
April, 2014

Dear Colleagues,

We are pleased to present this Boston Municipal Research Bureau publication, [*A City in Transition: Managing Change and Retaining Financial Stability in Boston.*](#)

As Boston enters a new period with the first new Mayor in twenty years, we have prepared a unique and comprehensive examination of Boston's financial management, its development process and its organizational structure at the end of the Menino Administration. In particular, this publication identifies and describes the policies, practices and actions that enabled Boston to maintain financial stability and fiscal health through good and difficult economic times over the twelve years from fiscal 2002 through fiscal 2013, which included the worst recession in decades.

The report is intended to be a practical resource to help guide the Walsh Administration in understanding the financial, management and development operations of the City and the organizational structure within which they operate. From the comprehensive financial analysis emerges a better understanding of the lessons learned that can provide a framework for recommendations for the Walsh Administration. The City must now wrestle with balancing its policy and service objectives with the fiscal limitations it faces due to legislative restrictions, growing salary and benefit costs, and declining federal and state funds available for operations.

The sections of the report on the development process and the City's organizational structure in 2013 were made available to the Walsh Administration prior the full report's publication so that they could be of assistance when planning its Cabinet structure and evaluating the City's development system.

This report represents how the Research Bureau serves the City through independent research and analysis of policy issues important to its future.

Sincerely,



Matthew J. Kiefer
Chairman



Samuel R. Tyler
President
