
2.

Boston's Organizational Structure

Boston's Organizational Structure

The City of Boston is a municipal corporation. Like all corporations, an efficient organizational structure is essential to the City's ability to provide quality services at a low cost. Over the nearly 200 year history of the City of Boston, the organizational structure has constantly evolved to address changes in the city and its service needs. Thus, the City government looks, today, very different from the government described in the Charter and the Municipal Code.

This section provides a historical and present day perspective on the structure of Boston's government and how the administrative and legal structures function together. This section was previously released to Mayor Walsh's transition team as a comprehensive look at the cabinet structure. Most of the cabinet structure remains the same as of the printing of this report.

The City Charter The Boston City Charter is not contained within a single document. Rather, the Charter comprises a series of state laws enacted over the past century. The Charter has also been modified by Massachusetts general laws affecting all municipalities, local options as enacted by the State Legislature and Governor and accepted by the City, and home rule legislation or petitions passed by the Mayor, the City Council, the state Legislature and the Governor. The History of the Boston City Charter shows a trend of revisions and reenactments that strengthen the executive power of the Mayor.

The Massachusetts Legislature enacted special legislation creating the first Boston City Charter in 1822. The original governmental structure called for a Mayor, a Board of Aldermen and a Common Council. Under this scheme, the Mayor had very little power

over the affairs of the city. In 1854, the Charter was amended to give the Mayor limited appointment and veto powers. As the city continued to grow, efficient governance necessitated a more centralized governing power. As a result, the Charter was amended, once in 1885, allocating essentially all executive powers to the Mayor, and again in 1909, abolishing the Board of Alderman and the Common Council. In 1948, Boston residents were given the opportunity to vote on which form of government would run the City. The voters chose a "Plan A", or "strong Mayor", form of government, which was implemented in the 1951 and 1953 Charter amendments and remains to modern times.

As the role of the Mayor strengthened over time, new layers of state supervision were added as a check on the Mayor's power. In 1909, a Finance Commission was established to "investigate any and all matters relating to appropriations, loans, expenditures, accounts and methods of administration affecting the city". Also in 1909, the state Civil Service Commission was given the power to approve mayoral appointees. Other state limitations on Boston's autonomy from this period include statutory limitations on the City's power to tax, spend, borrow, or increase assessments without state authority.

Home Rule in Massachusetts In 1966, the Massachusetts Legislature adopted Amendment Article 89, commonly known as the Home Rule Amendment and M.G.L. Chapter 43B, commonly known as the Home Rule Procedures Act. The amendment and statute grant Boston the right of self-governance in local matters. The power granted can be classified in three ways: (1) the power to create a Charter, (2) general Home Rule authority, and (3) Home Rule petition authority. Despite these three grants of power,

Boston remains largely dependent on the state Legislature in exercising its legal power.

Home Rule gives Boston the power to establish a Charter for itself. Boston has yet to exercise this power and continues to operate under the Charter established in 1951. Boston's reluctance to apply the charter-creating power is because of the uncertainty involved in the process. Under the Home Rule Amendment and Home Rule Procedures Act, Boston can replace its Charter only by placing the whole of its governmental structure in the hands of a separately elected Charter commission. This commission may pursue any reform it deems beneficial, before submitting its proposal to the residents for a vote. Historically, Boston officials have been wary of putting the entire governmental structure of the City up for reform in this manner.

As an alternative to establishing a new Charter, the Home Rule Petition grants Boston the ability to make "minor amendments" to its Charter. The City Council, with a two-thirds vote, may propose a change that voters can approve by referendum. However, this procedure is only permitted for minor changes to the Charter.

In addition to the charter and establishment power, Section 6 of the Home Rule Amendment vests general Home Rule Power in the City. Section 6 authorizes Boston to exercise "any power or function which the general court has the power to confer" subject to a number of limitations. This authority is generally limited by Section 6, which prevents any exercise of Home Rule Power that would conflict with or be preempted by State law. It is also specifically limited by Section 7. Pursuant to Section 7, Home Rule cannot be used to (1) regulate elections; (2) levy, assess and collect taxes; (3) borrow money or pledge the credit of the City; (4) dispose of park land; (5) enact laws governing civil relationships except as incident to an exercise of municipal power; or (6) define

What is Civil Service?

Civil Service is a merit system under which State and municipal employees may be hired and promoted. Qualifying state and municipal employees are hired, promoted and terminated subject to procedures set forth in M.G.L. c. 31 and the *Personnel Administration Rules* (PAR's). These standards ensure that all employment decisions are based on the relative ability, knowledge and skills of the public employee, and that all individuals receive fair and impartial treatment.

and provide for the punishment of a felony or to impose imprisonment. For these six areas, Boston may only act if it has been specifically authorized to do so by a state statute.

For situations where Boston's general Home Rule power has been limited, Section 8 of the Home Rule Amendment authorizes the City to use a "home rule petition" to achieve changes in structure. Under Section 8, the Mayor and City Council can petition the state Legislature to enact a special law affecting only Boston. The legislature may deny, enact, or enact subject to a referendum vote of the residents of Boston. Any law enacted pursuant to Home Rule Petition can be modified only by further action by the state Legislature.

Mayoral Powers Boston operates under a "strong mayor" form of government. Nearly every action taken by the City Council must be approved by the Mayor. The Mayor may require the City Council to meet whenever he or she deems it necessary. The City Council, with the approval of the Mayor, may create new departments or agencies; eliminate or reorganize all or part of any department or agency; increase any department or agency's duties or powers; move duties, powers and funds within a department or agency or between departments or agencies; and change,

create or eliminate the salary of any department or agency head. Additionally, the Mayor may create divisions, boards or commissions within the Mayor's Office Cabinet without authorization from City Council.

In addition to the Mayor and the City Council, the Charter provides authority for a City Clerk, Finance Commission, Election Commission, City Auditor, Audit Committee, Public Facilities Commission, School Committee and Superintendent of Schools. All positions, departments, offices, boards and commissions not enumerated in the City Charter have been created by special law, ordinance, executive order or administrative act.

The Mayor has broad powers of appointment. All department heads are appointed by and serve at the pleasure of the Mayor. Most serve coterminous to the Mayor, meaning their terms end on the first Monday of a municipal year in which a new Mayor is elected. Within departments, all managerial positions are appointed by the department head, usually with approval of the Mayor. For a list of all appointed positions, see Appendix D.

Unless otherwise specified in the enabling legislation or Charter all non-*ex officio* members of boards and commissions in City Hall are appointed by the Mayor to specific length terms. In certain situations, mayoral appointments must be made subject to a statutorily defined nominating process or subject to City Council approval. For more on the specific appointment authority of the Mayor, see sections below outlining the departmental layout of the modern organizational structure.

There are limitations on the power of appointment of a Mayor prior to leaving office. Chapter 332 of the Acts of 1939 provide that all appointments made after a mayoral election

but before a new mayor takes office, the appointment automatically terminates of January 31st of the new municipal year.

City Council Powers The legislative body of the City is the thirteen-member City Council. The City Council comprises four at-large members who are elected by, and represent, the entire city, and nine district councilors who are elected by, and represent, specific districts of the city. The City Council enacts ordinances, adopts orders, adopts home rule petitions, conducts hearings, oversees the operations of city departments, approves of the annual budget and approves of other City business subject to state law. The Council may sit as a Committee of the Whole, or may divide into committees.

Legislative Process The city council enacts ordinances subject to the Mayor's approval. Proposed legislation is first assigned to the various committees for review. When the committee chair elects to hold a hearing on a particular docket, a written invitation with at least forty-eight hours notice is sent to all Councilors, the press, and interested parties providing the date, time and place of hearing. A hearing held by a committee of the Council must always be open to the public. After those most interested or affected by the subject matter, either pro or con, have testified anyone present may give their testimony either orally or in writing to the committee assembled. When the hearing is concluded, the chair, with assent of the majority of the committee, may submit a committee chair report to the full Council containing its recommendations as to whether the docket ought to pass.

A committee chair will report its findings on a proposed ordinance to the full Council. If a committee chair recommends that a docket should not pass and a majority of the Council accepts the recommendation, the issue is defeated. If a committee chair recommends that a docket should pass, or should pass in a

new draft, and a majority of the Council accepts the recommendation, it is then presented to the Mayor. If the Mayor approves it and signs it, it is in full force.

If, after fifteen days, the Mayor has taken no action on a docket approved by the full Council, the matter shall be in force. If the Mayor vetoes a the matter passed by the Council, he shall state in writing his objections and submit it to the Council through the City Clerk. The Council may assign the matter for further action. In most cases, an ordinance may enacted by the City Council over the Mayor's veto by a two-thirds vote at least seven days following the veto.

The exception to the two-thirds override rule is orders for the borrowing or appropriation of money and the reorganization of City departments, may not override a Mayoral veto. In the case of the annual budget, the Council may reject or reduce, but may not increase, a budget submitted by the Mayor .

Origins of the Cabinet Structure

In November of 1993, Mayor-elect Thomas M. Menino formed a transition committee to help shape his new administration. The committee was tasked with examining the various city departments, boards and commissions in order to find ways to improve the delivery of government services. In its report, the transition committee found a resistance to interdepartmental communication, cooperation, or strategic planning created in part by a territorial culture within city hall. To combat these administrative shortcomings, the report recommended that the Mayor adopt a cabinet-style organizational structure that would align personnel and resources along functional lines of command.

Following the model set forth in the transition report, then Mayor Menino presented his recommended fiscal year 1995 budget to the

City Council featuring an “aggressive restructuring of city agencies to consolidate functions and increase the opportunities for service improvements and cost savings.” In its original formation, the Mayor's Cabinet consisted of nine cabinet positions, the Chief Operating Officer (COO), Chief Financial Officer (CFO), Chief Economic Development Officer (CEDO), Chief of Education, Chief of Health and Human Services, Chief of Basic Services, Chief of Environmental Services, and the Chiefs of Public Safety. By the fiscal 1996 budget, the Mayor had added the Chief of Staff and Corporation Counsel to the cabinet. Although the cabinet structure has never been codified, it has informed the programmatic and budgetary organization of City Hall since it was instituted in fiscal 1995.

The COO was the individual responsible for the daily administration of City Hall. The Operations Cabinet also included the Departments of Human Resources, Printing, Purchasing and Health and Hospitals, as well as a newly formed Management and Information Services Department.

The CFO also served as the Collector-Treasurer and oversaw all of the City's financial matters. The Finance Cabinet included Treasury, Assessing, Auditing, Labor Relations, and Worker's Compensation departments, the Office of Budget Management and the Retirement Board.

The CEDO also served as the Director of the Boston Redevelopment Authority and was accountable for planning, development, housing and marketing functions of the City. The Economic Development Cabinet included the Boston Redevelopment Authority, the Economic Development and Industrial Corporation (EDIC) of Boston, the Boston Housing Authority, the Public Facilities Department, the Office of Minority and Women Business Enterprises, the Rent Equity Board and the newly formed Office of Special

Events and Tourism.

The Chief of Education was the Superintendent of the Boston Public Schools, who was appointed by the School Committee. The School Committee consisted of seven members who were appointed by the Mayor. The Education Cabinet was responsible for managing the Boston Public School System.

The Health and Human Services Cabinet was responsible for providing health and other supportive services for all of Boston's citizens. The cabinet contained the newly formed Office of Cultural Affairs, the Public Facilities Department's Community Centers Division, the Mayor's office of Neighborhood Services, the Safe Neighborhood Program, and the public health programs of the Department of Health and Hospitals. The Cabinet also included the Elderly Commission, the Emergency Shelter Commission, the Women's Commission and the Veteran's Services Department, and a newly formed Office of Civil Rights. The Office of Civil Rights included the Fair Housing Commission, the Commission for People with Disabilities, and the Human Rights Commission.

The Basic Services Cabinet was in charge of Boston's infrastructure and public service activities. The cabinet included the Public Works Department, the Parks and Recreation Department, the Property Management Department, the Election Department, the Registry Division, the Office of Consumer Affairs and Licensing, the Boston Public Library and the Youth Fund. The duties of the Real Property Department were divided between the newly created Property Management Department and the Public Facilities Department.

The Environmental Services Cabinet included the Transportation Department, Environment Department, the Inspectional Services Department, and the Recycling Division of the Public Works Department. The Chief of

Environmental Services was responsible for overseeing the City's relationships with the MBTA, EPA, and Massachusetts Executive Office of Environmental Affairs.

Finally, the Public Safety Cabinet was led by the City's Police Commissioner and the City Fire Commissioner as Co-Chiefs.

A Changing Cabinet Structure

The Cabinet has further evolved over the past two decades. In fiscal 1996, the Mayor elevated the Administrator of the Boston Housing Authority to a cabinet-level post of Chief of Public Housing. The Mayor also created a new department in the Economic Development Cabinet to implement the Boston Residents Jobs Policy and consolidated the fleet management functions of six independent departments into a Fleet Maintenance Division under the Transportation Department.

In fiscal 1997, the Mayor again reorganized the Fleet Maintenance responsibilities by moving the Transportation Department from the Environmental Services Cabinet to the Basic Services Cabinet. The Mayor also established a separated Central Fleet Maintenance Department within the Basic Services Cabinet. The Department was staffed by employees from the Transportation, Public Works, and Parks and Recreation Departments.

In response to the phasing out of rent control in the City of Boston, the Rent Equity Board's responsibilities changed in the fiscal 1997 budget from adjudicating applications and hearings concerning the rights and responsibilities of landlords and tenants, to moderating the consequences of the loss of rent control. These responsibilities included informing affected parties to the changes in their rights and responsibilities, and mediating new disputes that arose due to the phasing out

of rent control. These tasks were organized under the Rental Housing Resource Center, within the Economic Development Cabinet.

In fiscal 1998, the Department of Health and Hospitals (DHH) ceased to exist due to a the merger of the public Boston City Hospital and University Hospital, affiliated with Boston University, into the private Boston Medical Center. The Public Health Commission was formed as a successor to the DHH. This change called for a reorganization of the Mayor's Health and Human Services (HHS) Cabinet. The Mayor split the HHS Cabinet in two, creating the Public Health Cabinet and the Human Services Cabinet. The Executive Director of the Boston Public Health Commission was named Chief of Public Health. The Chief of Public Health oversaw the implementation of public health programs, the Emergency Medical Service for the City, Communicable Disease Control Programs, Substance Abuse Services, Community Health initiatives, and Child and Family Health development. The Chief of Human Services retained authority over all departments and commissions formerly under the HHS Cabinet.

In fiscal 1999, the Mayor created a Cabinet-level post for Chief of Housing and Neighborhood Development. The Chief of Housing and Neighborhood Development was responsible for overseeing the newly-formed Department of Neighborhood Development (DND) and the Rental Housing Resource Center. The DND was responsible for business development, homeowner and homebuyer programs, housing development, and surplus land and building management and disposition.

In fiscal 2004, the Mayor divided the duties of the Basic City Services Cabinet between the existing cabinet and a newly formed Streets, Transportation and Sanitation Cabinet. The newly formed cabinet included the Public

Works Department, the Transportation Department, Central Fleet Maintenance and Snow Removal. The Chief of Basic City Services retained control over the Parks and Recreation Department, the Office of Special Events and Tourism, the Election Department, the Public Facilities Commission, and the Property and Construction Management Department.

In fiscal 2005, the Office of Homeland Security was created and funded with a federal grant. The Mayor added the Director of that office to his cabinet. The Office was later renamed the Office of Emergency Preparedness. Also in fiscal 2005, the Office of Special Events and Tourism and the Office of Cultural Affairs were merged to create a new Mayor's Office of Arts and Cultural Development.

In fiscal 2006, the Environmental Services department was expanded to include the Boston Energy Board. The Cabinet was renamed the Environmental and Energy Services Cabinet. Also in fiscal 2006, the Rental Housing Resource Center was folded in to the Department of Neighborhood Development.

In fiscal 2007, the Streets, Transportation and Sanitation Cabinet was renamed the Public Works and Transportation Cabinet, and the Basic Services Cabinet was renamed the Public Property Cabinet.

In fiscal 2008, the Mayor created the Information Cabinet, headed by the Chief Information Officer, to implement Management and Information Services to improve the business of government and delivery of services. Also in fiscal 2008, following the retirement of the Chief Operating Officer, the Operational Cabinet and Finance Cabinet were merged to create the Administration and Finance Cabinet. The Chief Financial Officer assumed the position

of Director of Administration and Finance. In this role, the Director of Administration and Finance continued to hold the position of Collector-Treasurer.

In fiscal 2010, the Emergency Shelter Commission ceased to exist as an independent department, and its duties were transferred to the Public Health Commission. Also in fiscal 2010, the Printing Department, which had been renamed the Graphic Arts Department, was disbanded.

In fiscal 2011, the Mayor created the Advocacy and Strategic Investment Cabinet headed by the Chief of Advocacy and Strategic Investment, who also serves as Director of Intergovernmental Relations. The Cabinet was formed to better address the Mayor's initiative of providing constituents with services centered on job creation and small and local business development. This newly created Cabinet comprised the Department of Intergovernmental Relations, the Office of New Bostonians, and the Small and Local Business/Boston Jobs for Boston Residents Policy Offices.

In fiscal 2012, the Mayor created a Cabinet level position of Chief of Personnel and Labor Relations, to serve as Co-chief of Administration and Finance alongside the Chief Financial Officer/Collector-Treasurer. Also in fiscal 2012, the Commission for Persons with Disabilities was separated from the Civil Rights Department and became its own Department within the Human Services Cabinet.

Recent Cabinet Structure

The cabinet structure at the end of the Menino Administration comprised 20 members, of which four are members of the Mayor's Office Cabinet.

2013 Cabinet Members

Mayor's Chief of Staff *
Corporation Counsel *
Chief of Policy and Planning *
Director of Emergency Preparedness *
Chief of Advocacy and Strategic Investment
Chief of Public Property
Chief Information Officer
Chief of Education/Superintendent of Schools
Chief of Economic Development
Chief of Housing and Neighborhood Development
Chief of Environment and Energy
Chief of Human Services
Chief of Public Health
Chief Financial Officer and Chief of Personnel and Labor Relations who serve as Joint Chiefs of the Office of Administration and Finance
Public Works and Transportation Commissioners who serve as Joint Chiefs of Public Works and Transportation
Fire and Police Commissioners who serve as Joint Chiefs of Public Safety.
Chief of Public Housing/Administrator of the Boston Housing Authority

* Member of Mayor's Office Cabinet

Mayor's Office Cabinet

The Mayor's Office Cabinet consists of a collection of agencies representing the Mayor and the City in legal matters, public relations, intergovernmental relations and neighborhood concerns. Departments in this cabinet need not be created by legislative act or executive order, but may be created by administrative act pursuant to a 1981 Supreme Judicial Court Case, *City Council of Boston v. Mayor of Boston*, (383 Mass. 716). In that case the SJC held that the Mayor is vested with full supervision of subordinate officers in the discharge of their duties and the size and salary of the Mayor's staff. The Mayor has exercised this power to create ad hoc committees and offices within his

staff without going through the formalities of an executive order or City Council approval. The Mayor's Office Cabinet includes the following departments:

Mayor's Office Cabinet

Office of the Mayor

Neighborhood Service

Public Information

Emergency Management

Law Department

Within these departments the following offices/programs are found: Office of Policy and Planning, the Graduate Fellowship Program/Policy Institute, the Office of New Urban Mechanics, the Mayor's 24-Hour Constituent Service Line and the Mayor's Problem Properties Task Force. Some of these predate the current administration and others have been created by Mayor Menino. Additionally, the City of Boston Law Department is programmatically housed within the Mayor's Office. The following is a summary of these departments role and responsibilities in the Menino Administration.

The **Office of the Mayor**, is also included in the Mayor's Office Cabinet and provides executive leadership, as well as sets priorities and goals for the City and its neighborhoods. The Mayor's Chief of Staff and the Chief of Policy and Planning are found in the Office of the Mayor. Both of these positions are members of the Mayor's Cabinet. The Chief of Staff has an advisory role over all operations within City Hall. The Chief of Staff is charged with supervising and directing the operations of the Office of the Mayor, including scheduling security, policy and planning, press and constituent services.

The **Mayor's Office of Policy and Planning**

supports the Mayor in setting policy priorities for his administration and implementing initiatives in furtherance of those priorities. Both the Chief of Staff and the Chief of Policy and Planning are appointed by and serve at the pleasure of the Mayor. The Mayor's Office department also employs the Chief of Programs and Partnerships, Deputy Chief of Staff, Director of the City Hall to Go Program, Director of Speechwriting, Manager of Administration and Finance, and several Advisors and Special Assistants to the Mayor.

The **Graduate Fellowship Program/Policy Institute** was formed within the Office of the Mayor, to recruit new talent to work in city government. The year-long Graduate Fellowship Program supports a Harvard Business School Service Leadership Fellow and two Boston Urban Mechanics Program (BUMP) Fellows. In addition, the BUMP Policy Institute accepts several graduate students to an 8-week summer internship program. The HBS Service Leadership Fellows is supported by financial and personnel resources from Harvard Business School, the BUMP Fellows are paid as fulltime employees of the Mayor's office, and the Bump Policy Institute interns are paid out of the emergency employee allocation in the Human Resources Department Budget.

The **Fellowship Program/Policy Institute** functions as a recruiting tool. Ninety percent of full-time fellows join the administration after their fellowship concludes. The program is also a workshop to test new and innovative solutions to municipal issues. Successful experimental programs run by the Fellowship Program are scaled for citywide implementation in Boston or other participating cities.

For example, the **Mayor's Office of New Urban Mechanics** was developed through the fellowship program. The project began in 2010 as part of an initiative to "transform [the]

delivery of basic city services and usher in a wave of municipal innovation” in Boston. The Office was created by assigning members of the Department of Innovation and Technology (DoIT) and the Office of Policy and Planning to a team that could explore new ideas and means of service delivery for the 21st Century. Aside from employee salaries, which are paid through DoIT and the Office of Policy and Planning, the Office of New Urban Mechanics has been supported by private grants and partnerships. A budget account for the Office of New Urban Mechanics is established in the City’s fiscal 2014 budget for the first time.

The **Office of Neighborhood Services (ONS)** was created in 1984 by administrative act. The ONS serves to implement policy initiatives among city departments and facilitate citizen input and participation in government through service requests, neighborhood meetings, mailings and emergency responses. The Executive Director of Neighborhood Services is appointed by the Mayor. For more appointed positions within the Office of Neighborhood Services, see Appendix D.

On July 11, 1984, the City Council rejected an ordinance proposed by Mayor Kevin White that would create an Office of Neighborhood Services. In December 1984, the Budget Director advised the Mayor that he could defund one or more departments (without City Council approval) and reallocate those funds to create the Office of Neighborhood Services. The Office first shows up in the budget for fiscal 1985.

The **Mayor’s Problem Properties Task Force** was created in 2011 by City Council ordinance (CBC Ord §16-57). The Task Force includes several Cabinet chiefs and department heads and is chaired by the Chief of Policy and Planning. Members work together to identify properties that have a long-established record

of criminal incidents and code violations. Any property in the City that is found by the Task Force to be a Problem Property will also be considered a public nuisance.

In the event a property is designated as a Problem Property, the property could incur increased surveillance by the Boston Police Department, expedited health code enforcement proceedings by the Public Health Commission, proceedings for injunctive relief of noise violations by the Air Pollution Control Commission and the Law Department; foreclosure proceedings if such property has delinquent real estate taxes, or increased fines for code violations by the Inspectional Services Department.

The **Office of Public Information**, known also as the Press Office, was established by City Council ordinance in 1982 (CBC Ord. §15-8.1), although the position of Press Secretary existed as early as the Curley administration in 1914. The office coordinates and manages the dissemination of information to the public on behalf of all City Hall departments. The Director of the Office of Public Information, also known as the Press Secretary, is appointed by the Mayor and is a member of the Mayor’s Cabinet. For more appointed positions within the Office of Public Information, see Appendix D.

The **Mayor’s 24-Hour Constituent Service Line** strives to connect residents to city services 24-hour a day, seven days a week and is part of the Office of Public Information. The service line may be reached online, by telephone, through the *Citizens Connect* application, or in person at City Hall or at one of the “City Hall to Go” sites. The Director of the Mayor’s 24-hour Service Line is appointed by the Mayor.

The **Office of Emergency Management (OEM)** coordinates the City’s emergency management, emergency preparedness and

homeland security programming. The Office is responsible for state and federal funds that support the City's emergency preparedness strategy. The Director of the Office Emergency Management is appointed by and serves at the pleasure of the Mayor, and serves on the Mayor's Cabinet. For more appointed positions within the Office of Emergency Management, see Appendix D.

The **Law Department** exists to provide legal services to the Mayor, City Council and City Departments, supporting all official capacities within City government (CBC Ord. §5-8.1). The Law Department provides litigation support; consultation services; drafting of contracts, agreements, licensing and indemnity agreements; public records request and subpoena responses. The Corporation Counsel, who is appointed by the Mayor and is a member of the Mayor's Cabinet, is the department head. The Department is divided into the Litigation Division, Claims Division, Government Services Division, Tax Title Division, the Office of the Legal Advisor to the Boston Public Schools and Office of the Legal Advisor to the Boston Police Department.

The **Litigation Division** defends the City of Boston's interests in approximately 1,600 civil lawsuits filed against the City each year. The division supervises litigation matters including personal injury cases, tort and road defect cases, employment claims, medical malpractice, civil rights claims and contract disputes. The Division is managed by the First Assistant Corporation Counsel/Chief of Litigation.

The **Claims Division** handles pre-litigation claims filed by the public, private entities, or insurance companies against the City of Boston, including tort claims under M.G.L. c. 258, including motor vehicles accidents, and M.G.L. c. 84, including defects in the public way. The Division is managed by the Senior Assistant Corporation Counsel for Claims.

The **Government Services Division** advises the Mayor, City Council, and department heads on issues of municipal law. Division attorneys also litigate cases on behalf of the City in numerous areas including zoning and land use, contract, construction, tax and procurement disputes, and challenges to city administrative determinations and legislation. The Division is managed by the First Assistant Corporation Counsel/Chief of Governmental Services.

The **Tax Title Division** oversees the litigation of foreclosure proceedings and the collection of delinquent real estate taxes. The Division assists with the City's collection of property taxes when the Collector-Treasurer's Office issues a tax taking and the taxpayer fails to remit full payment. The Division is managed by the Senior Assistant Corporation Counsel for Tax Title.

The **Office of the Legal Advisor to the Boston Public Schools** is a division of the Law Department that provides representation and advice to the School Committee, Superintendent, and administrators of the Boston Public Schools. Attorneys provide guidance to BPS on a variety of matters involving school and education law.

The **Office of the Legal Advisor to the Boston Police Department** is a division of the Law Department that provides legal advice to the Police Commissioner and the Boston Police Department. The office provides legal guidance to the Commissioner and the Department's command staff on a variety of issues, including general legal advising and transactional document review. The office also handles a variety of litigation matters including discrimination cases, internal employee discipline cases, police recruit bypass cases, firearms licensing appeals, and hackney carriage license appeals.

Administration and Finance Cabinet

The Administration and Finance Cabinet has undergone several transformations since it was created in 1993. The statutorily created authorities responsible for the Administrative Services Cabinet, namely the Director of Administrative Services and Administrative Services Board, are currently inactive and their duties have been replaced by newly created position of Chief Financial Officer (CFO)/Collector Treasurer. This change in authority has progressed administratively, and is not represented in City Council records, Executive Orders or the Boston Municipal Code. From 2011 to 2013, control over the Cabinet was split between the CFO/Collector Treasurer and the Chief of Personnel and Labor Relations at that time.

Under the Chief Financial Officer were the Departments of Assessing, Auditing, Budget Management, Public Library, Purchasing, and the Treasury as well as oversight of the many public charitable funds. Under the Chief of Personnel and Labor Relations are the Offices of Human Resources, Labor Relations, and Health Benefits and Insurance, as well as the Employee Assistance Program, and Boston Residency Compliance Commission.

Since November 2013, control over the Administration and Finance cabinet has been solely under the CFO/Collector-Treasurer. The CFO/Collector-Treasurer holds the position of Director of Administrative Services for purposes of budget and personnel management. The CFO/Collector-Treasurer is appointed by, serves coterminous and serves at the pleasure of the Mayor.

The **Assessing Department** is responsible for determining the fair market value of all real and personal property for the purpose of taxation by the City (CBC Ord. §6-2.1) and abatement appeals of the values established.

The **Commissioner of Assessing** and two

Assistant Commissioners of Assessing are appointed by, serve coterminous to, and serve at the pleasure of, the Mayor.

The Commissioner of Assessing also negotiates, along with the Boston Redevelopment Authority, the terms and conditions of contract payments under Chapter 121A, Section 6A. Additionally, this department spearheaded the recent revamp of the Payment in Lieu of Taxes program for the City. The Assessing Department negotiates PLOT agreements, ensures implementation of the overall program and calculates tax-exempt values.

The **Assessing Board of Review** reviews applications for the abatement of a real estate or personal property tax and reports suggested settlements to the Commissioner of Assessing. The Board of Review consists of three members: one member from the Real Estate Appraisal Division of the Assessing Department appointed by the Mayor to serve *ex officio* as Chairperson, one member from the Statistical Research Division of the Assessing Department to serve *ex officio* and one member from the public at large appointed by the Mayor. The public appointee serves coterminous to the Mayor. For more appointed positions within the Assessing Department, see Appendix D.

The **Auditing Department** prepares the City's annual financial statements, implements fiscal controls over spending, provides technical assistance to departments, and reviews and processes all financial transactions for accuracy and compliance (CBC Ord. §6-1.1).

The **City Auditor** is appointed by the Mayor and holds office subject to the Civil Service laws, meaning the Auditor cannot be removed from office without proper cause. The Auditor may be held personally liable for any City expenditure approved that the Auditor knows is contrary to the provisions of a City ordinance.

What happened to the Administrative Service Department?

The Administrative Service Department was responsible for coordinating the financial operations of the City of Boston. The department oversaw the operations of the Collector-Treasurer, Chief Financial Officer (called the Deputy Director of Administrative Services for Fiscal Affairs), Supervisor of Budgets, Supervisor of Labor Relations, Supervisor of Personnel, Purchasing Agent, Commissioner of Assessing, and the City Auditor. The fiscal 1994 budget, the last before the Cabinet structure was instituted, describes the Director of Administrative Services as also being the Chief Operating Officer of the City.

When the cabinet structure was introduced in fiscal 1994, oversight of the various departments formerly under the Director of Administrative Services was divided between the Chief Operating Officer (COO) and the Chief Financial Officer (CFO)/Collector-Treasurer. In fiscal 2008, following the retirement of the Chief Operating Officer, the supervisory duties of the COO were absorbed by the CFO cabinet to create the Administration and Finance Cabinet, which currently is chaired by the CFO/Collector Treasurer.

The **Deputy City Auditor** is appointed by the City Auditor subject to the Mayor's approval and also holds office subject to the Civil Service law. The Deputy City Auditor was a provisional position created in 1934 that was made permanent by Chapter 282 of the Acts of 1988 which made permanent any provisional position held for more than 6 months.

Additionally, the city hires an independent, certified public accounting firm to annually audit the accounts of the city (Chapter 190 of the Acts of 1982). The **Audit Committee of the City of Boston (ACCB)** comprises five members, who the Mayor appoints and the City Council affirms, that are responsible for monitoring the progress of the independent audit. The ACCB meets with the auditing firm at least quarterly, reviews the recommendations of the accounting firm and presents its recommendations to the Mayor and City Council. For more appointed positions within the Auditing Department, see Appendix D.

The **Office of Budget Management** prepares the operating budget and capital plan, assembles analyzes and presents data with respect to revenue and debt management, and uses data to analyze performance. The **Budget Director** is responsible for the preparation of

the annual and supplementary budgets, and financial reports to be used by department heads in managing the budget (CBC Ord. §5-1.5). For more appointed positions within the Office of Budget Management, see Appendix D.

The **Treasury Department** collects all revenues due to the City, pays all amounts due for payrolls and outside vendors, and manages the investment of city funds and city borrowings (CBC Ord. §6-3). The Treasury Department is under the control of the Chief Financial Officer/Collector-Treasurer (CFO). The CFO is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. The CFO is responsible for overseeing the financial management of the city and makes monthly reports to the Mayor regarding the City's financial situation. The Treasury is broken down into two divisions, The Collections Division and the Treasury Division. For each division, the Treasurer, with written approval by the Mayor, may appoint a First-Assistant and Second-Assistant, or may appoint a Deputy Treasurer as needed.

The **Trusts Division** provides technical and financial assistance to the City's various boards of trustees in the oversight of the investment programs for more than 250 testamentary trust funds that have been granted to the City. The

CFO/Collector-Treasurer serves as the default managing trustee for city-managed charitable funds.

The **Boston Public Library (BPL)** was founded in 1848, making it the first free municipal library in the United States. The Department now has 26 branch libraries and three million visitors a year. The BPL is under the direction of a **Board of Trustees** consisting of nine individuals, appointed by the Mayor to five-year terms beginning the first day in May (CBC Ord. §11-8.1; Chapter 114 of the Acts of 1878 as amended in 1887, 1953, and 1995). The **Boston Public Library Administrative Council**, the leadership body of the BPL, comprises the President and several other administrative officers of the Library, who are all appointed by the Board of Trustees. For more on the appointed positions within the Boston Public Library, see Appendix D.

The **Purchasing Department** procures all supplies, materials and equipment, selects vendors through public bidding, and processes purchase orders and contracts (CBC Ord. §5-1.8). Additionally, the **Central Services Unit** ensures the efficient disposal of all surplus city supplies and processes all outgoing, inter-office, and incoming mail. The Purchasing Department is under the management of the Purchasing Agent, who is appointed by, and serves coterminous to, the Mayor. The Purchasing Department also assumed responsibility for procuring printing services and operating the central copy center due to the disbanding of the Boston Graphic Arts (Printing Department) in fiscal 2011.

The **Registry Division** issues, registers, amends, maintains and certified copies of birth, marriage and death records (CBC Ord. §2-10.5). The City Registrar is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. Despite being called the Registry “division”, the Registry is a department within the Administration and

Finances Cabinet.

The **Office of Human Resources** deals with recruiting, motivating, retaining, managing, and developing qualified and productive employees to work for the City. The Office is managed by the Director of Human Resources, who is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. Statutorily, the Director of Human Resources is defined as the Supervisor of Personnel. For more appointed positions within the Office of Human Resources, see Appendix D. Additionally, the Office of Human Resources comprises the Boston Residency Compliance Commission, Compensation Advisory Board, Employee Assistance Program and the Office of Health Benefits and Insurance.

The **Boston Residency Compliance Commission** was established in 1994 to enforce the Boston Residency Ordinance (CBC Ord. §§5-5.1-3). The Ordinance requires that “Every person first employed by the City of Boston...shall be a resident of the City of Boston, and shall not cease to be a resident of the City of Boston during his [or her] employment by the City.”

However, large number of union employees are exempt from this ordinance. By state statute, teachers, aides, principals and assistant principals, directors, supervisors, and deputy superintendents are exempted from the residency requirement (M.G.L. Chapter 71, Section 38). Further, the last round of collective bargaining contracts with the public safety unions, in response to concerns about the raising cost of workforce housing, included language that lessened the time that police officers and firefighters were required to live in the City to 10 years.

The Commission conducts hearings and investigations as to whether an employee who is subject to the Residency Ordinance resides within the City of Boston. The Commission

comprises seven members who serve coterminous with the Mayor. The City Council President, or his designee on the Council, and the City's Affirmative Action officer serve *ex officio*. The remaining five members are appointed by the Mayor, provided that one is a city union representative and two are members of pro-residency citizens groups.

The **Compensation Advisory Board** was created by City Council Ordinance in 1986 to study the adequacy of salaries of the Mayor, the City Council, senior leadership and those positions that are listed under the salary ordinance (CBC Ord. §5-5.10). The Board consists of five members, appointed by the Mayor to five-year staggered terms. The Director of Human Resources serves as a non-voting member and provides secretarial and support staff to the Board.

The **Employee Assistance Program (EAP)** was established to focus on the wellness of Boston City employees and their families. EAP staff provides a wide range of services including assessment, referral, supervisory and management consultations, brief treatment, case management, advocacy, crisis intervention, and the prevention, recognition, and treatment of drug and alcohol dependence. The Director of the EAP is appointed by and serves at the pleasure of the Mayor.

The **Office of Health Benefits and Insurance** manages the Health, Life, Dental and Vision insurance plans available to City of Boston Employees. The Director of Health Benefits and Insurance is appointed by, and serves at the pleasure of, the Mayor.

The **Department of Labor Relations** represents the Mayor, the City of Boston and City Departments in all labor disputes before state courts, state agencies, and various other forums (CBC Ord. §5-1.4). The Office is also responsible for negotiating and administering the collective bargaining agreements with the

forty units representing nearly 18,000 union employees working for the city. In addition, the department of Labor Relations comprises the Comparable Worth Commission. The Director of Labor Relations is appointed by and serves at the pleasure of the Mayor. Statutorily, the Director of Labor Relations is defined as the Supervisor of Labor Relations.

Advocacy & Strategic Investment Cabinet

The Advocacy and Strategic Investment Cabinet was created in fiscal 2012 to focus on providing constituents with services centered on job creation and small and local business development. The Cabinet, which has a total operating budget of \$2.7 million, ensures that “the city’s efforts to strengthen education, foster job creation and serve Boston’s diverse communities are supported by local, state, and federal partners.” The Director of Intergovernmental Relations serves as the Cabinet Chief.

The **Department of Intergovernmental Relations** coordinates the City’s dealings with federal, state and other local governments. There is no statutory authority for the Department of Intergovernmental Relations. It’s presence in the budget dates back to 1980, and it was a sub-department of the Law Department prior to this date. The Department also serves as a liaison between the Mayor and the Boston City Council. The Director of the Department of Intergovernmental Relations also serves as the Chief of Advocacy and Strategic Investment and is a member of the Mayor’s Cabinet.

The **Boston Employment Commission (BEC)** was created in 1986 for the purpose of implementing compliance of the Boston Residents Jobs Policy (BRJP). The BRJP was established in 1983 to insure that Boston residents, minorities, and women receive job

preference in projects that have city funds, state or federal funds administered by the City, or in which the City is a signatory to the construction contract. (CBC Ord. §8-9.1)

Enforcement of the BRJP was originally delegated to the Neighborhood Development and Employment Agency (Chapter 30 of the Acts of 1983). These duties were passed on to the Boston Employment Commission and the Mayor's Office of Jobs and Community Service ("OJCS") in 1986. The Director of OJCS was named the Executive Director of the Boston Employment Commission. The Employment Commission later formed the Office of the Boston Residents Jobs Policy to support its role in enforcement. Between 1986 and 2012, the enforcement duties of the OJCS gradually shifted to the Office of BRJP through administrative act. In 2012, when the Boston Employment Commission and Office of the Residents Jobs Policy were transferred from the Economic Development Cabinet to the newly-created Advocacy and Strategic Investment Cabinet, all enforcement of the Boston Residents Jobs Policy was transferred along with the Office/Commission.

The BEC, along with the **Office of the Boston Residents Jobs Policy**, monitors projects for BRJP compliance, and administers sanctions as provided by the Jobs Policy. The BEC is under the authority of the Director of the Office of the Boston Residents Jobs Policy who also serves as Director of the Office of the Small and Local Business Enterprises.

The Office of the Boston Residents Jobs Policy provides support to the BEC by conducting preconstruction conferences, site visits and quarterly reviews of projects. In addition, the office monitors federally-assisted projects for federal labor and wage standards, targets underperforming contractors and conducts corrective measures to improve compliance with the BRJP. The Director of BRJP now serves as the Executive Director of the BEC.

The Boston Jobs Bank assists Boston residents, minorities and women who are seeking construction employment and contractors who are seeking to employ Boston residents, minorities or women on monitored projects.

The **Mayor's Office of New Bostonians (MONB)** helps diverse cultural and linguistic communities to play an active role in the civic, economic, social and cultural life of Boston. The Office was formed by Mayor Menino in 1998 to improve new Bostonians' access to city government, constituent services, and community resources. The **Director** of the Office of New Bostonians is appointed by the Mayor. For more appointed positions within the Mayor's Office of New Bostonians, see Appendix D.

The **Office of Small and Local Business Enterprises (SLBE)** advocates on behalf of small, minority-owned or woman-owned business enterprises in Boston. SLBE strives to make these businesses more successful in competition for city contracts and in the Boston area's economy as a whole. The SLBE is under the authority of the Director of the Office of the Boston Residents Jobs Policy/ Director of the Office of the Small and Local Business Enterprises, who is appointed by the Mayor. The Deputy Director is appointed by the Director subject to the Mayor's approval.

Public Property Cabinet

The Public Property Cabinet comprises the Property and Construction Management Department, the Mayor's Office of Arts, Tourism and Special Events, the Departments of Consumer Affairs and Licensing, the Election Department, and the Department of Parks and Recreation. The Cabinet is aimed at providing access to information, administrative functions, and maintenance of the City's physical assets. The Commissioner of Property and Construction Management serves as the

Chief of Public Property.

The **Department of Property and Construction Management** has existed in some form since the Office of the Superintendent of Public Buildings was established by ordinance in 1850. Between 1943 and 1954, the Public Buildings Department was abolished and its duties transferred to the recently created Real Property Department, run by the Board of Real Estate Commissioners (Chapter 434 of the Acts of 1934; Chapter 2 of the acts of 1954). In 1994, a reorganization of the Real Property Department and the Public Facilities Department was implemented (Chapter 6 of the Ordinances of 1994). The Real Property Department was renamed the Property Management Department and consolidated responsibilities for maintenance, alteration, repair and security of municipal buildings. In 2002, the Capital Construction Program was added, and the department was renamed the Department of Property and Construction Management.

By law, the Department of Property and Construction Management is under the authority of a Property Management Board, consisting of a Commissioner, an Assistant, and three Associate Commissioners (CBC Ord. §11-7.1). In practice, the Property Management Board is dormant, and authority rests solely with the Commissioner of Property and Construction Management, who also serves as the Chief of Real Property. For more appointed positions within the Department of Property and Construction Management, see Appendix D.

The **Boston Municipal Protective Services Department (BMPS)** is an unarmed police force organized under the Property and Construction Management Department that patrols properties owned and controlled by the City of Boston. The BMPS was created in 2007 following the dissolution of the Boston

Municipal Police. At its dissolution, the Boston Municipal Police had approximately 60 employees. Half of the force was absorbed into the Boston Police Department. The remaining half was either laid off or absorbed into the Municipal Protective Services. The department is under the authority of the Director of Security, who is a specially assigned Sergeant in the Boston Police Department. The department comprises six Boston Municipal Protective Services Sergeants and approximately 60 officers.

The **Mayor's Office of Arts, Tourism and Special Events (MOATSE)** was created in 2004 by a merger of the Office of Arts and Humanities and the Office of Business and Cultural Development. The Office of Business and Cultural Development was established in 1984 to provide assistance to the cultural, business, and residential communities of Boston and the market and to promote the City of Boston as a visitor destination. (Chapter 15 of the Ordinance of 1984). The Office of Arts and Humanities was established in 1986 to stimulate and support efforts to preserve and develop cultural facilities in the City of Boston. (CBC Ord. §15-9)

The MOATSE serves as an umbrella office for the Boston Art Commission, the Boston Cultural Council, the Boston Arts Lottery Council, and the Office of Special Events, Tourism, and Film. The Director of the Mayor's Office of Arts, Tourism and Special Events is appointed by, and serves at the pleasure of, the Mayor. Statutory authority for this position falls under the position of Executive Director of the former Office of Arts and Humanities. (CBC Ord. §15-9.1)

The **Boston Art Commission (BAC)** was created by the state Legislature in 1898, making it the oldest municipal art commission in the United States (Chapter 410 of the Acts of 1898). The BAC approves and sites new

public art on property owned by the City. The Commission consists of the Director of the MOATSE, who serves *ex officio*, and four other members appointed by the Mayor subject to special recommendations: “one from three candidates nominated by the Boston Society of Architects, one from three candidates nominated by the Copley Society of Boston, one from three candidates nominated by the Museum of Fine Arts, one from candidates nominated by the Trustees of the Public Library of the City of Boston” (CBC Ord. §5-2.1). Additionally, the Mayor and the Director for Urban Design at the Boston Redevelopment Authority currently serve *ex officio*.

The **Boston Cultural Council (BCC)** was created by City Council in 2012 in pursuant to M.G.L. c. 10 §58, which allows for the distribution of state funds allocated by the Massachusetts Cultural Council to support innovative arts, humanities, and interpretive sciences programming within the City of Boston. The BCC consists of at least fifteen and not more than twenty-one members appointed by the Mayor, appointed to three year terms, with no member serving more than two consecutive terms. At least one member must be appointed from each of the nine districts within the City of Boston. Further, BCC members must have “demonstrated scholarship or creativity in, or distinguished service to, the arts, humanities, or interpretive sciences and shall be broadly representative of all fields of the performing arts, the fine arts and humanities.” (CBC Ord. §5-9.1)

The **Fund for Boston Neighborhoods, Inc. (FBNI)** is a non-profit 501(c)(3) that supports civic life in Boston through public programming. The fund is a depository for charitable donations that is not bound by public procurement requirements. The mission of FBNI is to coordinate educational, charitable, recreational, literary, scientific, artistic, theatrical and musical functions for

residents and visitors. FBNI works with MOATSE to foster the growth of the cultural community, promote participation in the arts and public celebrations and increase cultural tourism in Boston. The members of the FBNI are appointed by the Mayor, and the Director of MOATSE serves *ex officio* as the President of the Fund. The members elect a Vice President, Treasurer and Clerk.

The **Department of Consumer Affairs and Licensing** was created by City Council in 1984 (CBC Ord. §15-5). The Department is made up of two divisions. The Licensing Division is responsible for the regulation of Boston's entertainment industry. The Licensing division is not responsible for alcohol, food or lodging licenses, which are controlled by the City of Boston Licensing Board. The Consumer Affairs Division is responsible for mediation, education and advocacy on behalf of the City's consumers. The Executive Director of Consumer Affairs and Licensing is appointed by and serves at the pleasure of the Mayor. For more appointed positions within the Department of Consumer Affairs and Licensing, see Appendix D.

The **Boston Election Department**, also known as the Department of Voter Mobilization, oversees the conduct of elections in the City of Boston in accordance with federal, state, and municipal laws (CBC Ord. §2-3). The Department is governed by a four-person Board of Election Commissioners with the Chairman serving as Department Head. Commissioners are appointed by the Mayor to four-year staggered terms. Commissioners are selected from a list provided by the Republican City Committee and by the Democrat City Committee, such that Commission membership is evenly divided among the two major political parties.

The **Boston Listing Board** is tasked with producing a listing of all residents in the city who are aged 17 or older to be provided to the

Jury Commissioner each year. The Board prepares an annual Listing of Residents and a Jury List, and verifies voters eligible to vote in elections.

The **Department of Parks and Recreation** is responsible for the care and maintenance of more than 2,200 acres of land throughout the city including 272 parks, playgrounds, athletic facilities, city squares, and miscellaneous sites, three active cemeteries, 16 historic burying grounds, two golf courses and approximately 33,600 street trees. The Department also operates the Fund for Parks and Recreation.

The **Boston Parks and Recreation Commission**, which governs the Department of Parks and Recreation, was created by a vote of the citizens of Boston in 1875. The Commission consists of the Parks Commissioner, who is the department head, the Assistant Commissioner for Administration and Finance, and three Associate Commissioners, all appointed by the Mayor. The Boston Municipal Code calls for 5 Associate Commissioners but two of those slots are currently vacant. In addition, the Code provides for appointment of a Deputy Commissioner, the Assistant Commissioner for Internal Operations and the Assistant Commissioner for Regional Administration, to help implement the policies of the Commission. For more appointed positions within the Parks Department, see Appendix D.

The **Fund for Parks and Recreation in Boston** is a non-profit 501(c)(3) fund that was formed in 1983 for the purpose of furthering the maintenance and preservation of parks in the City of Boston and providing recreational facilities and programs to the residents in Boston. The fund is a depository for charitable donations that is not bound by public procurement requirements. The Managing Committee is made up of the Commissioner of Parks and Recreation, who serves as

chairman, the Collector-Treasurer of the City, and a Member of the City Council. All members serve *ex officio*.

Information Cabinet

The Information Cabinet consists of the **Department of Innovation and Technology (DoIT)**, which provides systems and technology support for the city departments. DoIT ensures that networks, desktop computers, e-mail systems and applications that support the efficient functioning of Boston city government. DoIT also provides support staff for the innovation initiatives such as the Mayor's Office of New Urban Mechanics. The Chief Information Officer (CIO), the head of DoIT and Chief of the Information Cabinet, is appointed by, and serves at the pleasure of, the Mayor. For more appointed positions within the Information Cabinet, see Appendix D.

Education Cabinet

The Education Cabinet includes the Boston School Committee and the Superintendent of Schools, who serves as Chief of Education. The School Committee sets policy for the school district and approves the annual operating budget. The Mayor and the City Council approve the total appropriation to the Boston Public School (PBS) and the School Committee then has authority over the allotment of those funds within the department.

The **Boston School Committee** has been appointed by the Mayor since 1991, when the state legislature approved a home rule petition replacing the elected School Committee with a seven member, Mayor-appointed board (Chapter 108 of the Acts of 1991). The Mayor's power to appoint members is subject to a nomination process whereby a list of candidates is recommended by a 13-member Nominating Panel composed of nine members

School Committee Nomination Process

On the first Wednesday of October every year, a nominating panel meets to select nominees for each office of School Committee member that is set to become vacant in the next municipal year. No later than the first Monday in December of each year, the panel must present to the Mayor a list containing the names and addresses of the said nominees. For each vacancy, the panel must recommend to the Mayor no less than three nominees and no more than five from which the Mayor must select one to fill the seat on the School Committee.

who are designees of offices, organizations and institutions specified in the enabling legislation, and four at-large nominees appointed by the Mayor. The nomination and appointment process for the Boston School Committee takes place between October and December of each year. Under the legislation that established the appointed School Committee, "the Mayor shall strive to appoint individuals who reflect the racial, ethnic, and socioeconomic diversity of the city." School Committee members serve staggered four year terms, commencing on the first Monday in January of each year.

The **Superintendent of Schools** is appointed by the School Committee in collaboration with the Mayor. As the Chief Executive Officer of the Public Schools, the Superintendent is responsible for the development of a plan to guarantee that Boston's children succeed in meeting high standards of performance in school. For more appointed positions within the School Department, see Appendix D.

Economic Development Cabinet

The Economic Development Cabinet is charged with developing and implementing an economic development strategy within the City

of Boston. Included in this Cabinet are the Boston Redevelopment Authority (BRA) and the Economic Development Industrial Corporation (EDIC). The BRA/EDIC Director serves as the Chief of Economic Development.

The BRA was established in 1957 under the former G.L. c. 121, §26QQ and a certificate of organization signed pursuant to a vote of the Boston City Council. In 1960, the state legislature abolished the Planning Board and transferred its powers and staff to the BRA (1960 Mass. Acts c. 652, §12). Also in 1960, the legislature conferred the Boston Housing Authorities redevelopment powers under G.L. 121A. In 1993 the BRA merged with the Economic Development and Industrial Corporation of the City of Boston (Chapter 341 of the acts of 1993).

The BRA and EDIC function as a single entity for operational purposes, despite remaining legally separate public instrumentalities. Although BRA and EDIC are technically governed by separate boards, the membership of the boards is the same for both agencies. The five-member BRA/EDIC board consist of four members appointed by the Mayor subject to City Council approval and one member appointed by the Governor. The BRA and EDIC function as a single entity for operational purposes, despite remaining legally separate public instrumentalities. The BRA and EDIC are technically governed by separate boards, but the membership of the boards is the same for both agencies. The five-member BRA/EDIC board consist of four members appointed by the Mayor subject to City Council approval and one member appointed by the Governor.

The two agencies similarly operate under two separate budgets, but engage in inter-agency fund transfers and loan forgiveness allowing the them to operate financially as one when appropriate. The BRA continues to fully fund

its operation costs from BRA revenue without support from the City's General Fund. However, the BRA does access funds in the capital budget to make investments in economic development areas under its control. For more on these two agencies and the development process in Boston, see the *Development Process* section of this report.

Housing and Neighborhood Development Cabinet

The Housing and Neighborhood Development Cabinet is responsible for building strong neighborhoods through the investment of public resources in economic and business development. "Leading the Way III", the City's primary housing policy program, is coordinated through the Cabinet. The Cabinet comprises the Department of Neighborhood Development. The Director of Neighborhood Development serves as the Chief of Housing and Neighborhood Development.

The **Leading the Way III** program is the City's comprehensive housing initiative. The program ensures cross-cabinet collaboration of several City of Boston agencies, including the Department of Neighborhood Development (DND), the Boston Redevelopment Authority (BRA), the Boston Housing Authority (BHA) and the Inspectional Services Department (ISD). There is a \$5 million earmark in the annual operating budget for city-issued grants to achieve the goals of the program. Although the program incorporates many agencies, the Chief of Housing and Neighborhood Development is in charge of overseeing its implementation, and administrative work is done by the DND staff.

The program has four main initiatives: 1) housing Boston's workforce, 2) addressing the foreclosure crisis, 3) reversing the rise in homelessness, and 4) preserving and stabilizing Boston's rental housing market.

The **Department of Neighborhood Development (DND)** aims to strengthen Boston's neighborhoods by driving economic and business development in Boston's neighborhoods. The Director of DND is appointed by the Mayor and serves as the Chief of Housing and Neighborhoods. All other management-level positions within DND are appointed by the Director of DND, subject to the Mayor's approval.

The Department of Neighborhood Development houses the Boston Home Center, Neighborhood Housing Development, Office of Business Development, and Real Estate Management and Sales, Boston Rental Housing Agency and many programs for the homeless, people with AIDS and at risk populations.

The **Boston Home Center (BHC)** provides first-time homebuyers with educational courses, financial assistance, and development of new homes for first-time buyers. The BHC also assists homeowners with foreclosure prevention counseling, and financing and technical assistance to maintain and improve their homes.

Neighborhood Housing Development (NHD) works with non-profit and for-profit partners to develop and preserve affordable housing and create neighborhood open spaces. NHD advances homeownership development through the Homeowner, affordable rental housing, and elderly housing, as well as renovation of abandoned buildings and land.

The **Office of Business Development (OBD)** provides entrepreneurs and existing businesses with access to financial and technical resources. OBD also supports the Boston Main Streets program, which promotes revitalization of the City's neighborhood commercial districts through public and private partnerships.

Real Estate Management and Sales (REMS) is

Where does the Department of Neighborhood Development get its authority?

The Department of Neighborhood Development is the name now used for the former Public Facilities Department (PFD). The PFD was created in 1966 (Chapter 642 of the Acts of 1966) to assume responsibility over maintenance of public schools from the Department of School Buildings, which was abolished that year. The PFD was under the control of a board known as the Public Facilities Commission, which was appointed by the Mayor. The original mission of the PFD was the efficient and economical construction and alterations of municipal buildings. However, this goal shifted over the years as the Department assumed more responsibility for the creation of housing and economic development. Several city agencies were formed in the late 1970s and early 1980s to deal with housing and economic development in Boston's neighborhoods. These agencies were subject to a number of mergers in response to changing regulations and community needs, with all agencies eventually ending up under the control of the PFD.

The Mayor's Office of Community Development (OCD) was created by Mayor White in 1974 to oversee programs funded under the federal Housing and Urban Development block grants. In 1977, Mayor White created the Employment and Economic Policy Administration (EEPA) to receive and administer federal grants for direct employment and job training. In 1980, Mayor White formed the Neighborhood Development Agency (NDA). The NDA was tasked with the administration of federal Community Development Block Grants, as well as with planning and development activities in neighborhood. The goals of the NDA were to strengthen the economic base of the City and create jobs and housing.

The Neighborhood Development and Employment Agency (NDEA) was formed in 1982 through the consolidation of the OCD, NDA, and the EEPA. The goal was to maximize the efficient use of resources in neighborhood economic development, housing rehabilitation, job training and employment services for residents of Boston. In 1985, the NDEA was merged under the PFD. In 1992, the Office of Capital Planning was incorporated into the department and in 1995 it moved into the Office of Budget Management.

In fiscal 1995, Mayor Thomas M. Menino, renamed the Real Property Department the Property Management Department (PMD). At this time, the Public Facilities and Property Management Departments traded responsibilities in an attempt to find a more efficient division of responsibilities (Chapter 6 of the Ordinances of 1994). The Property Disposition Division of the PMD was transferred to the PFD, and the Alterations and Repair and the Enforcement and Communication Divisions of the PFD were transferred to the Real Property Department. In 1995, the Property Disposition Program was also transferred from the PMD to PFD.

In 1997, the PFD changed its name to the Department of Neighborhood Development (DND) to better clarify its functions to the public. However, the PFD title was retained for all legal purposes. For example, the Director of the DND holds the position in the city payroll left vacant by the Commissioner of Public Facilities. Further, when DND seeks federal or state grants for projects, the grant must be processed and approved by the PFC. Further, the PFC must also maintain a legal existence within the PMD, now called the Property and Construction Management Department following the addition of the Capital Construction Division in the fiscal 2003 budget. Public notice and requests for proposals put out by the Property and Construction Management Department must be processed through the PFC. In dealing with the bidding process, the Director of Property and Construction Management temporarily assumes the role of Commissioner of Public Facilities.

responsible for the maintenance, site assessment and disposition of the City's tax foreclosed and surplus property, which include vacant parcels, as well as residential, commercial and industrial properties. REMS manages the process through which land and buildings are disposed, which often entails community meetings, crafting and issuing requests for proposals and overseeing the review selection process of bidders.

The **Boston Rental Housing Center (BRHC)** was created in 1995 to provide advice, information and assistance to Boston landlords and tenants who have problems or questions about rental housing issues. The BRHC provides free mediation of rental housing, informs landlords and tenants of their rights and responsibilities under the law and educates landlords and tenants about rental housing matters through seminars and community meetings.

Prior to 1994, the Rent Equity Board in Boston administered rent control and provided assistance to renters and landlords on disputes. The BRHC replaced all functions of the Rent Equity Board, which was disbanded in 1994 following the end of rent control, that did not pertain to rent control in the City of Boston.

The DND also supports various programs for homeless, people with AIDS, and at-risk populations.

- The **Supportive Housing Program** funds transitional and permanent housing, and employment, case management, mental health, substance abuse, and housing services for homeless persons.
- **Shelter Plus Care** provides project-based and scatter-site rental assistance to disabled homeless individuals in conjunction with supportive services.
- **Housing for Persons with AIDS (HOPWA)** funds rental assistance,

supportive services, housing search, and technical assistance for people with AIDS.

Public Works & Transportation Cabinet

The Public Works and Transportation Cabinet is tasked with providing infrastructure for vehicular and pedestrian traffic. The Cabinet comprises the Department of Public Works, Central Fleet Maintenance, Public Improvement Commission, and the Transportation Department, which includes the Office of the Parking Clerk and the Traffic Division. There is currently no Chief of Public Works and Transportation, so the Commissioners of Public Works and Transportation serve as Joint Chiefs of the Cabinet.

The **Public Works Department (PWD)** maintains street lights, traffic signals, snow removal, garbage collection and recycling and ensures that streets, bridges and tunnels are in good condition and maintained. The Department manages approximately 800 miles of roadways, 68,000 city-owned streetlights, 784 signalized intersections, and ensures the removal and disposal of 260,000 tons of solid waste. The Department is divided into the Facility and Building Maintenance, Engineering, Construction Management, Highway Field Operations, Bridge Maintenance, Street Light and Signals, Snow Removal and Waste Reduction. The Department oversees the Central Fleet Maintenance Division and the Public Improvement Commission. In 2009, the PWD launched the Recycle More campaign in order to increase its recycling efforts and reduce the amount of trash the City pays to dispose. The PWD is managed by the Commissioner of Public Works, who is appointed by, and serves at the pleasure of, the Mayor. For more appointed positions within

the Public Works Commission, see Appendix D.

Central Fleet Maintenance (CFM) was established in 1996 as the Motor Vehicle Management Bureau (CBC Ord. §7-8.1). CFM is responsible for the acquisition, assignment, maintenance and disposal for all motor vehicles owned by, or leased, loaned or otherwise provided to the City. CFM maintains vehicles for all city departments except for the public safety departments. The Director of CFM is appointed by the Commissioner of PWD.

The **Public Improvement Commission (PIC)** is responsible for the laying out, altering, widening, relocation, discontinuance, construction, or changing the grade of public streets in the City of Boston (CBC Ord. §9-71). PIC approval is also necessary for temporary and permanent encroachments on the public way including access to streets and sidewalks and structural overhangs. Accordingly, if a development requires performing work within a public way, contains architectural features that extend beyond the property into a public way, or includes outdoor seating situated on public property, the developer or owner will need PIC approval for their project.

The PIC consists of the Commissioner of Public Works, the Commissioner of Property Management, the Commissioner of Inspectional Services, the Commissioner of the Transportation Department, and the Executive Director of the Boston Water and Sewer Commission. All Commissioners serve *ex officio*. The Public Works Commissioner serves as Chairman and the Department provides support staff and engineering services.

The **Boston Transportation Department (BTD)** regulates car and bicycle traffic and parking in the City of Boston. The BTD strives to promote and enhance public transportation, improve traffic circulation, facilitate ride-sharing and car-supply, and increase the quantity and efficiency of parking resources.

The Commissioner of Transportation is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. The Fire Commissioner, Police Commissioner, Commissioner of Public Works and the Commissioner of Property and Construction Management serve *ex officio*, as Associate Traffic Commissioners (Chapter 608 of the Acts of 1986). For more appointed positions within the Boston Transportation Department, see Appendix D. The Transportation Department also comprises the Traffic Division and the Office of the Parking Clerk.

The **Traffic Division** develops, implements, supports and manages all transportation programs undertaken by the BTD aimed at improving the flow of vehicles and pedestrians in the city. The Traffic Division also maintains traffic signs and parking meters, and implements measures to promote safety pedestrian and cyclist safety, particularly in school zones and on neighborhood streets. The Traffic Division is managed by the Commissioner of Traffic, who is appointed by the Transportation Commissioner.

The **Office of the Parking Clerk** oversees and manages the City's Parking Violation System, issues resident parking permits, responds to customer inquiries and adjudicates the issuance of parking citations. The Parking Clerk issues citations through the Parking Violation System, a computer-based ticketing system. The Parking Clerk is appointed by the Mayor and approved by the City Council. The Assistant Parking Clerk is appointed by the Parking Clerk.

Environment and Energy Cabinet

The Environment and Energy Cabinet was formed in 2006 to bring together city departments intended to enhance sustainability, preserve historic and environmental resources, and protect the health, safety and environment of Boston. The

Cabinet comprises the Environment Department and the Inspectional Services Department. The Chief of Environment and Energy is appointed by, and serves at the pleasure of, the Mayor.

The **Environment Department** strives to protect the air, water, climate, architectural and historic resources of Boston. The Department is responsible for administering local, state and federal regulations, including local preservation district guidelines, Air Pollution Control Commission regulations and the Massachusetts Wetland Protections Act. The Department comprises the Conservation Commission, Boston Waterways Board, Boston Groundwater Trust, Air Pollution Control Commission, Boston Landmarks Commission and the nine local Historic District Commissions. The Department also supports the “Renew Boston” and “Greenovate Boston” initiatives. The Commissioner of the Environment Department is appointed by the Mayor. For more appointed positions within the Environment Department, see Appendix D.

The **Boston Conservation Commission (BCC)** preserves open space, wetlands and other natural areas of the City (CBC Ord. §7-1.1). The BCC is the primary city agency tasked with administration of the Massachusetts Wetlands Protection Act, the Massachusetts Rivers Protection Act, and the Conservation Commission. The Commission comprises the Commissioner of Parks and Recreation, who serves *ex officio*, and six other Commissioners appointed by the Mayor. Two of the six Commissioners must be nominated by local environmental groups: the Massachusetts Audubon Society, Inc., the Massachusetts Forest and Park Association, the Massachusetts Roadside Council, the Trustees of Reservations, the Eastern Massachusetts Group of the New England Chapter of the Sierra Club, Boston Green Space Alliance, the Boston Harbor Associates, Boston Urban

Gardeners, Friends of the Boston Harbor Islands, Save the Harbor/Save the Bay, the Boston Natural Areas Fund, the Charles River Watershed Association, and the Neponset River Watershed Association each submit one nomination from their respective boards.

The **Boston Waterways Board** establishes fees, policies, rules, and regulations to promote the greatest public access to and public use of the city waterways by residents, visitors and businesses. The Waterways Board comprises the Harbormaster, *ex officio*, and eight members representing a variety of classes of users of city waterways appointed by the Mayor with the approval of the City Council.

The **Boston Groundwater Trust (BGT)** was established in 1986 to monitor groundwater levels in Boston and to make recommendations to protect the water table in the City. The BGT works with the Inspectional Services Department and the Boston Redevelopment Authority to understand and mitigate any negative impacts of development projects on groundwater levels. BGT consists of nine constituent trustees appointed by the Mayor upon recommendation from the various neighborhood councils. Three Trustees are appointed by the Mayor from the executive branch of the City, and one member of the City Council is appointed by the City Council President, to serve *ex officio*.

The **Boston Air Pollution Control Commission (APCC)** regulates air and noise pollution in Boston and oversees the Downtown, South Boston and East Boston parking freezes under the federal Clean Air Act (CBC Ord. 7-2.1). Originally part of the Board of Health, the APCC was made part of the Environment Department by a special act of Legislature in 1978. The Board consists of the Director of the Environmental Hazards Program at the Boston Public Health Commission, the Transportation

Commissioner, and three members appointed by the Mayor. The statute calls for the Commissioner of Health and Hospitals and the Commissioner of Traffic and Parking, but these two positions no longer exist

The **Boston Landmarks Commission (BLC)** was established in 1975 as the municipal preservation agency for Boston's historic buildings, places, and neighborhoods. The Commission identifies and preserves historic properties, reviews development and demolition activities proposed in the City, informs and assists the public on historic preservation practices, administers the City's Demolition Delay process under Article 85 of the Zoning Code, and provides support staff to the nine local Historic District Commissions.

The Commission consists of nine members and nine alternates, all appointed by the Mayor, subject to a nomination process and approved by the City Council. The Mayor must appoint: two registered architects who were nominated by the Boston Society of Architects; one architectural historian nominated by the Society for the Preservation of New England Antiquities; one experienced city planner nominated by the Regional Chapter of the American Institute of Planners; one landscape architect registered in the commonwealth nominated by the Boston Society of Landscape Architects; one commissioner nominated by the Greater Boston Real Estate Board; one commissioner nominated by the Greater Boston Chamber of Commerce; and two commissioners selected at large by the Mayor who by reasons of experience or education have demonstrated knowledge and concern for conservation and enhancement of those physical features of the city which are important to its distinctive character.

The **Historic Landmark Commissions (HLCs)** review proposed exterior design changes to properties located within the boundaries of

each of the City's nine Historic Districts, including: the Aberdeen Architectural Conservation District, Back Bay Architectural District, Bay State Road/Back Bay West Architectural Conservation District, Bay Village Historic District, Historic Beacon Hill District, Fort Point Channel Landmark District, Mission Hill Triangle Architectural Conservation District, South End Landmark District, and St. Botolph Architectural Conservation District.

The HLCs review any proposed construction, demolition, alteration or movement of any building in or out of a Historic District. Any such project must obtain a Certificate of Appropriateness, a Certificate of Hardship or a Certificate of Non-Applicability from the HLC in order to file for a building permit from the building inspector. Commissioners are appointed by the Mayor with City Council confirmation subject to nomination by neighborhood groups, professional organizations, or the Boston Landmarks Commission.

The **"Renew Boston"** initiative was created in 2009 by Mayor Menino to promote the benefits of energy efficiency and alternate energy. "Renew Boston" is a network of energy efficiency and alternative energy service providers organized by the Environmental Department that coordinates local utilities, job training programs, for-profit and non-profit partners to help Boston residents, businesses, and institutions save energy and money. The program was initially supported by the City's \$6.5 million Energy Efficiency and Conservation Block Grant (EECBG) appropriated under the American Recovery and Reinvestment Act and administered by the U.S. Department of Energy and is now supported by outside funding.

The **"Greenovate Boston"** initiative was established in response to the Mayor's Climate Action Plan, which called for reducing the

City's greenhouse gas emissions 25% by 2020 and 80% by 2050. Working with representatives from all sectors and neighborhoods, the "Greenovate Boston" team developed strategies to reduce greenhouse gas emissions, create jobs and prepare for the effects of climate change.

In March 2009, Mayor Menino announced the formation of the Boston Climate Action Leadership Committee and Community Advisory Committee. In 2010, the committees presented Mayor Menino with a consensus report entitled Sparking Boston's Climate Revolution. Later in 2010, Boston's top business, civic, and institutional leaders formally joined forces in the Green Ribbon Commission to share best practices, fight climate change, and support the City of Boston's climate plan, "A Climate of Progress". In September 2013, the American Council for an Energy-Efficient Economy (ACEEE) ranked Boston first in US major cities for energy saving programs and policies.

The **Inspectional Services Department (ISD)** administers and enforces building, housing, health, sanitation and safety regulations mandated by city and state governments (CBC Ord. § 9-9). The Commissioner of Inspectional Services, is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. For more appointed positions within the Inspectional Services Department, see Appendix D. The Department is divided into five regulatory divisions: Building, Health, Housing, Environmental, and Weights and Measures. ISD also comprises the Board of Appeal, Board of Examiners and Code Enforcement Police.

The **Building Division** oversees the issuance of all building permits, inspection activities, and plan and zoning reviews.

The **Housing Division** enforces the state

Sanitary Code and the city ordinances that regulate the quality of Boston's public and private housing stock.

The **Health Division** annually inspects food establishments such as food stores, restaurants, caterers, commissaries, day care facilities, hospitals, nursing homes, mobile vendors, camps for children, swimming pools, baths and funeral homes.

The **Environmental Division** enforces the State Sanitary Code, the Site Cleanliness Ordinance and other regulations on dumping, vending, posting of signs, snow removal, rodent activity, dumpster and refuse maintenance, and construction site maintenance and sanitation.

The **Weights and Measures Division** enforces state regulations of commercial weighing and measuring devices and annually inspects taximeters, gasoline dispensers, home heating oil truck meters and scales of all types for accuracy. The Division also inspects scanner price accuracy, unit pricing, item pricing, motor fuel quality and pricing and delivery of home heating oil.

The **Code Enforcement Police (CEP)** enforces the state and city sanitary codes related to illegal dumping, improper storage of trash, illegal vending and posting, and unshoveled sidewalks. CEP maintains a presence in the City by patrolling the streets of Boston on foot, bike, or car.

The **Board of Appeal** hears requests for conditional use permits, variances, and other zoning relief (CBC Ord. §9.4). If a project does not comply with the use or dimensional requirements of the Zoning Code, the Board can grant relief from strict interpretations of the Code after a public hearing and a finding that the proposed project conforms to the legal zoning of that neighborhood.

The Board comprises seven members who are appointed by the Mayor to serve staggered three-year terms. Five members are appointed by the Mayor as follows: one member from two candidates nominated, one by The Boston Society of Architects and one by the Boston Society of Civil Engineers, one member from two candidates nominated by the Building Trades Council of Boston and Vicinity, one member from two candidates nominated, one by the Greater Boston Real Estate Board and one by the Massachusetts Real Estate Association, one member from three candidates nominated, one by The Master Builders' Association of Boston, one by the Building Trades Employers' Association of the City of Boston and one by the Associated General Contractors of Massachusetts, and one member selected at large by the Mayor.

The **Board of Examiners** is responsible for issuing Boston Builders Licenses to applicants who complete the application process and pass an examination in compliance with section 120 of the Boston Building Code (CBC Ord. §9-8). Although housed within the ISD, the Board of Examiners is not subject to the supervision or control of the Commissioner of Inspectional Services. The Board consists of three members appointed by the Mayor to serve staggered three-year terms. One member must be an architect or engineer with at least five years experience in the City, another member must be a contractor with at least five years experience in the City, and the third must be a lawyer.

The **Zoning Commission** maintains and updates Boston's zoning code (CBC Ord. §9-5). The Zoning Commission consists of eight members, appointed by the Mayor and nominated by specified organizations representing architects, builders, labor unions and residential neighborhood organizations. The city is currently undergoing a comprehensive rezoning process.

Human Services Cabinet

The Human Services Cabinet promotes the health and well-being of the residents of Boston, particularly the homeless, women, the elderly, veterans, youth and people of color, through social, recreational and support services. The Cabinet enforces all antidiscrimination laws and protections under the jurisdiction of the City and advocates for the advancement of policies and legislation to address the needs of individuals and groups within the City. The Chief of Human Services is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. The Chief of Human Services also serves as Executive Director of the Boston Center for Youth and Families. For more appointed positions within the Human Services Cabinet, see Appendix D.

The **Boston Center for Youth and Families (BCYF)** partners with community center councils, agencies and businesses to provide programming and services for youth and families. BCYF provides programming for Boston residents at 29 community centers, 17 pools and one beach. BCYF programs includes childcare, after-school, alternative educations, computer instruction, preschool, youth leadership and skills development, adult education, senior programs, sports, fitness and recreation programming. The Executive Director of the BCYF is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. The Executive Director also serves as Chief of Human Services. For more appointed positions within the Boston Centers for Youth and Families, see Appendix D.

BCYF also hosts the **Mayor's Youth Council (MYC)**. The Council consists of approximately forty high school juniors and seniors representing of every neighborhood in the city. Members are appointed each spring for one year terms. The MYC meets twice a month to participate in team building trainings,

leadership seminars and public speaking workshops.

The **Office of Civil Rights (OCR)** was created in 1995 in an effort to eliminate discrimination and ensure fair and equal access to housing, public services, accommodations and participation in civic activities. The Commission is also tasked with coordinating the City's compliance with the Americans With Disabilities Act (ADA). The OCR comprises the Fair Housing Commission and the Humans Rights Commission. The Executive Director of Civil Rights is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. For more appointed positions within the Office of Civil Rights, see Appendix D.

The **Boston Fair Housing Commission (BFHC)** was founded in 1982 to eliminate discrimination and increase access to housing for all Boston residents (Chapter 37 of the Acts of 1994). In 1994, the Commission was empowered with judicial enforcement authority and the ability to impose civil penalties pursuant to state legislation. (Chapter 37 of the Acts of 1994, as amended by Chapter 165 of the Acts of 1998).

The BFHC monitors housing programs to measure compliance with fair housing laws. The Commission may, as a result of investigation or research, take appropriate action to implement the City of Boston's policy to eliminate discrimination and promote equal access to housing. The BFHC comprises five Commissioners, appointed by the Mayor to staggered three-year terms. The Mayor annually appoints a Chairperson to serve for the year. The Director of the Fair Housing Commission is selected by and serves as the Executive Officer to the Commission.

The **Human Rights Commission (HRC)** was created to ensure that all persons are treated fairly and equally regardless of religious creed,

race, color, sex, gender identity or expression, age, disability, national origin, ex-offender status, prior psychiatric treatment, sexual orientation, military status, marital status or parental status, and any other protected category of persons (CBC Ord. §12-9.9). The HRC comprises seven Commissioners, appointed by the Mayor to staggered three-year terms. The Mayor annually appoints a Chairperson to serve for the year. The Executive Director of HRC is appointed by, serves coterminous to and serves at the pleasure of the Mayor.

The **Commission for Persons With Disabilities** was created by City Council ordinance in 2008 pursuant to state law. (M.G.L. c. 40, §8J). The Commission split from the Office of Civil Rights in 2012 to form a separate department. The Commission facilitates equal participation in all aspects of city life by persons with disabilities in Boston by reducing architectural, procedural, attitudinal and communication barriers that affect such persons. Commission members are appointed by the Mayor to three-year, staggered terms.

The Commission consists of the Disability Commissioner, and eleven other Associate Commissioners, all appointed by, and serving coterminous to, the Mayor. The Disability Commissioner serves as the ADA Title II Coordinator for the City of Boston, overseeing the City's Transition Plan by monitoring facilities, programs, and activities of the City for compliance with the Americans with Disability Act. The Commission also has a volunteer Advisory Board, made up of nine city residents, who meet monthly to provide input on issues of importance within the disability community.

The **Elderly Commission**, also known as the Commission on Affairs of the Elderly, strives to enhance the quality of life for Boston's Senior Residents through planning,

coordinating, and monitoring the delivery of services (CBC Ord. §12-3). The Commission consists of a Commissioner on Affairs of the Elderly and 10 Associate Commissioners, all appointed by the Mayor. The Commissioner serves coterminous with the Mayor, while Associate Commissioners serve four-year terms. The Commissioner is responsible for ensuring that the City is in compliance with state and federal regulations regarding financial assistance, information exchange, and planning for better community programming for the elderly.

The **Veterans' Services Department** provides services and support programming, and lobbies the state legislature and executive departments to ensure that the needs of Boston's veterans and their families are met (CBC Ord. §12-2). The **Commissioner of Veteran's Services** is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor.

The **Commission on Women** advocates for increased attention to public policy initiatives that affect women's equal participation, economic security, family commitments, health, and safety, and promotes educational programs and opportunities for girls (CBC Ord. §15-1). The Executive Director is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor.

The **Boston Youth Fund (BYF)** provides thousands of Boston teens between the ages of 15 and 17 with job opportunities after school and during the summer months. Youth Fund participants work in a variety of jobs within community, faith-based, and government agencies. Approximately \$4.8 million of the BYF's \$6 million fiscal 2014 budget is supported by the City of Boston. The remaining funds are provided by Federal, State and private contributions. The Director of the BYF is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor.

Public Health Cabinet

The Boston Public Health Cabinet promotes the health and well-being of all Boston residents, by providing and supporting disease and injury prevention, emergency services, health promotion, and health education services. The Cabinet comprises the **Boston Public Health Commission (BPHC)**, an independent public agency providing a wide range of health services and programs to Boston residents. It is governed by a seven-member Board of Health, which is appointed by the Mayor. The Executive Director of the Boston Public Health Commission is appointed by, serves coterminous to, and serves at the pleasure of, the Mayor. The Executive Director also serves as Chief of Public Health.

The BPHC collaborates with area hospitals, community health centers, and community-based organizations to ensure the availability and accessibility of health care, disease and injury prevention, health promotion, health education services and emergency medical services for the City. The functions of the BPHC are split into six bureaus: Addictions Prevention, Treatment and Recovery Support Services; Center for Health Equity and Social Justice; Child Adolescent and Family Health; Community Initiatives; Emergency Medical Services; Emergency Shelter Commission; Homeless Services; Infectious Disease. Additionally, the Cabinet comprises the Burial Permits Office.

The **Addictions Prevention, Treatment and Recovery Support Services Bureau** provides a variety of addiction services including treatment, prevention, advocacy, and harm reduction to Boston's residents and families who are adversely affected by drug abuse. The Bureau absorbed the power and responsibilities of the Drug Abuse Coordinating Council, which was created by City Council ordinance in 1969 but has been

inactive since the mid-1980's (CBC Ord. §12-7).

The **Child, Adolescent and Family Health Bureau** addresses the public health needs of children, youth and families through school-based health programming, Healthy Start, and violence prevention. The Bureau also comprises the Boston Area Health Education Center (BAHEC), which aims to diversify the pool of health professionals in Boston by encouraging youth to pursue careers in health and public health.

The **Community Initiatives Bureau** works with community residents and organizations, health care institutions, city agencies, elected officials and policymakers to identify and address health concerns, advocate for healthy communities, and educate and empower the community. The Bureau advances cancer prevention, healthy eating, oral health, environmental hazards, lead poisoning prevention, tobacco control, asthma prevention and other educational initiatives.

The **Boston Emergency Services Bureau**, also known as **Boston EMS**, employs over 350 EMTs and Paramedics who respond to an average of 300 emergencies per day and more than 100,000 per year. In addition to emergency response, Boston EMS coordinates Boston's emergency preparedness and Homeland Security efforts. The Emergency Preparedness division of Boston EMS, through the DelValle Institute for Emergency Preparedness, offers expanded and continuing education for city staff, community center, health center and hospital staff, and for area Police and Fire departments. Emergency Preparedness also manages aspects of the City's Urban Area Security Initiative (UASI) and coordinates the region's Metropolitan Medical Response Service (MMRS).

The **Homeless Services Bureau** offers over 800 beds in the City of Boston and a broad range

of services aimed at helping individuals with any challenges that may have led to homelessness. These services include community re-entry programs, job training, substance abuse treatment, and health and social services for the homeless. The Bureau comprises the Emergency Shelter Commission and Friends of Boston's Homeless.

The Boston Emergency Shelter Commission provides information and referral for constituents seeking emergency shelter, affordable housing opportunities, street outreach and other services from the wide array of community-based organizations that serve homeless and low-income households in Boston. The Commission was created in 1983 by the City Council under the authority of an independent 5-member body and was later brought under the management umbrella of the Public Health Commission.

Friends of Boston's Homeless is a 501(c)(3) non-profit that was founded in to support the Boston Public Health Commission's Homeless Services. The Friends of Boston's Homeless help develop and support programs to help the homeless move beyond shelter and back into the community as independent citizens. In addition Friends of Boston's Homeless seeks to increase the public's awareness and understanding of the realities of homelessness through advocacy and education.

The **Infectious Disease Bureau** provides surveillance, investigation of cases and outbreaks, funding for a continuum of HIV care through funds received under the Ryan White HIV/AIDS Treatment Modernization Act. The bureau also promotes education related to HIV and other communicable diseases, and operates a tuberculosis clinic.

Public Safety Cabinet

The Public Safety Cabinet comprises the Fire

and Police Departments. The Boston Fire Commissioner and Boston Police Commissioner serve as Joint Chiefs of Public Safety.

The **Boston Fire Department** provides fire protection, emergency medical services, and first-response to motor vehicle accidents, hazardous material spills, electrical hazards, floods, and construction accidents. The Department is divided into the Divisions of Fire Suppression; Fire Prevention; Training, Fleet and Facilities; Special Operations Command; Emergency Planning and Preparedness; Fire Alarm; and Personnel.

The Department has approximately 1,550 uniformed and 75 civilian personnel. The **Boston Fire Commissioner** is appointed by and serves at the pleasure of, the Mayor. The following civilian positions are appointed by and serve at the pleasure of the Fire Commissioner: the Deputy Commissioner of Administration and Finance, Deputy Commissioner of Labor and Legal Affairs, Deputy Commissioner of Planning and Organizational Development, Director of Transportation and Director of Human Services. All uniform officers, except the Chief of Department are members of IAFF, Local 718.

The **Boston Police Department** is responsible for law enforcement and investigation in the City. The Department is divided into the Office of the Legal Advisor, Bureau of Professional Standards, Bureau of Field Services, Bureau of Administration and Technology, Bureau of Investigative Services, Bureau of Professional Development, and Bureau of Intelligence and Analysis.

The Department has approximately 2,100 officers and 900 civilian personnel. The **Boston Police Commissioner** is appointed by and serves at the pleasure of, the Mayor. The following positions are appointed by and serve

at the pleasure of the Commissioner of Police: Superintendent-in-Chief, 7 Superintendents, 10 Deputy Superintendents, Chief of Staff, Chief of Public Information, Director of Public Information, Director of Crimalistic Services, Director of Licensing Division, Director of Strategic Initiatives and Policies, Director of Human Resources, Director of Finance, Director of the Office of Research and Development, Director of the Physical Comparison Unit, Deputy Director of Labor Relations, and Deputy Director of Administration and Technology.

Non-Mayoral Departments

The non-mayoral departments are funded by the City through the General Fund budget. However, the Mayor does not have any direct responsibility over appointing the department heads of these departments. Non-mayoral departments include: City Clerk, the City Council, the Finance Commission and the Licensing Board.

The Boston **City Clerk** is elected by the City Council (M.G.L. c. 41). The City Clerk's office accepts, files, records, and maintains all municipal records; publishes the agenda for all City Council meetings; records all Council and related Mayoral actions; edits and compiles the minutes of Council meetings; maintains the City Council document system database; publishes all ordinances and amended codes on a yearly basis. The Clerk also provides clerical support to the public, including the sale of various licenses and permits, notarizing and attesting to documents, filing, recording, and copying papers in the custody of the Clerk and performing marriages.

The City Clerk is also responsible for overseeing the work of the Archives Commission. The Archives Commission oversees the protection of city records, files, and other items of historic interest.

The **Boston Finance Commission** is an independent agency that monitors the business of Boston to ensure an efficient and transparent government. The Finance Commission reviews, and if necessary investigates, contracts, appropriations, loans, expenditures, accounts and methods of administration and reports its findings and recommendations to the Mayor, the City Council and the general public. The Commission was established in 1909 “to investigate any and all matters relating to appropriations, loans, expenditures, accounts, and methods of administration affecting the City of Boston.” (Chapter 486 of the Acts of 1909). The Commission comprises five Commissioners appointed by the Governor and confirmed by the Executive Council for five-year terms. The agency is funded by the city .

The **City of Boston Licensing Board** regulates all licenses for retail sales of alcoholic and non-alcoholic beverages, restaurant food, and lodgings (CBC Ord. §14-1). The Licensing Board conducts business hearings, disciplinary hearings, and public meetings. The Licensing Board consists of three Commissioners, who are appointed by the Governor to serve 6-year terms. The Executive Secretary is appointed by the board.

The Licensing Board was established as part of a greater effort by a predominantly non-Irish State Legislature in an effort to take power away from the Irish-run City Hall (Chapter 291 of the Acts of 1906). On February 18, 2011, Governor Patrick filed House Bill 1850, "An Act relative to the appointment of members of the Boston Licensing Board", which proposed to return appointing authority of the Boston Licensing Board to the Mayor of Boston. On February 22, 2011, the bill was referred to the Joint Committee on Consumer Protection and Professional Licensure, where it remained for the duration of that session.

City of Boston Licensing Board	Office of Consumer Affairs and Licensing
Food/Alcohol licenses for restaurants, nightclubs, private clubs, etc.	Arcades
Common victualler license (food service)	Automatic amusement devices (coin-controlled games)
Package stores	Cabaret shows
Hotel	Carnivals
Inns	Carousels
Lodging houses	Concerts
Fraternities	Public dances
Dormitories	Dance schools
Billiards	Entertainments
Pool tables	Exhibitions and shows (outdoor and indoor)
Sippio tables	Ferris wheels
Bowling alleys	Jukeboxes
Fortune tellers	Live entertainment
	Theaters

The Licensing Board does not regulate entertainment licenses in the City. Entertainment licenses are issued by the Licensing Division of the Office of Consumer Affairs and Licensing.

Additional Departments

Within Boston’s government structure are three departments that are independent of the City’s budget, yet are connected via appointments that the Mayor statutorily has the responsibility to make to these various agencies. The departments are: Boston Retirement Board, Boston Water and Sewer Commission and the Boston Housing Authority (BHA). The Boston Retirement Board administers the State -Boston Retirement System (SBRS). Additionally, the Administrator of the BHA is Chief of Public Housing in the Mayor’s cabinet.

The **State-Boston Retirement System** provides pension benefits to retired city employees and beneficiaries under a defined-benefit

retirement plan. Established under Chapter 32 of the Massachusetts General Laws, SBRS manages a portfolio of pension assets with a market value of \$3.5 billion as of December 31, 2012. The SBRS is legally separate and fiscally independent from the City of Boston, but works collaboratively with the City administration. Further, the system is reported in the City of Boston Comprehensive Annual Financial Report as if it were part of the primary government.

Most City employees who work at least 20 hours per week are required to become members of the State Boston Retirement plan. There are over 13,951 active and over 10,000 retired members and beneficiaries of the SBRS. Employees contribute to the State Boston Retirement System instead of contributing to the Federal Social Security System. The system provides defined-benefit pensions to workers who have retired after reaching a threshold combination of years of service and age or who have become disabled.

The **Boston Retirement Board** administers the SBRS (CBC Ord. §5-7). The Board determines the size of the City's required annual contribution to the fund and manages the fund's investment. The board reports to The Public Employee Retirement Administration Commission (PERAC). PERAC is the state's regulatory body charged with monitoring the funding, investment, and administrative practices of each retirement system. PERAC reviews each system's actuarial valuations, funding status, financial statements, and certifies the amount each government entity must appropriate annually.

The Board also provides administrative services for retirees of all city departments and agencies as well as the School Department, the Boston Redevelopment Authority, the Boston Housing Authority, the Public Health Commission, and the Boston Water and Sewer Commission. Even so, the State, and not the SBRB, is

responsible for funding and managing investments for teacher retirement plans. The Board consists of two members elected by active and retired members of the system; one member appointed by the Mayor; the City Auditor, who serves *ex officio*, and one member who is elected by the other four members of the Board. If the four members can not agree on the fifth member, the Mayor is authorized to make the appointment. Prior to fiscal 1998, the Retirement Board was part of the City's General Fund operations.

In fiscal 1998, changes in the state pension law required local retirement boards to be funded through pension investment income. Thus, the City no longer supports the \$1.4 million in operating expenses.

The **Boston Water and Sewer Commission (BWSC)** is an independent Commission established in 1977 pursuant to a "home rule" petition adopted by the City of Boston and enacted by the Massachusetts Legislature as the Boston Water and Sewer Reorganization Act (Chapter 436 of the Acts of 1977). The BWSC is overseen by a three-member Board of Commissioners, appointed by the Mayor of Boston subject to confirmation by the City Council to staggered four-year terms. The Board's primary responsibility is to ensure the sound, economical and efficient maintenance of the water and sewer systems for the citizens of Boston.

The **Boston Housing Authority (BHA)** was established by order of the Boston City Council on October 1, 1935, pursuant to state law empowering cities and towns of Massachusetts to establish housing authorities. (Chapter 449 of the Acts of 1935) The BHA is responsible for providing decent, safe and sanitary housing for families unable to afford housing without public subsidies. To carry out these responsibilities BHA develops and manages housing projects and leases housing when necessary.

The management and governance of the BHA has changed several times since 1975, when BHA was sued in Boston City Housing Court by a group of BHA tenants, represented by Greater Boston Legal Services, over poor conditions in housing projects under the authority's control. As a result of the ruling in favor of the tenants, a court-appointed "Master" prepared a report listing recommendations that provided the basis for a consent decree signed in 1977 by BHA, Greater Boston Legal Services and the Boston Public Housing Tenants Policy Council. The decree detailed a series of improvements that BHA was to make over the course of three years. The Master, responsible for monitoring BHA's compliance with the consent decree, gave approval for all major decisions made by the BHA Board and administrator. In 1979, the judge ruled that BHA had failed to satisfactorily fulfill the terms of the consent decree and BHA was placed in receivership, with its Board of Commissioners and administrator replaced by a court-appointed receiver. Since 1990, when the receivership ended, BHA has been directed by an Administrator whose activities are reviewed by a nine-member monitoring committee appointed by the Mayor of Boston. The administrator of the BHA serves on the Mayor's Cabinet as Chief of Public Housing.

Suffolk County Government

Suffolk County was established by the Massachusetts General Court in 1643. Suffolk County includes Chelsea, Winthrop, Revere and Boston, the seat of Suffolk County. Suffolk County exists today only as a historical geographic region, and no longer has a

functioning county government. The governmental structure of Suffolk County was abolished in part in 1999 through M.G.L. Chapter 34B and later through Chapter 61 of the Acts of 2009. The abolished functions of the county government were transferred to the Commonwealth.

Chapter 34B transferred the operation and management of the Registry of Deeds of Suffolk County to the Commonwealth. Later, the passage of Chapter 61 of the Acts of 2009 completed the transfer of the offices and functions of Suffolk County to the Commonwealth. The Registry of Deeds is now administered by the Secretary of the Commonwealth's office and the Sheriffs office and Suffolk County Houses of Corrections have been administratively placed under the Executive Office of Public Safety.

The City of Boston continues to pay off Suffolk County pension liabilities for previously retired county employees. Employees who were retired prior to this transfer remain members of the SBRS. The State annually assesses the City for the remainder of the unfunded portion of this liability. The annual amount of this assessment will be approximately \$3.9 million for the fiscal years 2012-2025. Once the pension liability of these employees is fully funded, the assessment will terminate. Employees that were active at the time of transfer were transferred to the State Retirement System along with their annuity saving funds. Their pension liability is now a liability of the State Retirement System.