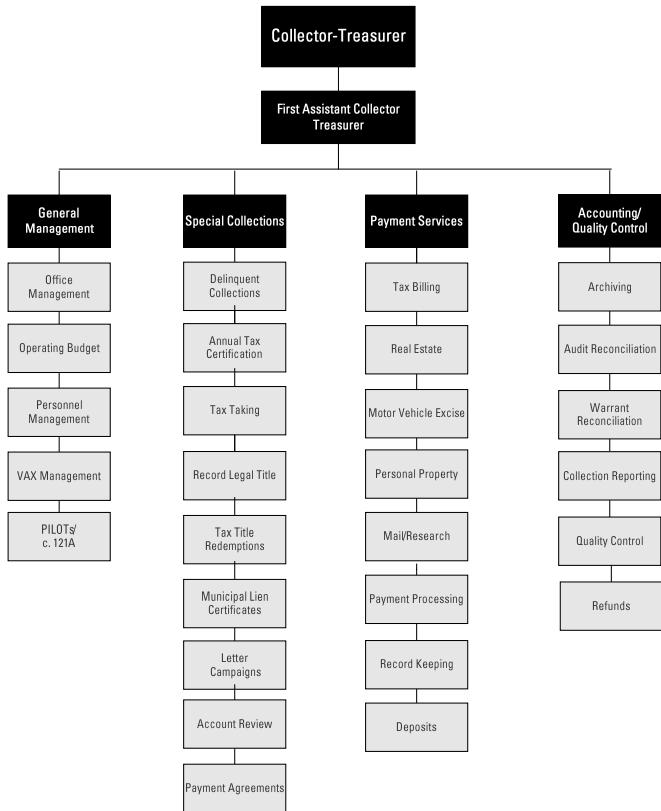
Celia M. Barton, *First Assistant Collector-Treasurer, Appropriation 137*

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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	General Management	707,688	547,512	571,233	574,887
	Special Collections	512,653	524,344	581,161	594,171
	Payment Services	1,236,455	1,135,639	938,041	988,016
	Accounting/Quality Control	374,515	349,888	379,450	390,392
	Total	2,831,311	2,557,383	2,469,885	2,547,466
Operating Budget		Actual '16	Actual '17	Approp '18	Budget '19
	Personnel Services	1,681,439	1,655,732	1,867,086	1,930,194
	Non Personnel	1,149,872	901,651	602,799	617,272
	Total	2,831,311	2,557,383	2,469,885	2,547,466

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

Category	FY16 Expenditure	FY17 Expenditure	FY18 Appropriation	FY19 Recommended	Inc/Dec 18 vs 19
Personnel Services					
51000 Permanent Employees	1,623,814	1,611,473	1,843,886	1,906,994	63,108
51100 Emergency Employees	0	0	0	0	0
51200 Overtime	57,625	44,259	23,200	23,200	0
51600 Unemployment Compensation	0	0	0	0	0
51700 Workers' Compensation	0	0	0	0	0
Total Personnel Services	1,681,439	1,655,732	1,867,086	1,930,194	63,108
Contractual Services					
52100 Communications	290	290	18,836	5,000	-13,836
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	1,500	1,444	1,500	1,500	0
52800 Transportation of Persons	4,225	4,114	4,575	4,574	-1
52900 Contracted Services	63,604	67,872	42,500	42,500	0
Total Contractual Services	69,619	73,720	67,411	53,574	-13,837
Supplies & Materials					
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	481,377	260,582	501,919	526,698	24,779
53700 Clothing Allowance	0	0	4,250	4,750	500
53800 Educational Supplies & Mat	0	0	0	0	0
53900 Misc Supplies & Materials	0	0	9,219	0	-9,219
Total Supplies & Materials	481,377	260,582	515,388	531,448	16,060
Current Chgs & Oblig					
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&L	0	0	0	0	0
54700 Indemnification	0	0	0	0	0
54800 Reserve Account	0	0	0	0	0
54900 Other Current Charges	8,935	8,404	0	12,250	12,250
Total Current Chgs & Oblig	8,935	8,404	0	12,250	12,250
Equipment					
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	14,554	119	20,000	20,000	0
Total Equipment	14,554	119	20,000	20,000	0
Other					
56200 Special Appropriation	575,387	558,826	0	0	0
57200 Structures & Improvements	0	0	0	0	0
58000 Land & Non-Structure	0	0	0	0	0
Total Other	575,387	558,826	0	0	0
Grand Total	2,831,311	2,557,383	2,469,885	2,547,466	77,581

Division Personnel

Title	Union Code	Grade	Position	FY19 Salary	Title	Union Code	Grade	Position	FY19 Salary
Data Proc Sys Analyst I	SE1	07	1.00	70,287	Sr Legal Asst	SU4	14	1.00	60,578
Dep Collector	SU4	13	5.00	251,596	Sr Programmer	SU4	15	1.00	68,119
First Asst Coll-Trs	SE1	11	1.00	130,490	Sr_Adm_Asst	SE1	05	1.00	59,324
Head Administrative Clerk	SU4	14	2.00	121,156	Supervisor Accounting	SE1	08	1.00	105,820
Head Clerk	SU4	12	3.00	143,702	Tax Title Supv	SU4	15	2.00	135,563
Prin Admin Asst (Trs/Col)	SE1	06	4.00	323,183	Tell.	SU4	13	4.00	207,686
Second Asst Coll-Trs (Trs/Col)	SE1	10	1.00	122,947	Teller	SU4	13	1.00	56,022
Total						28			1,856,473
Adjustments									
Differential Payments									
Other									
Chargebacks									
Salary Savings									
FY19 Total Request									
1,906,994									

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	467,343	450,344	489,264	499,387
Non Personnel	240,345	97,168	81,969	75,500
Total	707,688	547,512	571,233	574,887

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 '16	Actual '17	Approp '18	Budget '19
Personnel Services	511,078	522,782	573,734	587,959
Non Personnel	1,575	1,562	7,427	6,212
Total	512,653	524,344	581,161	594,171

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	329,103	333,430	426,421	454,168
Non Personnel	907,352	802,209	511,620	533,848
Total	1,236,455	1,135,639	938,041	988,016

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.

Operating Budget	Actual '16	Actual '17	Approp '18	Budget '19
Personnel Services	373,915	349,176	377,667	388,680
Non Personnel	600	712	1,783	1,712
Total	374,515	349,888	379,450	390,392

External Funds Projects

Community Preservation Act

Project Mission

The Massachusetts legislature passed the Community Preservation Act in 2000. The law gave individual cities and towns authority to mount a ballot campaign to add a surcharge on real estate taxes to fund affordable housing, parks and open space improvements, and historic restoration. Boston voters approved the ballot initiative in November 2016 to adopt the Community Preservation Act. By adopting the CPA, the City created a Community Preservation Fund and finances this fund in part by a 1% property tax-based surcharge on residential and business property tax bills. Beginning in FY18, funding will be available every year for affordable housing, parks and open space improvements, and historic restoration. Additionally, a statewide Community Preservation Trust Fund gives cities and towns that passed the act a "match." Real estate transfer fees from across the state provide money for the Trust Fund.

Unemployment Compensation Operating Budget

Appropriation 199000

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.

Operating Budget	Program Name	Total Actual '16	Total Actual '17	Total Approp '18	Total Budget '19
	Unemployment Compensation	0	0	350,000	350,000
	Total	0	0	350,000	350,000

Workers' Compensation Fund Operating Budget

Appropriation 341000

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 '16	Total Actual '17	Total Approp '18	Total Budget '19
	Workers' Compensation Fund	1,328,171	1,478,695	2,200,000	2,200,000
	Total	1,328,171	1,478,695	2,200,000	2,200,000

