

CITY OF SOMERVILLE
FY2012
MUNICIPAL BUDGET



Mayor Joseph Curtatone

CITY GOVERNMENT

Joseph A. Curtatone, Mayor

Edward Bean, Finance Director

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William A. White Jr., Vice President, At-large

Dennis M. Sullivan, At-large

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Sean T. O' Donovan, Ward 5

Rebekah L. Gewirtz, Ward 6

Robert C. Trane, Ward 7

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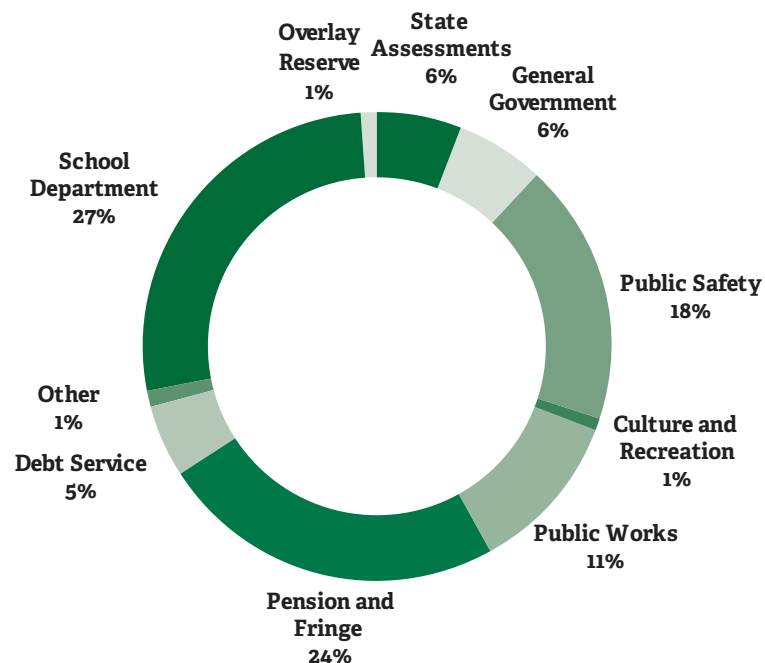
SOMERVILLE ORGANIZATIONAL CHART



SUMMARY: FY2012 OPERATING BUDGET

Program Expenditures	FY2010 Actual	FY2011 Actual	FY2012 Budget
General Government	\$10,542,095	\$9,560,620	\$10,969,789
Public Safety	\$30,021,104	\$30,704,602	\$32,021,578
Culture and Recreation	\$2,109,456	\$1,886,129	\$2,042,289
Public Works	\$18,218,034	\$18,927,925	\$20,129,311
Pension and Fringe	\$40,632,270	\$44,269,654	\$44,000,494
Debt Service	\$8,528,131	\$8,889,695	\$9,805,690
Other	\$460,896	\$253,575	\$1,213,485
School Department	\$47,704,034	\$48,677,466	\$49,489,422
Overlay Reserve	\$1,500,000	\$1,400,000	\$1,400,000
State Assessments	\$9,815,484	\$10,990,716	\$11,727,8
TOTAL	\$169,531,504	\$175,560,382	\$182,799,999

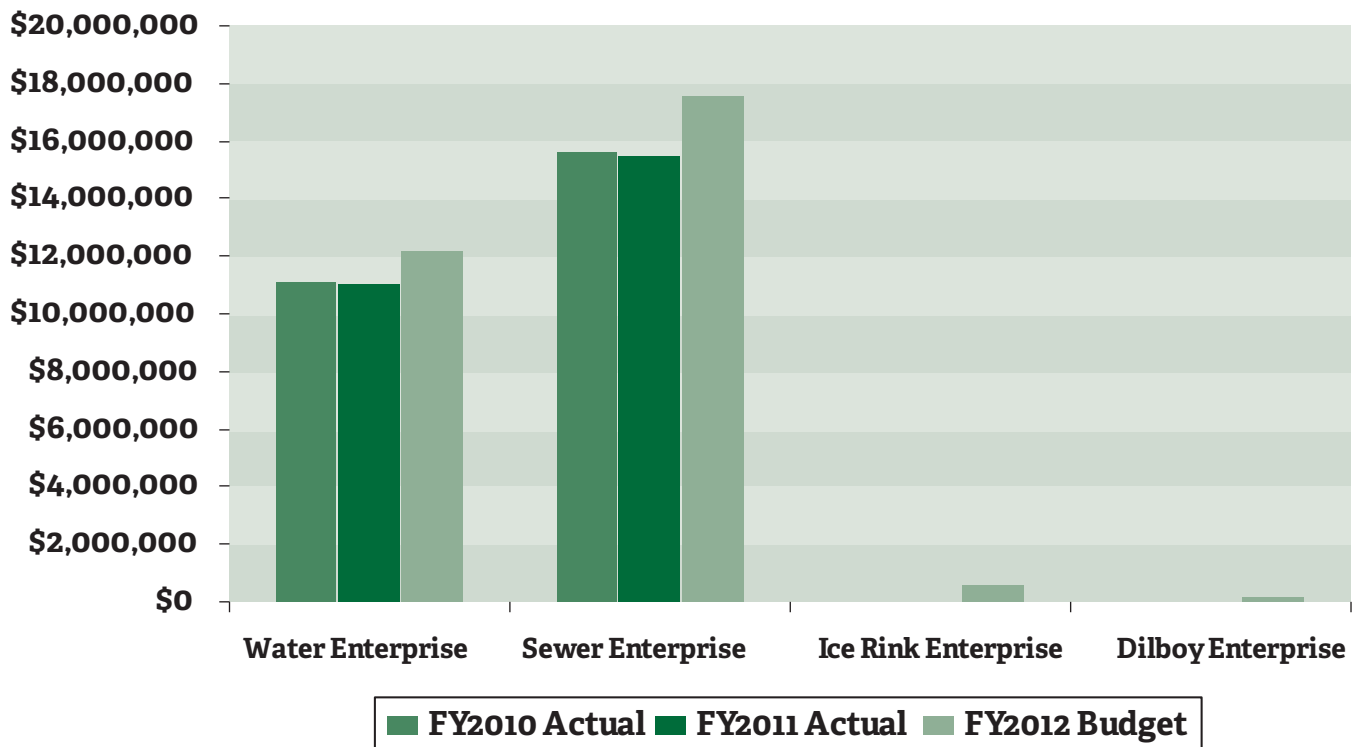
FY2012 APPROPRIATED BUDGET



Financing Sources	FY2012 Budget
Taxes	\$111,150,670
Penalties and Interest on Taxes and Excises	\$712,000
State Aid	\$46,543,195
Fines and Forfeits	\$8,854,377
Licenses and Permits	\$5,697,467
Fees	\$1,425,241
Miscellaneous Recurring	\$1,225,041
Other Revenue Sources	\$7,192,008
TOTAL	\$182,799,999

Enterprise Funds	FY2010 Actual	FY2011 Actual	FY2012 Budget
Water Enterprise	\$11,153,574	\$11,059,882	\$12,129,802
Sewer Enterprise	\$15,665,167	\$15,504,099	\$17,577,012
Ice Rink Enterprise	N/A	N/A	\$542,809
Dilboy Enterprise	N/A	N/A	\$110,000

ENTERPRISE FUNDS



SUMMARY: DEPARTMENT REVOLVING

REVOLVING FUND EXPENDITURE CAPS			
	FY2010	FY2011	FY2012
Cable Telecommunications	\$641,896	\$732,641	\$732,641
First Time Homebuyer	\$3,000	\$3,000	\$0
Conservation	\$4,000	\$4,000	\$2,000
Planning And Zoning	\$18,500	\$18,500	\$18,500
Council On Aging	\$55,000	\$55,000	\$90,000
Environmental - Compost Bins	\$6,000	\$15,000	\$15,000
Parks Revolving	\$10,000	\$10,000	\$10,000
Recycling Carts	\$15,000	\$15,000	\$15,000
Dilboy Revolving	\$70,000	\$70,000	\$26,900
Tb Revolving Fund	\$1,000	\$1,000	\$1,000
Dedication Sign Account	\$3,000	\$3,000	\$3,000
Young Somerville Advisory Group		\$20,000	\$5,000
Special Events Revolving		\$15,000	\$15,000
Somerstreets			\$5,000



CITY OF SOMERVILLE, MASSACHUSETTS

Joseph A. Curtatone Mayor

To the Honorable Board of Aldermen, and to every Somerville Resident:

It is my privilege to submit this \$169,671,841 budget for the fiscal year that begins on July 1, 2011. The FY2012 budget marks the culmination of a year of preparation and planning – and reflects an overall increase of \$4.2 million, or 2.55%, from FY2011.

This budget is an expression of our shared values as a community. Its priorities reflect our deep commitment to making Somerville a great place to live, work, play and raise a family.

To fulfill that commitment, we have worked hard to ensure that every dollar we spend helps achieve one or more of these specific goals:

- Improving our shared quality of life
- Promoting safe, secure and welcoming neighborhoods
- Providing superior educational opportunities for students of every age and ambition
- Encouraging and supporting economic development consistent with the city's Comprehensive Master Plan (Somervision)
- Providing a healthy environment by adopting eco-friendly policies & implementing energy efficiency programs
- Offering accurate, courteous, and easily-accessed (ACE) service in every municipal department
- Maintaining accountability and transparency in all municipal accounts, policies and operations
- Enabling innovation, best practices, new technology, worker engagement, and quantifiable performance standards in all aspects of municipal governance, and
- Achieving the best possible return on investment for taxpayer dollars

As we—and our entire Commonwealth—continue to emerge with strength and stability from the recent national recession, we know all too well that we face profound fiscal challenges, including the harsh reality prospect that state aid to cities and towns continues to stagnate, and is unlikely ever to return the inflation-corrected levels of the late 1990s. In fact, Somerville's net state aid has been *reduced* by \$28 million over the past ten years, and now stands at \$29.1 million (compared to nearly \$60 million in 2001). By contrast, the city's health insurance costs have tripled during the same period to an estimated \$37.8 million in FY2012. All by themselves, these two trends—increases in health costs and decreases in state aid—mean that *Somerville has roughly \$53 million less to spend annually on city services than it did just one decade ago.*

As the state copes with its own fiscal challenges, cities and towns across Massachusetts have become increasingly reliant on local property taxes – and Somerville is no exception. And since our City has in recent decades seen only limited commercial development, our residents provide the lion's share of funding for

Somerville government. That’s changing – the City’s long-term planning to develop major retail and commercial centers at Assembly Square, Innerbelt and Brickbottom is already starting to pay off – and we will soon be making major progress in shifting some of the property tax burden away from the residential sector.

And despite past and present challenges, Somerville has been more fortunate and better prepared than many other Massachusetts communities, which have had to make deep cuts in core services and staffing. In recent years, our Board of Aldermen has made responsible and courageous choices to streamline operations and manage costs without adversely affecting core services. Just this past year, Somerville achieved major savings by shifting our retiree health benefits to Medicare. In the year ahead, we hope to expand this area of savings by working with our legislative leadership and the Governor—as well as our municipal collective bargaining units—to bring Somerville’s union, non-union and retired workers into the high-quality, lower-cost health insurance plans available through the Commonwealth’s Group Insurance Commission.



Other communities aren’t faring so well and have been forced to lay off teachers, reduce the size of police and fire departments and close down libraries. But in Somerville, we have focused on maintaining long-term investments guided by a vision of the kind community we want to be. We have made our budget the servant of our values. As a result, Somerville enjoys the significant financial benefits of the highest bond rating in the City’s history – and we have earned a national reputation as a policy and management innovator. Through it all, we have remained conservative stewards of the taxpayers’ dollars: According to state Department of Revenue

figures from 2009, Somerville spends the least per capita of any city or town in Massachusetts.

This year, at a time when many other cities and towns face another round of deep and painful budget cuts, Somerville will be able not only to balance its budget but to maintain adequate financial reserves while expanding city services. In the current fiscal climate, it’s a noteworthy achievement.

Here are some of the major highlights from this year’s budget:

› **PUBLIC SAFETY**

The City will be hiring four new police officers in FY2012, bringing the number of patrol officers on our street to its highest level in Somerville’s modern history. The Fire Department will be hiring a new management analyst to develop data-based programs to increase the efficiency of Fire operations while enhancing service and safety.

› **CUSTOMER SERVICE**

The City is renewing its focus on customer service and the ACE initiative. New frontline service clerks will be hired to boost productivity and customer satisfaction in the Traffic and Parking and Elections Departments. At the same time, City departments (including Traffic and Parking) will move toward adoption of new credit card and online payment options to make customer financial transactions faster, more convenient and flexible.

› **EDUCATION**

Somerville Public Schools will embrace a wide range of new enhancements and improvements including:

- An expanded biotech curriculum
- An expanded music program
- More computers and smartboards in classrooms
- Four new educational instruction coaches
- A high school dropout prevention program
- Enhancements to middle grades science curriculum
- The unification of the Healey school
- Afterschool foreign language and robotics classes
- Establishing universal free breakfast for students pre-K to grade 12

The City also continues to offer all extracurricular and sports activities for free.

> MORE EFFICIENT GOVERNMENT

In recognition of the proven administrative adage that “You can’t improve what you can’t measure,” the City will be investing additional resources to improve the efficiency of our operations. A part-time police clerk will be hired to maintain the city’s police details. An internal auditor will be hired to oversee the use and accountability of all city funds. An operations manager will be hired to assist in the transition of the Inspectional Services Division into a more efficient and technology-savvy operation – just in time for Somerville’s next wave of commercial growth and construction.

> NEW AND IMPROVED SERVICES

In the wake of a very successful pilot program for single-stream, zero-sort recycling, the program will be rolled out city-side in the fall of 2011. Additional resources have been allocated to improve and replace the City’s street signs. A new volunteer and youth coordinator has been included to provide centralized service to multiple City departments—and the Recreation Department continues to expand the number of events and programs it offers to children and adults across the city.

None of these improvements and advancements comes without a cost, but additional personnel in these areas leads to real savings and new efficiencies in the overall budget. It is in fact because of these improvements that Somerville won’t face some of the tougher choices we confronted in past years—and that many other communities will continue to confront in the year ahead.

Sincerely,

Joseph A. Curtatone
Mayor

We will, however, reduce the size of our FY2012 workforce in one key area: we have been able to reduce the number parking control officers on Somerville streets because last year’s shift to citywide residential parking has made more spaces available to residents and visitors alike while improving compliance and allowing us to write fewer tickets.

> MOVING FORWARD

And finally, we will continue the necessary work of growing Somerville’s commercial tax base. Our Board of Alderman recently cast an historic vote to approve bond financing for infrastructure in the Assembly Square development district. It’s a wise investment in speeding up a development plan that will ultimately mean \$17 million annually in new commercial tax revenues.

The long-term outlook for Somerville continues to be very strong as long as we continue to manage our resources wisely. Both our bond rating and our development prospects have been buttressed by the City’s effort to develop comprehensive and coordinated plans to make the most of coming transit improvements and new investments in retail, commercial and residential growth.

While no community can be fully insulated from continued turbulence in the national and regional economies, Somerville is well positioned to preserve its high level of municipal services while preparing for future economic development. We are governing in the present with an eye on our future. That balance is on display in everything we do – and nowhere more than in this year’s budget.

BUDGET TABLE

	PERSONAL SERVICES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	SPECIAL ITEMS	TOTAL BUDGET
GENERAL GOVERNMENT:					
BOARD OF ALDERMEN	284,922	40,660			325,582
CLERK OF COMMITTEES	51,450	1,000			52,450
EXECUTIVE ADMINISTRATION	354,696	62,900		105,000	522,596
EXEC-SOMERSTAT	266,191	31,609			297,800
EXEC-SOMERVILLE PROMISE ALLIANCE	67,469	350			67,819
EXEC-COUNCIL ON AGING	219,421	34,318			253,739
EXEC-ARTS COUNCIL	98,264	1,000			99,264
EXEC-CONSTITUENT SERVICES	589,080	15,650			604,730
OFFICE OF SUSTAINABILITY & ENVIRO	133,175	2,500			135,675
COMMUNICATIONS	43,148	8,325			51,473
PERSONNEL	233,328	219,900		44,000	497,228
INFORMATION TECHNOLOGY	552,981	897,510			1,450,491
ELECTIONS	323,397	137,320			460,717
VETERAN'S SERVICES	107,597	278,304			385,901
FINANCE DEPT-TREASURER/COLL	583,956	321,500		8,000	913,456
FINANCE DEPT-AUDITING DIV	760,852	95,290			856,142
FINANCE DEPT-PURCHASING DIV	268,592	32,575			301,167
FINANCE DEPT-ASSESSING DIV	446,279	75,000			521,279
FINANCE DEPT-GRANTS MGT	106,531	4,456			110,987
FINANCE DEPT- INTERNAL AUDIT	57,227				57,227
CITY CLERK	318,728	113,677			432,405
LICENSING COMMISSION	6,530				6,530
LAW	535,959	131,700			667,659
OSPCD ADMINISTRATION	145,149	21,551			166,700
OSPCD TRANSPORTATION	125,666	5,212			130,878
OSPCD PLANNING	279,661	23,637			303,298
OSPCD HOUSING	23,546	1,600			25,146
REDEVELOPMENT AUTHORITY	10,883				10,883
OSPCD ECONOMIC DEVELOPMENT	147,817	5,417			153,234
INSPECTIONAL SERVICES	958,023	149,422			1,107,445
TOTAL GENERAL GOVERNMENT	8,100,518	2,712,114	-	157,000	10,969,789
PUBLIC SAFETY:					
EMERGENCY MANAGEMENT	18,792	5,700			24,492
FIRE	12,251,253	282,262		50,923	12,584,438
FIRE ALARM	799,154				799,154
POLICE-E911	631,669				631,669
POLICE-ANIMAL CONTROL	69,751	13,507			83,258
POLICE	13,022,839	474,572		51,314	13,548,725
TRAFFIC AND PARKING	2,195,397	812,100			3,007,497
HEALTH	1,226,826	115,459			1,342,285
TOTAL PUBLIC SAFETY	30,215,681	1,703,600	-	102,237	32,021,518

	PERSONAL SERVICES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	SPECIAL ITEMS	TOTAL BUDGET
CULTURE AND RECREATION:					
LIBRARIES	1,377,307	250,524			1,627,831
RECREATION	389,533	24,925			414,458
TOTAL CULTURE & RECREATION	1,766,840	275,449	-	-	2,042,289
PUBLIC WORKS:					
DPW - ADMINISTRATION	580,865	767,600			1,348,465
DPW - ELECTRICAL	307,682	164,000			471,682
DPW - ENGINEERING	85,873	6,425			92,298
DPW - HIGHWAY	1,682,990	734,500			2,417,490
DPW- SNOW REMOVAL		650,000			650,000
DPW - SANITATION		3,997,200			3,997,200
DPW - BUILDING & GROUNDS	1,899,596	6,876,999			8,776,595
DPW-SCHOOL CUSTODIANS	1,483,254	805,000			2,288,254
WEIGHTS AND MEASURES	84,537	2,790			87,327
TOTAL PUBLIC WORKS	6,124,797	14,004,514	-	-	20,129,311
PENSION & FRINGE:					
HEALTH INSURANCE	30,227,808	80,000			30,307,808
LIFE INSURANCE	98,063				98,063
PAYROLL TAXES	1,058,028				1,058,028
WORKER'S COMPENSATION	452,718	277,850			730,568
UNEMPLOYMENT COMPENSATION	300,000				300,000
PENSIONS/NON-CONTRIBUTORY		333,431			333,431
PENSION ACCUMULATION FUND	11,172,596				11,172,596
TOTAL PENSION & FRINGE	43,309,213	691,281	-	-	44,000,494
DEBT SERVICE:					
MUNICIPAL INDEBTEDNESS		9,805,690			9,805,690
TOTAL DEBT SERVICE		9,805,690	-	-	9,805,690
OTHER:					
DAMAGE TO PERSONS & PROPERTY		175,000			175,000
SALARY CONTINGENCY	786,885				786,885
BUILDING INSURANCE		251,600			251,600
TOTAL OTHER	786,885	426,600	-	-	1,213,485
SCHOOL DEPARTMENT:					
	39,310,843	10,178,579			49,489,422
TOTAL MUNICIPAL APPROPRIATIONS	129,614,777	39,797,827	-	259,237	169,671,841
OVERLAY RESERVE:					
				1,400,000	1,400,000

	PERSONAL SERVICES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	SPECIAL ITEMS	TOTAL BUDGET
STATE ASSESSMENTS:					
RETIREMENT EMPLOYEE HEALTH INSURANCE		3,589			3,589
AIR POLLUTION DISTRICTS		20,327			20,327
METRO AREA PLANNING COUNCIL		23,264			23,264
RMV NON RENEWAL SURCHARGE		241,480			241,480
MBTA		4,607,662			4,607,662
BOSTON METRO TRANSIT DISTRICT		1,001			1,001
SPECIAL EDUCATION		34,087			34,087
SCHOOL CHOICE SENDING TUITION					
CHARTER SCHOOL SENDING TUITION		6,796,531			6,796,531
TOTAL STATE ASSESSMENTS		11,730,948		-	11,727,941
GRAND TOTAL:					\$182,799,999

COMMUNITY PROFILE

Somerville is a city located in Middlesex County, Massachusetts, just two miles north of Boston. Occupying slightly over 4 square miles, its population of 75,754 (as of the 2010 census) and a myriad of immigrants from all over the world make Somerville the most densely populated community in New England and one of the most ethnically diverse cities in the nation. Rich in both history and culture, the city houses numerous intriguing sites, businesses, and restaurants for every style.

Somerville was first settled in 1630 as a part of Charlestown, and was established as a town in 1842, when it was separated from the urbanizing Charlestown because it was still largely rural. Somerville was officially incorporated as a city in 1872 due to its growing population and increasing industrialization. By the early 1900s, Somerville itself had become a densely packed urban area, featuring immigrants from across Europe.

As a part of Charlestown, areas existing in modern-day Somerville were critical military positions in the American Revolution. The historic Powder House—now considered one of the most distinct ancient ruins in Massachusetts—housed gunpowder for Revolutionary soldiers during the war. During British invasion, Somerville (Charlestown) was part of the route ridden by Paul Revere on his famous “Midnight Ride.” Finally, and most notably, Prospect Hill was the site

of the raising of the first Grand Union Flag, under the orders of General George Washington, on January 1, 1776. (Visit the Somerville Historic Preservation site for more information).

Today, Somerville is an eclectic mix of blue-collar families, young professionals, college students and recent immigrants from countries as diverse as El Salvador, Haiti, and Brazil. More than 50 spoken languages in Somerville schools. With a large immigrant population, Somerville celebrates its diversity through numerous ceremonies celebrating cultural traditions and holidays. Somerville is a diverse, dense, walkable, community that offers comparatively affordable housing. Given the City’s convenient location near numerous educational institutions, including three of the nation’s leading institutions of higher learning, Tufts, Harvard, and MIT, it comes as no surprise that college students make up roughly 15% of the population.

Somerville is defined by its city squares. It is known for its large number of squares, which help mark neighborhood boundaries while also featuring bustling businesses and entertainment centers. Among the most active today are Davis Square, Union Square, Ball Square, Teele Square, and Magoun Square. Each offers a mix of ethnic restaurants, bars and shops and small businesses to fit every taste and occasion. The City shares its southern border with Cambridge and the MBTA Red Line connects Davis Square to Cambridge and Boston

Somerville is Arts Central: only New York has more artists per capita than the City of Somerville; the local artists make the City one of the most vibrant and exciting arts centers in the country. With several umbrella groups sponsoring events—such as ArtsUnion, Brickbottom Artists Association, and the Somerville Arts Council - there are always new exhibits or events to explore. Somerville’s arts scene is showcased each summer at the weekend-long ArtBeat Festival. Hosted by the Somerville Arts Council, ArtBeat transforms Davis Square into one of New England’s largest and most innovative arts destinations.



PHOTO: GEORGIANA COHEN



PHOTO: RUTH ALFASSO

Somerville has a mayor-city council form of municipal government. The Board of Aldermen consists of 4 at-large (city-wide) positions and 7 ward representatives (each ward is a specific section of the city). Somerville has received national recognition as a model of innovation and efficiency for their 311 customer service helpline and SomerStat, a data-driven style of managing government services. Somerville is the only community in Massachusetts to employ 311, and the only city in the country to employ both a 311 customer service help line and a Connect-CTY mass outreach (reverse 911) program. With its bright development future featuring new, mixed-use development projects, and the innovative 311 and Connect-CTY systems, Somerville has been recognized as “the best run City in the Commonwealth” (see “Somerville- the Model City”).



PHOTO: RUTH ALFASSO

SOMERVILLE FACTS & FIGURES

Incorporated as a city: 1872
Location: Middlesex County, two miles north of Boston
Surface Area: 4.12 square miles

Demographics*

Population of Somerville

Total population	75,754
Male	49.10%
Female	50.90%
Median age	30.8

Somerville Housing

Owner-occupied homes	33.4%
Median cost of a home	\$453,800
Median mortgage payment	\$1,508
Renter-occupied homes	66.6%
Vacant housing	5.7%
Median monthly rent	\$1,299

Average Income

Median Family Income	\$69,245
Mean Family Income	\$86,014
Per capita Income	\$32,517

Household Income

Less than \$10,000	7%
\$10,000 to \$24,999	13%
\$25,000 to \$49,999	21%
\$50,000 to \$74,999	17%
\$75,000 to \$99,999	15%
\$100,000 to \$149,999	16%
\$150,000 to \$199,999	6%
\$200,000 or more	4%

Education

Less than 9th grade	6%
9th to 12th grade, no diploma	6%
High school graduate	22%
Some college, no degree	11%
Associate's degree	4%
Bachelor's degree	28%
Graduate degree	25%

Marital Status

Never married	57%
Currently married	35%
Separated	1%
Widowed	2%
Divorced	5%

Race

White	76%
Black or African American	5%
Asian	10%
Other	9%

Somerville Commute

Carpool	9%
Public transportation	33%
Drive Alone	40%
Average travel time	29 minutes

*Source: US Census Bureau

BUDGET OVERVIEW

The FY2012 General Fund Municipal Appropriation for the Operating Budget is \$169,669,052 and was approved by the Board of Aldermen on June 29, 2011. Assessments levied by the State Government and the Overlay Reserve (a contingent account for Abatements) are not appropriated by the Mayor and the Board of Aldermen but are included in the Budget. When added, the total budget comes to \$182,799,999. This is a 2.32% increase over Fiscal Year 2011. Below are explanations and details concerning the FY2012 revenue collection assumptions and spending appropriations. Following the appropriations overview, each department’s detailed budget is presented along with performance highlights and goals.

REVENUE

> INTRODUCTION

The following is a summary of major revenue sources to the City budget, including highlights of significant changes. The operating budget is financed with funds generated from property taxes, local motor vehicle excise taxes, local option meals tax, local option hotel/motel excise tax, state aid, transfers from other local sources, investment earnings, and other local fees and charges. Taxes account for approximately 60.5% of the City’s revenue base, State Aid approximately 25%, local receipts 9% and other funding sources 5%.

The amount of State Aid allocated to Somerville has declined precipitously over the last ten years. This has forced the city to raise more revenue through local receipts—fines, permits, fees, etc. Additionally, it has forced the City to rely very heavily on the property tax to fund city services. Below is a graphic showing Somerville’s FY2012 revenue composition as compared to the revenue composition ten years earlier.

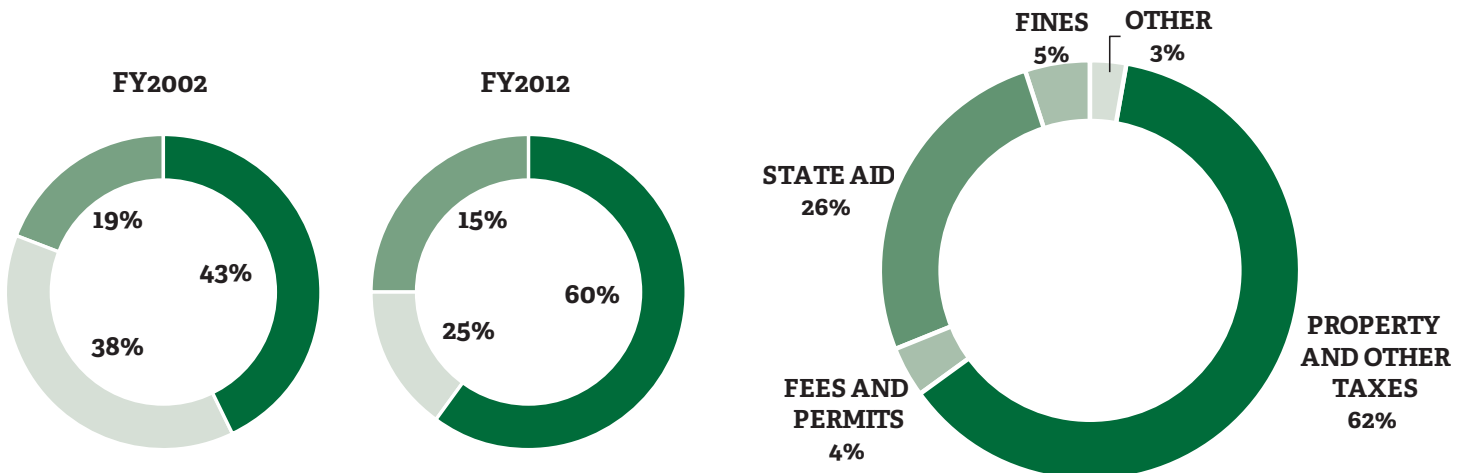
> REVENUE ASSUMPTIONS AND PROJECTIONS

The City’s policy is to budget revenues conservatively. Revenue projections for FY2012 are based on FY2009 and FY2010 actual collections, FY2011 projected collections, historical trends and anticipated changes that impact the particular revenue.

1. TAXES

FY2012 tax revenues are projected to be \$111,150,670. The components of this revenue category are Property Taxes (real estate and personal property), Motor Vehicle Excise, Local Option Room and Meals, Urban Excise Tax Agreements, and Payments In Lieu of Taxes. As noted earlier, 61% of the operating budget is funded from this revenue category.

FY12 Revenue by Source



› **REAL ESTATE AND PERSONAL PROPERTY TAXES**

The property tax levy is the City’s largest and most dependable source of revenue. Within the tax category, the real and personal property tax items are the largest at \$104,829,090 and represent 57% of the total general fund operating revenues. The total property tax levy is projected to increase by 4.23% in FY2012 or \$4,253,562.

Real and personal property taxes are based on values assessed as of January 1 each year. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. Property taxes that remain unpaid after the respective due dates are subject to penalties and interest charges. The City successfully completed the state mandated tri-annual valuation process of all property values in FY2009. The City is required to perform a statistical validation in the interim years in order to ensure that it maintains fair market values. The next state certification process for property values will be in this fiscal year.

Based on the City’s experience, most property taxes (approximately 99%) are collected during the year in which they are assessed. The Lien of properties on which taxes remain unpaid occurs annually. The City ultimately has the right to foreclose on all properties where the taxes remain unpaid.

The total property tax levy is impacted by Proposition 2½, which was voted into state law in 1980. Proposition 2½ limits the property tax levy in a city or town to no more than 2.5% of the total fair market value of all taxable real and personal property. In addition, it limits the total property tax levy increase to no more than 2.5% over the prior year’s total levy limit plus new construction.

The City has benefited from new construction over the past several years. The projected value of new growth for the FY2012 is \$1.7 million. New developments at Assembly Square and other areas of the city will increase the tax base in future years. Below are several tables showing several of the City’s tax facts.



PHOTO: RUTH ALFASSO

TAX RATES		
Fiscal Year	Commercial/Industrial	Residential
2012	\$21.85	\$13.09
2011	21.21	12.71
2010	20.44	12.30
2009	19.25	11.71
2008	17.97	10.95

10 LARGEST TAXPAYERS FY 2012

OWNER	NATURE OF BUSINESS	TOTAL ASSESSED VALUATION FOR FISCAL 2012	AMOUNT OF TAX	% OF TOTAL LEVY
NSTAR ELECTRIC CO.	ELECTRIC COMPANY	\$62,673,210	\$1,369,409.64	1.307%
FR ASSEMBLY SQUARE LLC	SHOPPING MALL	\$62,624,000	\$1,368,334.40	1.306%
TWIN CITY PLAZA LLC	RETAIL MALL	\$50,000,000	\$1,092,500.00	1.043%
I-93 SOMERVILLE LLC	RETAIL	\$36,000,000	\$786,600.00	0.751%
CRP 70 INNER BELT LLC	TELECOM	\$33,680,000	\$735,908.00	0.702%
KADIMA MEDICAL PROPERTIES	PROFESSIONAL BLDG.	\$32,094,100	\$701,256.09	0.669%
NATIONAL TAX SEARCH LLC TRUSTEE	OFFICE BLDG.	\$24,275,800	\$530,426.23	0.506%
ST RETAIL INC & FR STURTEVANT ST	DEVELOPABLE LAND	\$20,923,200	\$457,171.92	0.436%
NSTAR GAS CO.	GAS COMPANY	\$20,454,580	\$446,932.57	0.427%
IKEA PROPERTY INC.	DEVELOPABLE LAND.	\$18,301,200	\$399,881.22	0.382%
TOTAL		\$361,026,090	\$7,888,420.07	7.530%

Residential Tax Rate Comparison	FY 2012 Tax Rate (per \$1,000)	FY 2011 Tax Rate (per \$1,000)	FY 2010 Tax Rate (per \$1,000)
Somerville	\$13.09	\$12.71	\$12.30
Brookline	\$11.40	\$11.30	\$10.97
Cambridge	\$8.48	\$8.16	\$7.72
Boston	\$13.04	\$12.79	\$11.88
Watertown	\$14.40	\$13.92	\$13.31

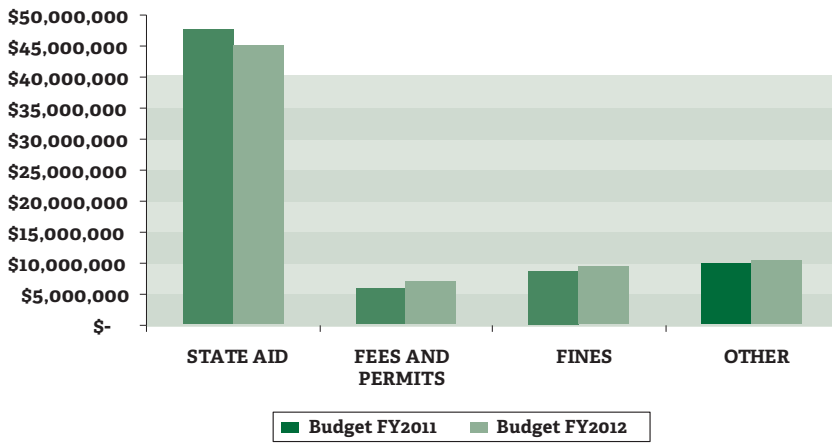
Motor Vehicle Excise Tax

Motor vehicle excise taxes are assessed annually for each vehicle registered in the City and are recorded as receivables in the fiscal year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value. The allowance for uncollectibles is estimated based on historical trends and specific account analysis. As city-wide Residential Parking enforcement is encouraging more and more residents to register their cars in Somerville, the estimated Motor Vehicle Excise will increase by \$194,959.

Hotel/Motel Excise Taxes

A city or town may impose a local excise of up to 6% on the rental of rooms in hotels, motels, lodging houses and bed and breakfast establishments. The local excise applies to all room occupancies subject to the state room occupancy excise. Local Hotel/Motel excise tax revenues are collected by the State and distributed to the cities and towns on a quarterly basis. Hotel/Motel tax revenues of \$540,757 are included in the FY2012 Budget, which is an increase of 12.88%. The projection is based on the last four quarters of actual revenues received at the time of the preparation of this budget—from September 2010 to September 2011.

Revenue Sources: FY11 vs. FY12



Local Option Meals Excise

In August of 2009 the State legislature allowed cities and towns to add a .75% local option excise to the state’s 6.25% meals tax. The Local Option Meal Excise is expected to increase to \$912,351 an increase of 46.43%. As the economy continues to improve, more people are frequenting the city’s many restaurants. The budget is based on the most recent four quarters of actual collections from September 2010 to September 2011.

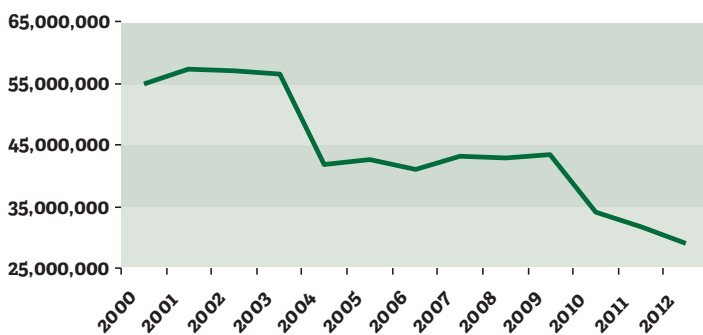
Payments in Lieu of Taxes

The largest participant in the City’s Payment In Lieu of Taxes (PILOT) program is Tufts University at \$100,000. Overall, the FY2012 budgeted amount is \$143,472, which is the same as FY2011.

2. Penalties and Delinquent Interest

The City receives interest and penalties on overdue taxes and excise taxes.. This revenue is budgeted at \$712,000 in FY2012 based on projected FY2011 revenues and reflects a \$155,000 increase. The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes. These

Net State Aid Receipts



revenues are budgeted conservatively since there is great volatility from year to year in these revenues, based on the number of outstanding accounts.

3. LICENSE AND PERMITS

The City issues over 50 types of licenses and permits. Most are business or construction related. Licenses and Permits are primarily issued by the Inspectional Services Department, the Licensing Commission, and the City Clerk.

Estimated FY2012 License and Permit revenue totals \$5,697,467. The largest revenue source in this category is building permits, which is budgeted at \$2,801,810 in FY2012. This is \$865,351 more than the amount budgeted in FY2011 and is based on the planned development at Assembly Square. Residential Parking Permits are budgeted at \$1,320,141. This is \$294,141 above FY2011 on account of a \$10 increase in the permit fee.

4. FINES AND FORFEITS

Budgeted FY2012 revenue from Fines and Forfeits totals \$8,854,377 from 14 different categories. Some fine revenue is distributed to the City by the State (Moving Violations, Court Fines) but most result from violations of city ordinances. The largest revenue source for this category is parking fines, which totals \$6,915,961 a decrease of \$278,158 from FY2011 budgeted revenues. The cause of the decrease in parking fine revenues is two-fold. First, with increased enforcement there has been greater compliance with parking regulations. Second, the City recently installed new parking meter kiosks that accept credit card payments. As these meter kiosks make paying more convenient the number of violations issued is likely to decrease.

Additionally, the Traffic and Parking Department will begin to ticket for expired/invalid vehicle registrations and expired vehicle safety inspections in FY2012. An estimated \$600,000 will be collected between these two violations.

5. FEES

By law, fee levels cannot exceed the cost of delivering the service. The cost includes both direct service and administrative costs. The “Fees” category totals \$1,425,241, or less than 1% of all operating revenues. The major components of this category are royalty income collected from the operation of the city trash transfer facility and surcharges collected from the administration of police and fire details.

6. STATE AID

The FY2012 State Aid amount totals \$46,543,195 broken down as follows: \$40,763,828 from the State Cherry Sheet, \$4,230,955 as reimbursement from School Building Assistance Bureau (SBAB) funds, an additional distribution of \$1,540,912 from FY2011 State Surplus funds, and \$7,500 for reimbursement of non-contributory pensioners’ cost of living increases.

Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year’s state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two major types – distributions and reimbursements. Distributions provide funds based on formulas, while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive “offset items” which must be spent on specific programs. Cherry Sheet Assessments are advance estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate. Local aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid and Unrestricted General Government Aid. The amount of these funds to be distributed is listed on each community’s cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran’s benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were

removed when a new authority (School Building Authority) was created to administer the program under the control of the State Treasurer’s Office. The City anticipates \$4,230,955 in School Building Authority funds as reimbursement for the construction of the Kennedy, Healey, West Somerville Neighborhood, and Capuano Schools.

The City estimates receiving \$1,136,251 less in State Aid in FY2012 than it did in FY2011. However, the additional distribution of \$1,540,912 is considered a one-time payment and cannot be anticipated in future State Aid distributions.

Net State Aid is the difference between Cherry Sheet revenue and State Assessments charged against the City. Since FY2002, the City’s net State Aid has been cut almost in half from \$57 million in FY2002 to \$30 million in FY2012.

7. MISCELLANEOUS RECURRING AND OTHER REVENUE SOURCES

These categories include reimbursements from vendors, Medicaid, and Medicare Part D Drug Reimbursement; recycling, rental income, settlement of claims, indirect cost reimbursements from Enterprise Funds, interest earnings, and reserves appropriated to balance the budget. Miscellaneous and Other Revenue categories total \$8,417,049 for FY2012, which is a decrease of \$1,091,065 from FY2011.

Interest Earnings

Throughout the year, the City has temporarily available operating cash balances allowed by state law to be invested in money market accounts or investments with a maximum term of one year. The return from these accounts is subject to the prevailing short-term interest rates. This revenue source has been subject to considerable volatility in the past several years. Interest on investments of \$300,000 has been included in the FY2012 Budget, which is \$96,000 less than last year.

Free Cash

Free Cash is surplus funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue’s (DOR) Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds, which can be certified as Free Cash.

Somerville’s historical free cash certification and usage is shown below.

FREE CASH CERTIFICATIONS						
	Free Cash Certified	Total Free Cash Used	To Reduce Tax Levy	To Capital Stabilization Funds	To Rainy Day Stabilization	One Time Expenses
7/1/2007	\$ 8,146,771	\$ 6,595,213	\$ 3,500,000	\$ 2,600,000		\$ 495,213
7/1/2008	\$ 10,210,232	\$ 7,500,000	\$ 3,500,000	\$ 1,000,000	\$ 3,000,000	
7/1/2009	\$ 6,378,420	\$ 4,350,000	\$ 3,500,000	\$ 850,000		
7/1/2010	\$ 7,364,518	\$ 6,221,320	\$ 3,500,000	\$ 1,000,000	\$ 800,000	\$ 921,320
Average Certification Over Past 10 Years:				\$6,258,420		

The total Free Cash amount used to reduce the tax levy in the FY2012 Operating Budget is \$3,500,000 which is the same amount used over the past several years. It is the Administration’s goal to reduce this dependency on the free cash certification to balance the operating budget, thus freeing money to be used on capital projects.

Other

The FY2012 budget will not use any of the City’s Rainy Day Fund. The FY2011 budget was balanced with \$1,000,000 in rainy day funds; avoiding the use of this fund reflects strongly on the city’s improving economic landscape. Additionally, the Administration appropriated \$800,000 from free cash to replenish the fund, as shown in the free cash chart above. Money collected from the City’s parking meters, Parking Meter Receipts, can be used as a revenue source to help balance the budget. A total of \$1,892,036 was appropriated in FY2012 to reduce the FY2012 tax levy. This is \$418,056 more than was transferred in FY2011.

The indirect cost payment from the City’s water and sewer enterprise funds to the General Fund will increase this year by \$267,706. The methodology for determining this figure was updated to accurately reflect the soaring cost of healthcare.

› REVENUE DETAIL

	BUDGET FY2011	BUDGET FY2012	Dollar Change	Percent Change
TAXES:				
REAL ESTATE & PERSONAL PROPERTY	100,575,528	104,829,090	4,253,562	4.23%
MOTOR VEHICLE EXCISE	4,405,041	4,600,000	194,959	4.43%
URBAN EXCISE TAX - 121A	125,000	125,000	-	0.00%
LOCAL OPTION ROOM EXCISE	479,055	540,757	61,702	12.88%
IN LIEU OF TAX PAYMENTS	143,472	143,472	-	0.00%
LOCAL OPTION MEALS TAX	623,042	912,351	289,309	46.43%
TAX REVENUE TOTAL >	\$ 106,351,138	\$ 111,150,670	\$ 4,799,532	4.51%
PENALTIES & INTEREST ON TAXES & EXCISES:				
INTEREST - PERSONAL PROPERTY	3,000	4,000	1,000	33.33%
INTEREST - REAL ESTATE	125,000	180,000	55,000	44.00%
INTEREST - VEHICLE EXCISE	14,000	16,000	2,000	14.29%
PENALTIES - TAXES & EXCISE	125,000	175,000	50,000	40.00%
INTEREST TAX LIENS	250,000	325,000	75,000	30.00%
PENALTIES - TAX LIENS	40,000	12,000	(28,000)	-70.00%
PENALTIES-EXCISE FEES		-	-	0.00%
PENALTIES & INTEREST ON TAXES & EXCISES TOTAL >	\$ 557,000	\$ 712,000	\$ 155,000	27.83%
STATE AID:				
CHAPTER 70	19,006,095	19,108,128	102,033	0.54%
SBAB	4,230,955	4,230,955	-	0.00%
CHARTER SCHOOL TUITION ASSESSMENT REIM.	2,453,082	1,391,191	(1,061,891)	-43.29%
UNRESTRICTED GENERAL GOVERNMENT AID	21,311,532	21,311,532	-	0.00%
POLICE CAREER INCENTIVE	50,682	-	(50,682)	-100.00%
VETERANS BENEFITS	192,634	175,514	(17,120)	-8.89%
SURV SPS ABATEMENT	322,981	318,375	(4,606)	-1.43%
REIMBURSEMENT OF COLA FOR NON-CONTRIBUTORY COMMONWEALTH OF MASS. MISCELLANEOUS	7,500	7,500	-	0.00%
COMMONWEALTH OF MASS. MISCELLANEOUS	22,338	-	(22,338)	-100.00%
STATE AID TOTAL >	\$ 47,597,799	\$ 46,543,195	\$ (1,054,604)	-2.22%
FINES & FORFEITS:				
TOWING CHARGES	70,000	47,025	(22,975)	-32.82%
PARKING FINES	7,194,119	6,915,961	(278,158)	-3.87%
PARKING FINES SURCHARGE	220,000	240,000	20,000	9.09%
RMV NON-RENEWAL SURCHARGE	60,500	60,000	(500)	-0.83%
DELINQUENT PARKING TICKET RECAPTURE	300,000	3,960	(296,040)	-98.68%
EXPIRED REGISTRATION AND SAFETY INSPECTIONS	-	600,000	600,000	100.00%
COURT FINES	7,000	10,650	3,650	52.14%
MOVING VIOLATIONS	325,000	300,000	(25,000)	-7.69%
RESTITUTION	4,000	3,800	(200)	-5.00%
TOBACCO FINES	1,000	1,500	500	50.00%
LIBRARY - FINES	19,000	15,000	(4,000)	-21.05%
ORDINANCE VIOLATIONS	637,500	646,765	9,265	1.45%
LANDCOURT/RECORDING FINES	663	9,716	9,053	1365.46%
CHAPTER 148A, SEC. 5	2,500	-	(2,500)	-100.00%
FINES & FOREIFTS TOTAL >	\$ 8,841,282	\$ 8,854,377	\$ 13,095	0.15%

LICENSES & PERMITS:

BILLIARD / POOL / BOWLING LICENSE	1,000	1,000	-	0.00%
AUTOMATIC AMUSEMENT DEVISE	300	180	(120)	-40.00%
TAXI CAB MEDALLION	34,750	38,750	4,000	11.51%
SIGNS	3,750	3,750	-	0.00%
LODGING HOUSE LICENSE	20,000	22,500	2,500	12.50%
OUTDOOR PARKING LICENSE	14,240	14,240	-	0.00%
OUTDOOR SEATING	4,500	4,500	-	0.00%
USED CAR DEALER LICENSE	25,000	28,500	3,500	14.00%
TAXI STAND LICENSE	4,500	4,500	-	0.00%
JUNK DEALER LICENSE	2,500	3,500	1,000	40.00%
RAFFLE AND BAZAAR PERMIT	250	250	-	0.00%
MARRIAGE PERMIT	24,750	28,000	3,250	13.13%
HAWKER/PEDDLER LICENSE	1,200	1,500	300	25.00%
DOG LICENSES	22,500	31,000	8,500	37.78%
GARAGE PERMITS	45,000	49,500	4,500	10.00%
FLAMMABLES PERMIT	25,000	23,000	(2,000)	-8.00%
SWORN WEIGHER'S LICENSE	300	300	-	0.00%
CONSTABLE'S LICENSE	3,750	3,500	(250)	-6.67%
DRAIN LAYERS LICENSE	6,250	7,500	1,250	20.00%
PHYSICIANS, OSTEOPATHS, PODIATRISTS	60	60	-	0.00%
PACKAGE GOOD STORE LICENSE	68,000	68,000	-	0.00%
MALT BEVERAGE & WINE STORE LICENSE	17,500	17,500	-	0.00%
RESTAURANT LICENSE - LIQUOR	208,000	208,000	-	0.00%
MALT BEVERAGE & WINE LICENSE - RESTAURANT	30,000	37,500	7,500	25.00%
CLUB RESTAURANT LICENSE - 7 DAY	20,900	22,000	1,100	5.26%
MALT & WINE EDUCATIONAL INSTITUTION LICENSE	3,200	3,200	-	0.00%
SPECIAL ALCOHOL LICENSE	3,550	2,000	(1,550)	-43.66%
COMMON VICTUALLERS LICENSE	45,000	45,000	-	0.00%
INNHOLDER LICENSE	1,000	1,500	500	50.00%
ENTERTAINMENT LICENSE	17,800	17,800	-	0.00%
GRANT OF LOCATION	6,000	9,282	3,282	54.70%
EXPLOSIVE STORAGE - FLAMMABLES	25,000	19,000	(6,000)	-24.00%
POLICE REVOLVER PERMIT	2,500	4,000	1,500	60.00%
RESIDENT PARKING PERMITS	1,026,000	1,320,141	294,141	28.67%
MILK LICENSE	9,205	9,205	-	0.00%
PUB SWIMMING POOL LICENSE	2,880	2,880	-	0.00%
FUNERAL DIRECTOR'S LICENSE	525	570	45	8.57%
BURIAL PERMITS	3,600	3,600	-	0.00%
RETAIL AND FOOD PERMIT	172,727	174,085	1,358	0.79%
DUMPSTER PERMIT	25,000	27,500	2,500	10.00%
SIDEWALK OPENING PERMIT	70,000	90,000	20,000	28.57%
BUILDERS LICENSE	350	350	-	0.00%
BUILDING PERMIT	1,936,459	2,801,810	865,351	44.69%
INSPECTION	26,650	27,250	600	2.25%
GAS PERMIT	54,150	64,980	10,830	20.00%
PLUMBING PERMIT	80,000	105,600	25,600	32.00%
ELECTRICAL PERMIT	180,000	200,000	20,000	11.11%
OCCUPANCY PERMIT	19,000	35,250	16,250	85.53%
EXTENDED RETAIL HOURS	5,000	5,500	500	10.00%
SPORTING LICENSE	150	150	-	0.00%
DOG KENNEL	200	325	125	62.50%
OPEN AIR VENDOR	-	150	150	100.00%
HOUSING CERTIFICATION	1,000	1,000	-	0.00%
PHYSICAL THERAPIST LICENSE	5,053	5,053	-	0.00%

CLOSE OUT SALE	50	50	-	0.00%
MOVING VAN/POD PERMITS	115,000	99,866	(15,134)	-13.16%
LIVERY/LIMOUSINE	200	200	-	0.00%
AUCTIONEER LICENSE	-	150	150	100.00%
DUMPSTER CONTRACTORS	-	990	990	100.00%
LICENSES & PERMITS TOTAL >	\$ 4,421,249	\$ 5,697,467	\$ 1,276,218	28.87%

FEES

CERTIFICATE OF LIENS	150,000	150,000	-	0.00%
RETURNED CHECK FEE	2,500	3,300	800	32.00%
SANITATION FEES (COMMERCIAL)	120,000	123,500	3,500	2.92%
WHITE GOODS	20,000	-	(20,000)	-100.00%
ROYALTY INCOME - WASTE MANAGEMENT	200,000	250,000	50,000	25.00%
RESIDENTIAL TRASH FEE (4 UNITS & ABOVE)	110,000	75,600	(34,400)	-31.27%
CURB CUT FEE	18,000	25,205	7,205	40.03%
SEALING FEES	18,500	21,866	3,366	18.19%
MISCELLANEOUS - FIRE	11,420	23,000	11,580	101.40%
FIRE ALARM REIMBURSEMENT	60,000	80,000	20,000	33.33%
SMOKE DETECTOR INSPECTIONS	56,000	45,000	(11,000)	-19.64%
FIRE DETAIL SURCHARGE	25,000	25,000	-	0.00%
POLICE DETAIL SURCHARGE	170,000	178,000	8,000	4.71%
CUSTODIAL DETAIL SURCHARGE	8,000	8,000	-	0.00%
POLICE CRUISER FEES	6,200	5,600	(600)	-9.68%
WITNESS FEES	70	70	-	0.00%
FALSE ALARM FEES	50,000	60,000	10,000	20.00%
CONDO APPLICATION FEE	62,500	65,000	2,500	4.00%
BOARD OF APPEALS FEES	65,900	90,000	24,100	36.57%
COPIES OF RECORDS	90,000	90,000	-	0.00%
BUSINESS CERTIFICATES	36,000	36,000	-	0.00%
CLERK SPGA CERTIFICATE	750	950	200	26.67%
NOTARIZATION FEE	500	500	-	0.00%
ADVERTISING FEES	600	600	-	0.00%
NEWSPAPER MACHINE FEES	4,500	3,600	(900)	-20.00%
COMMISSION ON VENDING MACHINES	500	500	-	0.00%
BUS SHELTER ADVERTISING	14,737	15,000	263	1.78%
REMOVAL/TRANSPORT OF GARBAGE	2,400	2,400	-	0.00%
TEMPORARY NO-PARKING SIGN FEES	39,500	43,200	3,700	9.37%
PARKING FINE CREDIT CARD FEE	3,031	-	(3,031)	-100.00%
FINGERPRINTING FEES	1,700	1,700	-	0.00%
CONSTABLE FEE	1,000	1,000	-	0.00%
BUS ROUTES REVENUE	-	500	500	100.00%
TAXI CAB REINSPECTION FEE	-	150	150	100.00%
FEES TOTAL >	\$ 1,349,308	\$ 1,425,241	\$ 75,933	5.63%

MISCELLANEOUS RECURRING

MEDICAID REIMBURSEMENT	350,000	527,000	177,000	50.57%
DPW - RECYCLING	13,695	90,000	76,305	557.17%
MEDICARE PART D DRUG REIMBURSEMENT	393,000	453,000	60,000	15.27%
VENDOR REIMBURSEMENTS	5,000	5,208	208	4.16%
SETTLEMENT OF CLAIMS	179,895	-	(179,895)	-100.00%
PROCEEDS FROM AUCTION	100	1,830	1,730	1730.00%
MISCELLANEOUS RECEIPTS	2,528	-	(2,528)	-100.00%
PRIOR YEAR REIMBURSEMENTS	29,340	147,553	118,213	402.91%
SALE OF VEHICLES	-	450	450	100.00%
MISCELLANEOUS RECURRING TOTAL >	\$ 973,558	\$ 1,225,041	\$ 251,483	25.83%

OTHER REVENUE SOURCES & RESERVES:

INTEREST ON INVESTMENTS	396,000	300,000	(96,000)	-24.24%
RENTAL - MUNICIPAL	296,000	294,590	(1,410)	-0.48%
TRANSFERS-PKG. METER RECEIPTS	1,473,980	1,892,036	418,056	28.36%
FREE CASH	3,500,000	3,500,000	-	0.00%
OVERLAY SURPLUS (PRIOR YEARS)	-	100,000	100,000	100.00%
SALE OF SURPLUS EQUIPMENT	30,900	-	(30,900)	-100.00%
DEVELOPMENT COVENANT PAYMENT	1,000,000	-	(1,000,000)	-100.00%
INDIRECT COSTS -WATER ENTERPRISE	492,332	607,059	114,727	23.30%
INDIRECT COSTS -SEWER ENTERPRISE	345,344	498,323	152,979	44.30%
RAINY DAY FUND	1,000,000	-	(1,000,000)	-100.00%
OTHER REVENUE & RESERVES TOTAL >	\$ 8,534,556	\$ 7,192,008	\$ (1,342,548)	-15.73%
GRAND TOTAL >	\$ 178,625,890	\$ 182,799,999	\$ 4,174,109	2.34%

OPERATING BUDGET OVERVIEW

INTRODUCTION

This section contains the FY2012 Somerville Operating Budget detailing how the City plans to allocate its resources. A brief overview of the operating budget is included. This is followed by a detailed description of each department’s budget. The departmental presentations are broken down into the following components:

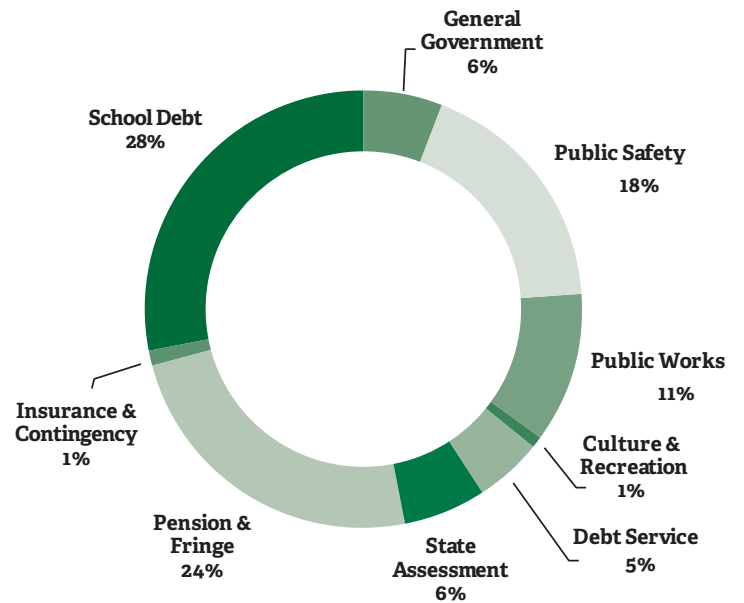
- Mission Statement
- Budgetary Changes from FY2011 to FY2012
- Organizational Charts
- Performance Review:
 - FY2011 Internal and External Review Scores from the City’s Accurate, Courteous, Easy (A.C.E.) Customer Service Report (if available).
 - FY2011 Accomplishments
 - FY2012 Goals
- Appropriation Breakdown by Line Item
- Personnel Listing

As the City moves towards becoming a learning organization connected to its mission, it is critical that every City department develop goals and strategic objectives that are aligned to the City’s overarching goals. We also recognize that citizens are very interested in whether their city government is using performance measures for management of operations and what effect these measures are having.

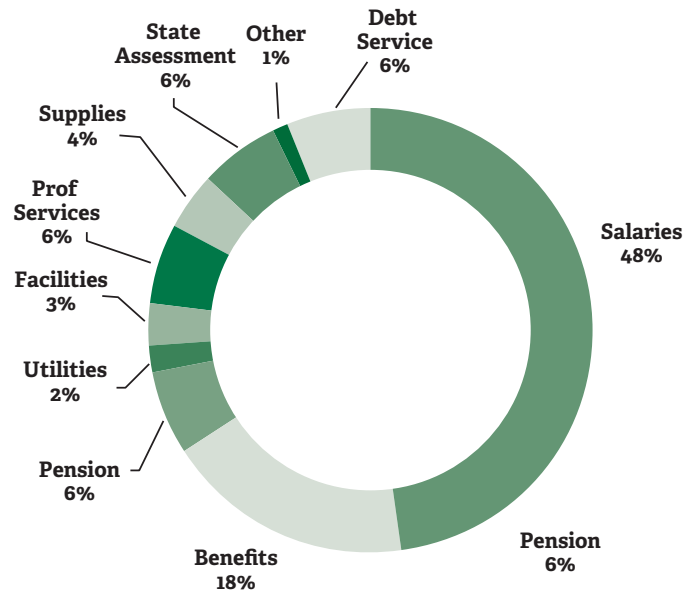
The FY2012 Operating Budget reflects these ideas and moves towards a new performance measurement methodology. Previous budget presentations focused on counts of what was done. (outputs). While the output measures gave readers a sense of how productive the city government was, the measures did not address the fundamental question : “How effective is our service delivery?” nor did they measure customer satisfaction, timeliness, or accuracy of a service.

The City of Somerville will be using a new measurement methodology that replaces outputs with robust performance indicators. Performance indicators are quantifiable measures used to demonstrate performance on the highest-priority areas within a

Appropriations by Department



Appropriations by Function



department. The new performance methodology will gather baseline and post baseline data to evaluate the effectiveness of policies and programs. This data will be analyzed to generalize the findings and identify opportunities for improving performance.

The ACE Customer Service report has two separate scores. The first is the “internal” ranking or city employee average to the question below and the

second is the “external” or citizen ranking to the same question. All of the external rankings come from the telephone and online surveys. The responses have been weighted by race and age to help correct for sampling biases.

Question: “Using a scale of 1-5, 1 being very dissatisfied, 5 being very satisfied, please rate your overall satisfaction with the following departments in terms of customer service. Customer service includes any interaction with the department over the phone, in person, city mailings, bills or on the city webpage. If you have not interacted with the department in the past 12 months please let us know that as well.”

► FY2012 OPERATING BUDGET OVERVIEW

Personnel costs are the largest expense category of the City’s Budget. Personnel Services include salary, fringe, overtime, and contractual benefits. This year personnel expenses represent 76.7% of the total budget. Ordinary Maintenance expenses include equipment, supplies, and contractual services and represent 23% of the total budget. Capital and Special Items represented .3%. The personnel expense percentage of the budget increased slightly in FY2012. There are a few factors that played into this increase. First, the number of Full-Time Equivalent (FTE) employees increased by 7.11; Second, the non-union furlough was eliminated returning those employees to their original base salaries; and Third, pension obligations increased. A chart showing the trend of FTEs is included in Appendix A.

By functional area, the City spends the largest portion of the budget on the School Department. As shown on the chart to the left, School Department spending (\$49,489,422) is followed by Pension and Fringe benefits (\$44,000,494), Public Safety (\$32,021,518) and Public Works (\$20,129,311).

General Government

The General Government appropriation increased by \$505,320 or 4.83% from the FY2011 Budget. The increase is due to collective bargaining step increases, reinstating an internal auditor and an elections clerk that were eliminated in the FY2011 budget process, hiring an operations manager for the Inspectional Services Division, funding two primary elections and the return to base wages for non-union employees.

Public Safety

The Public Safety budget increased by \$743,288 or 2.35%. The majority of this increase is due to collective bargaining step increases, additional overtime, and the hiring of four additional police officers and a management analyst for the Fire Department. The additional police officers will assist the Police Department in implementing a “power shift” to address areas of high crime and to continue to institute the community policing program. The management analyst will help the Fire Department implement many of the recommendations from the Matrix Fire Evaluation Strategic Plan study. The increases in the Police and Fire Departments were off-set by the elimination of seven parking control officer positions—four of which were filled. As parking compliance has increased city wide, the number of parking violations and consequently the need for parking control officers has decreased.

Culture and Recreation

The Culture and Recreation budget increased by 5.0% stemming from a \$60,000 increase in the books and audio/visual materials budget in the Library. Over the past two years the books and audio/visual materials budget was supplemented from Library Trust Funds. As those trust funds have been depleted, a greater portion of the budget has shifted back to the General Fund. Additionally, the recently approved Youth and Volunteer Coordinator position was included in the Recreation department.

Public Works

The Public Works Budget increased by \$898,815 from FY2011 to FY2012, an increase of 4.7%. There are several factors that account for this increase. First, the price of gasoline is on the rise; second, \$100,000 was set aside for a “house doctor” contract to assist in the design and repairs of the City’s aging buildings; and third, two additional park maintenance employees were included.

Pension and Fringe

The City will transition from its self-insured health insurance status to membership in the State’s Group Insurance Commission on January 1, 2012. The number of health insurance claims decreased in the third quarter of FY2011 and the trend was expected to

continue into the first quarter of FY2012. The expected move to the GIC and the reduction in claims led to a flat appropriation in the Health Insurance Line in FY2012. The City's pension appropriation rose by \$321,280.

Debt Service

The City's debt service obligations rose by \$647,633 in FY2012 for a total budget of \$9,805,690. More information on the City's debt service and capital projects planning can be found in the Capital Investment Plan 2012-2016.

School Department

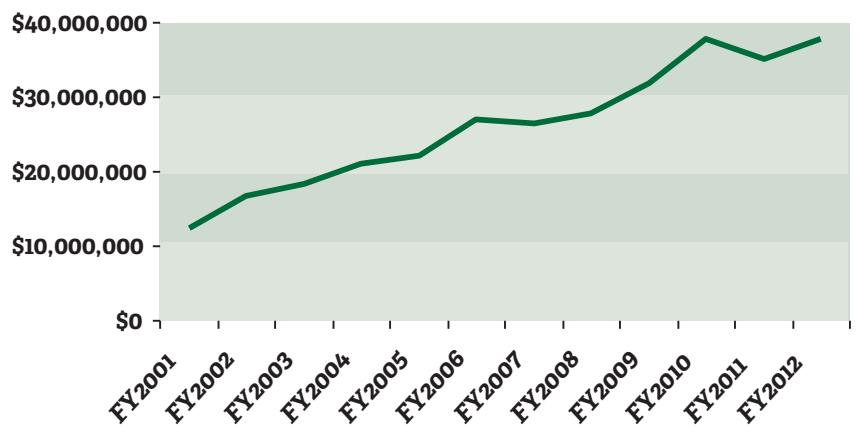
The School Department's appropriation increased by \$811,956 to \$49,489,422 in FY2012. This school year will see many enhancements within the Somerville schools, including:

- An expanded biotech curriculum
- An expanded music program
- More computers and smartboards in classrooms
- Four new educational instruction coaches
- A high school dropout prevention program
- Enhancements to middle grades science curriculum
- The unification of the Healey school
- Afterschool foreign language and robotics classes
- Establishing universal free breakfast for students pre-K to grade 12
- And as always, the City offers all extracurricular and sports activities for free.

State Assessments

The State has assessed Somerville for \$27,646 less in FY2012 than in FY2011. The State's full assessment is \$11,730,948. As discussed in the Revenue: State Aid section, the amount of State Aid coming to Somerville is \$1,136,251 less than last year; however, there is no congruent decline in State Assessments.

Health Care Costs



	FY2011 BUDGET	FY2012 BUDGET	FY2012 INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)
GENERAL GOVERNMENT:				
BOARD OF ALDERMEN	320,172	325,582	5,410	1.69%
CLERK OF COMMITTEES	51,464	52,450	986	1.92%
EXECUTIVE ADMINISTRATION	504,816	522,596	17,780	3.52%
EXEC-SOMERSTAT	272,451	297,749	25,298	9.21%
EXEC-SOMERVILLE PROMISE ALLIANCE	67,132	67,819	687	1.02%
EXEC-COUNCIL ON AGING	246,184	253,739	7,555	3.07%
EXEC-ARTS COUNCIL	97,564	99,264	1,700	1.74%
EXEC-CONSTITUENT SERVICES	594,494	604,730	10,236	1.72%
OFFICE OF SUSTAINABILITY & ENVIRON	134,027	135,675	1,648	1.23%
COMMUNICATIONS	46,712	51,473	4,761	10.19%
PERSONNEL	447,537	497,228	49,691	11.10%
INFORMATION TECHNOLOGY	1,474,836	1,450,491	(24,345)	-1.65%
ELECTIONS	349,512	460,717	111,205	31.82%
VETERAN'S SERVICES	354,501	385,901	31,400	8.86%
FINANCE DEPT-TREASURER/COLL	846,661	913,456	66,795	7.89%
FINANCE DEPT-AUDITING DIV	844,877	856,142	11,265	1.33%
FINANCE DEPT-PURCHASING DIV	297,660	301,167	3,507	1.18%
FINANCE DEPT-ASSESSING DIV	510,434	521,279	10,845	2.12%
FINANCE DEPT-GRANTS MGT	106,965	110,987	4,022	3.76%
INTERNAL AUDIT	-	57,227	57,227	100.00%
CITY CLERK	429,777	432,405	2,628	0.61%
LICENSING COMMISSION	6,405	6,530	125	1.95%
LAW	643,218	667,659	24,441	3.80%
OSPCD ADMINISTRATION	155,610	166,700	11,090	7.13%
OSPCD TRANSPORTATION	127,483	130,878	3,395	2.66%
OSPCD PLANNING	319,892	303,298	(16,594)	-5.19%
OSPCD HOUSING	24,696	25,146	450	1.82%
REDEVELOPMENT AUTHORITY	10,675	10,883	208	1.95%
OSPCD ECONOMIC DEVELOPMENT	157,664	153,234	(4,430)	-2.81%
INSPECTIONAL SERVICES	1,020,893	1,107,445	86,552	8.48%
TOTAL GENERAL GOVERNMENT	10,464,312	10,969,632	505,320	4.83%
PUBLIC SAFETY:				
EMERGENCY MANAGEMENT	24,133	24,492	359	1.49%
FIRE	12,412,098	12,584,438	172,340	1.39%
FIRE ALARM	738,119	799,154	61,035	8.27%
POLICE-E911	637,043	631,669	(5,374)	-0.84%
POLICE-ANIMAL CONTROL	81,813	83,258	1,445	1.77%
POLICE	13,032,632	13,548,725	516,093	3.96%
TRAFFIC AND PARKING	3,066,717	3,007,497	(59,220)	-1.93%
HEALTH	1,294,675	1,342,285	47,610	3.68%
TOTAL PUBLIC SAFETY	31,287,230	32,021,518	734,288	2.35%

	FY2011 BUDGET	FY2012 BUDGET	FY2012 INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)
CULTURE AND RECREATION:				
LIBRARIES	1,563,937	1,627,831	63,894	4.09%
RECREATION	381,152	414,458	33,306	8.74%
TOTAL CULTURE & RECREATION	1,945,089	2,042,289	97,200	5.00%
PUBLIC WORKS:				
DPW - ADMINISTRATION	1,215,892	1,348,465	132,573	10.90%
DPW - ELECTRICAL	398,992	471,682	72,690	18.22%
DPW - ENGINEERING	84,773	92,298	7,525	8.88%
DPW - HIGHWAY	2,419,543	2,417,490	(2,053)	-0.08%
DPW- SNOW REMOVAL	500,000	650,000	150,000	30.00%
DPW - SANITATION	3,957,000	3,997,200	40,200	1.02%
DPW - BUILDING & GROUNDS	8,457,187	8,776,595	319,408	3.78%
DPW-SCHOOL CUSTODIANS	2,109,806	2,288,254	178,448	8.46%
WEIGHTS AND MEASURES	87,303	87,327	24	0.03%
TOTAL PUBLIC WORKS	19,230,496	20,129,311	898,815	4.67%
PENSION & FRINGE:				
HEALTH INSURANCE	30,307,808	30,307,808	-	0.00%
LIFE INSURANCE	95,700	98,063	2,363	2.47%
PAYROLL TAXES	996,862	1,058,028	61,166	6.14%
WORKER'S COMPENSATION	789,812	730,568	(59,244)	-7.50%
UNEMPLOYMENT COMPENSATION	450,000	300,000	(150,000)	-33.33%
PENSIONS/NON-CONTRIBUTORY	333,431	333,431	-	0.00%
PENSION ACCUMULATION FUND	10,851,316	11,172,596	321,280	2.96%
TOTAL PENSION & FRINGE	43,824,929	44,000,494	175,565	0.40%
DEBT SERVICE:				
MUNICIPAL INDEBTEDNESS	9,158,057	9,805,690	647,633	7.07%
TOTAL DEBT SERVICE	9,158,057	9,805,690	647,633	7.07%
OTHER:				
DAMAGE TO PERSONS & PROPERTY	175,000	175,000	-	0.00%
SALARY CONTINGENCY	500,000	786,885	286,885	57.38%
BUILDING INSURANCE	228,812	251,600	22,788	9.96%
TOTAL OTHER	903,812	1,213,485	309,673	34.26%
SCHOOL DEPARTMENT:	48,677,466	49,489,422	811,956	1.67%
TOTAL MUNICIPAL APPROPRIATIONS	165,491,391	169,671,841	4,180,451	2.53%

	FY2011 BUDGET	FY2012 BUDGET	FY2012 INCREASE (DECREASE)	PERCENT INCREASE (DECREASE)
OVERLAY RESERVE:	1,400,000	1,400,000	-	0.00%
STATE ASSESSMENTS:				
RETIRED EMPLOYEE HEALTH INSURANCE	2,197	3,589	1,392	63.36%
AIR POLLUTION DISTRICTS	19,807	20,327	520	2.63%
METRO AREA PLANNING COUNCIL	22,811	23,264	453	1.99%
RMV NON RENEWAL SURCHARGE	342,940	241,480	(101,460)	-29.59%
MBTA	4,629,771	4,607,662	(22,109)	-0.48%
BOSTON METRO TRANSIT DISTRICT	1,040	1,001	(39)	-3.75%
SPECIAL EDUCATION	32,538	37,094	4,556	14.00%
CHARTER SCHOOL SENDING TUITION	6,707,490	6,796,531	89,041	1.33%
TOTAL STATE ASSESSMENTS	11,758,594	11,730,948	(27,646)	-0.24%
GRAND TOTAL:	\$178,649,985	\$182,799,999	\$4,150,014	2.32%

GENERAL GOVERNMENT

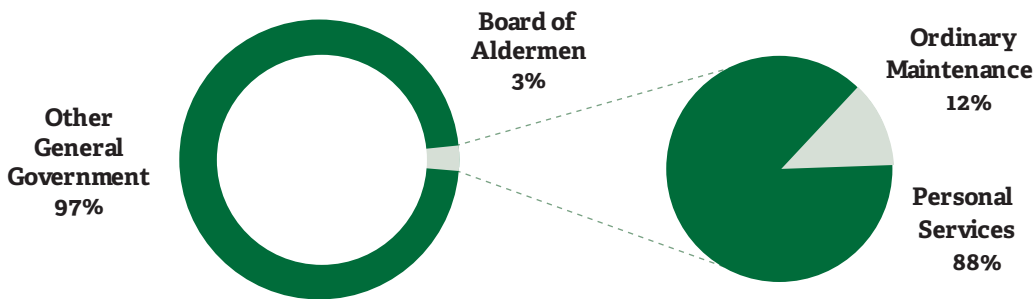


BOARD OF ALDERMEN

The Board of Aldermen is the city's legislative branch. Members are elected every two years (on the odd-numbered years). Four members serve at large. Seven members represent individual wards. The Board passes ordinances on a broad range of issues, from setting zoning laws to creating boards and commissions. It also has the power to approve or disapprove the Mayor's budget appropriations.



ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 279,463	\$ 279,472	\$ 284,922	1.95%
ORDINARY MAINTENANCE	\$ 37,462	\$ 40,700	\$ 40,660	-0.10%
GENERAL FUND EXPENDITURES	\$ 316,926	\$ 320,172	\$ 325,582	1.69%



> BUDGET:

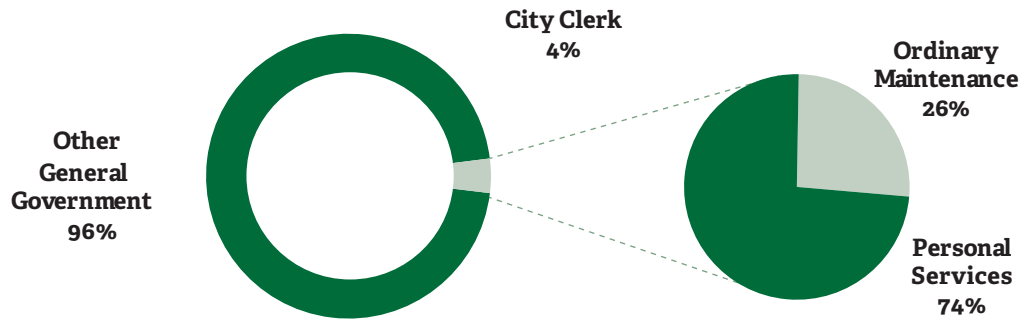
BOARD OF ALDERMEN		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511002)	SALARIES - MONTHLY	279,463	279,472	256,175	284,922	
SUB-TOTAL PERSONAL SERVICES		279,463	279,472	256,175	284,922	1.9%
(524034)	R&M - SERVICE CONTRACT	394	500	-	500	
(530011)	ADVERTISING	551	2,000	745	2,000	
(530023)	STAFF DEVELOPMENT	-	-	-	-	
(534003)	POSTAGE	-	100	-	100	
(542000)	OFFICE SUPPLIES	366	800	498	800	
(542001)	STATIONERY	130	800	843	800	
(542005)	OFFICE EQUIPMENT	-	-	-	-	
(542008)	BOOKS & BOOKBINDING	-	-	-	400	
(549000)	FOOD SUPPLIES & REFRESH	1,521	500	566	960	
(558011)	FLOWERS & FLAGS	-	600	228	600	
(571001)	IN STATE CONFERENCES	-	-	-	-	
(578021)	DIRECT EXPENSE-BOA	34,500	34,500	31,625	34,500	
SUB-TOTAL ORDINARY MAINTENANCE		37,462	39,800	34,505	40,660	2.2%
BOARD OF ALDERMEN		316,926	319,272	290,680	325,582	2.0%

> PERSONNEL LIST

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ALDERMAN AT LARGE	CONNOLLY, JOHN	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	DESMOND, BRUCE	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	SULLIVAN, DENNIS	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	WHITE, WILLIAM	2,083.33	24,999.96	24,999.96
ALDERMAN WARD I	ROCHE, WILLIAM	2,083.33	24,999.96	24,999.96
ALDERMAN WARD II	HEUSTON, MARYANN	2,083.33	24,999.96	24,999.96
ALDERMAN WARD III	TAYLOR, THOMAS	2,083.33	24,999.96	24,999.96
ALDERMAN WARD IV	PERO, WALTER	2,083.33	24,999.96	24,999.96
ALDERMAN WARD V	O'DONOVAN, SEAN	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VI	GEWIRTZ, REBEKAH	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VII	TRANE, ROBERT	2,083.33	24,999.96	24,999.96
CLERK	LONG, JOHN	826.83	9,921.96	9,921.96
				284,921.52

CLERK OF COMMITTEES

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 312,932	\$ 318,128	\$ 318,728	0.19%
ORDINARY MAINTENANCE	\$ 77,435	\$ 111,649	\$ 113,677	1.82%
GENERAL FUND EXPENDITURES	\$ 390,367	\$ 429,777	\$ 432,405	0.61%



> BUDGET

CLERK OF COMMITTEES	FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511002) SALARIES - MONTHLY	53,933	50,464	53,110	51,450	
SUB-TOTAL PERSONAL SERVICES	53,933	50,464	53,110	51,450	2.0%
(542001) STATIONERY	-	250	-	250	
(549000) FOOD SUPPLIES & REFRESH	958	750	-	750	
SUB-TOTAL ORDINARY MAINTENANCE	958	1,000	-	1,000	0.0%
CLERK OF COMMITTEES	54,891	51,464	53,110	52,450	1.9%

> PERSONNEL LIST:

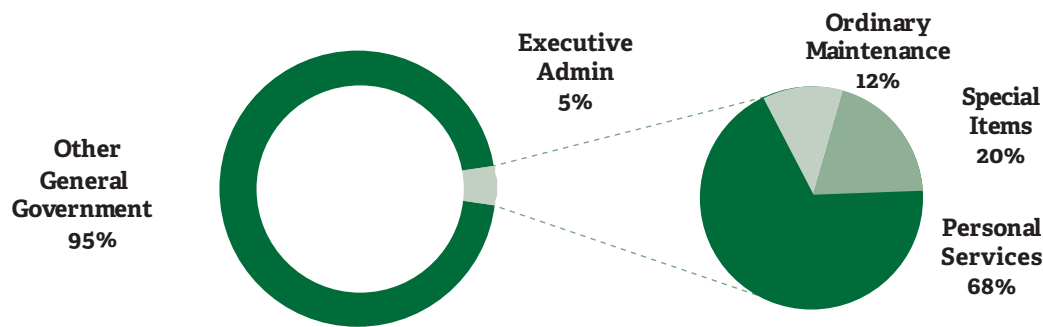
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CLERK OF COMMITTEES	ROBERT MCWATERS	1,787.49	21,449.88	21,449.88
ASST. CLERK OF COMMITTEES	CHARLES SILLARI	1,250.00	15,000.00	15,000.00
ASST. CLERK OF COMMITTEES	PETER FORCELLESE	1,250.00	15,000.00	15,000.00
				51,449.88

EXECUTIVE ADMINISTRATION

> MISSION STATEMENT:

The City of Somerville strives to provide the most responsive and responsible public service in support of a safe, healthy, thriving community. We embrace innovation, foster maximum citizen participation in government, and practice sound fiscal management. We believe Somerville should be an attractive, active, environmentally-conscious city with a sustainable quality of life for its citizens and businesses, one that serves as a model for other communities in the state and across the nation.

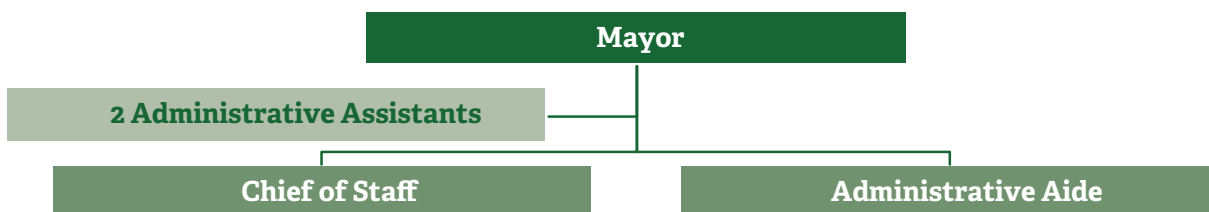
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 337,776	\$ 341,916	\$ 354,696	3.74%
ORDINARY MAINTENANCE	\$ 63,249	\$ 62,900	\$ 62,900	0.00%
SPECIAL ITEMS	\$ 114,549	\$ 100,000	\$ 105,000	5.00%
GENERAL FUND EXPENDITURES	\$ 515,574	\$ 504,816	\$ 522,596	3.52%



> CHANGES BETWEEN FY2011 AND FY2012:

- A \$5,000 increase was included in the Mayor’s Youth Summer Jobs Program.

> DEPARTMENT ORGANIZATION:



> FY2012 GOALS:

Goal 1: [Quality of Life] Celebrate Somerville as an Exceptional Place to Live, Work, Play and Raise a Family

Goal 2: [Safe Neighborhoods] Protect and Support Residents and Visitors

Goal 3: [Fiscally-sound Management] Maximize Return on Taxpayer Dollars

Goal 4: [Education] Provide High-Quality Education Opportunities to Meet the Needs of our Students and our Community

Goal 5: [Economic Development & Community Vision] Promote Economic Development Consistent with the City's Comprehensive Master Plan and SomerVision

Goal 6: [Accountability & Performance] Improve City Performance by Demonstrating Accountability and Transparency

Goal 7: [Customer Service] Offer Professional and Courteous Service, Prompt and Accurate Responses to Constituent Requests, and Reliable Access to Government Services.

Goal 8: [Innovation & Technology] Utilize New Technologies to Better Coordinate, Support and Deliver City Services

Goal 9: [Environment] Promote a Healthy Environment by Adopting Eco-Friendly Policies & Implementing Energy Efficiency Initiatives

Goal 10: [Innovative and Responsive Workforce] Promote an Innovative and Responsive Workplace that Solves Problems, Achieves Goals and Delivers Quality Services to Citizens

> **BUDGET:**

EXECUTIVE ADMINISTRATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	337,776	341,916	300,680	354,696	
SUB-TOTAL PERSONAL SERVICES		337,776	341,916	300,680	354,696	3.7%
(524034)	R&M - SERVICE CONTRACT	2,430	4,000	1,882	4,000	
(530000)	PROFESSIONAL & TECHNICAL	4,247	3,000	1,379	3,000	
(534003)	POSTAGE	-	100	26	100	
(538005)	PHOTOGRAPHY	1,575	1,500	-	750	
(542000)	OFFICE SUPPLIES	2,697	3,000	1,082	3,000	
(542001)	STATIONERY	1,726	3,000	2,330	3,000	
(542002)	PHOTOCOPYING	-	300	-	300	
(542006)	OFFICE FURNITURE	-	-	-	-	
(549000)	FOOD SUPPLIES & REFRESH	12,879	13,000	9,588	13,000	
(558004)	MAGAZINES/SUBSCRIPTS	-	500	-	500	
(558011)	FLOWERS & FLAGS	978	500	214	500	
(558012)	BADGES	1,474	1,474	1,744	2,250	
(571001)	IN STATE CONFERENCES	-	500	-	500	
(572000)	OUT OF STATE TRAVEL	-	-	-	-	
(572001)	OUT OF STATE CONFERENC	1,990	-	-	-	
(573000)	DUES AND MEMBERSHIPS	33,253	32,000	23,253	32,000	
SUB-TOTAL ORDINARY MAINTENANCE		63,249	62,874	41,497	62,900	0.0%
(512002)	SUMMER YOUTH EMPLOYMEN	84,636	100,000	89,296	105,000	
(578018)	CHARTER REFORM STUDY	-	-	-	-	
(578019)	FINANCIAL MANGEMNT STUDY	9,790	-	-	-	
(578022)	FIRE EVALUATION STUDY	20,123	-	-	-	

EXECUTIVE ADMINISTRATION	FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
SUB-TOTAL SPECIAL	114,549	100,000	89,296	105,000	5.0%
EXECUTIVE ADMINISTRATION	515,574	504,790	431,473	522,596	3.5%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
MAYOR	JOSEPH A. CURTATONE	2,403.85	125,480.97	125,480.97
CHIEF OF STAFF	JANICE DELORY	1,328.27	69,335.69	69,335.69
AIDE TO THE MAYOR	OMAR BOUKILI	1,250.00	65,250.00	65,250.00
ADMINISTRATIVE AIDE	NANCY AYLWARD	908.98	47,448.76	47,448.76
ADMINISTRATIVE AIDE	MAUREEN GRIMALDI	903.85	47,180.97	47,180.97
				354,696.39

SOMERSTAT

› **MISSION STATEMENT:**

To collaborate with departments to improve overall performance.

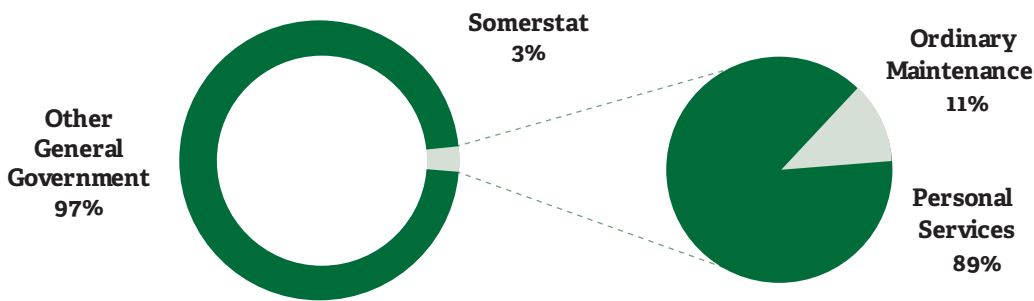
To identify efficiencies and cost effective strategies that improve the delivery of city services.

To increase resident engagement and well being.

To foster a more responsive workforce through leadership training.

To encourage transparency, accountability and a consistently high level of customer service.

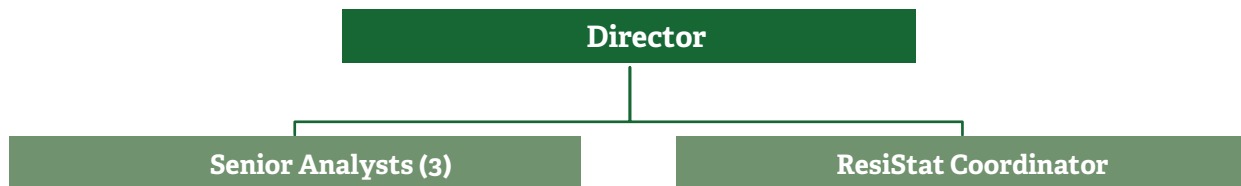
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 226,680	\$ 261,111	\$ 266,191	1.95%
ORDINARY MAINTENANCE	\$ 14,571	\$ 11,340	\$ 31,340	176.37%
GENERAL FUND EXPENDITURES	\$ 241,251	\$ 272,451	\$ 297,531	9.21%



› **CHANGES BETWEEN FY2011 AND FY2012:**

- \$20,000 was budgeted for the City’s LeaderStat program aimed at improving the managerial and problem-solving capacity of City staff.

› **DEPARTMENT ORGANIZATION:**



› **FY2011 ACCOMPLISHMENTS:**

- Developed a happiness survey and measurement methodology to enable Somerville to be the first city in the nation to measure the well being of its residents to inform policy decisions
- Implemented LeaderStat (Tiers 2 and 3), a framework that trained over 250 staff on adaptive leadership and collaborative problem solving

- Implemented a new measurement methodology that uses performance indicators to measure baseline and post baseline data and track progress over time.
- Introduced a Common Measures Project to New England Statnet. Somerville will serve as project lead with the goal of measuring performance across multiple cities using common indicators.
- Created a city-wide strategy for expanding the City’s presence using Web 2.0 technology. Developed social media outlets from the ground up, going from zero friends on Facebook to a combined following of more than 5,000 people on Twitter, YouTube, Blogger, and the City’s Facebook accounts.
- Redesigned City webpage and ResiStat page, saving thousands on design and content-creation fees.
- Spearheaded effort to purchase streetlights from NSTAR, which could yield immediate cost savings above \$200,000 per year, and potentially much more after the analysis is complete.

› FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Measure and evaluate performance of departments	Continue to provide data analysis and performance tracking through SomerStat meetings Identify performance indicators for at least 3 departments and gather baseline and post baseline performance data on those indicators Compare Somerville’s performance to other Statnet member cities via a common performance indicator analysis of one common department Measure customer satisfaction with periodic surveys and ongoing mystery customer and comment box programs	Yes (Common Measures Project on-going)
2	Facilitate more cross-departmental communication and collaboration to identify and solve problems	Solicit agenda items from SomerStat panel and department staff Facilitate interdepartmental project meetings as needed	Yes
3	Implement a leadership framework that empowers and reconnects staff to the City’s mission to improve the quality of services for residents	Develop and oversee FY2011 City-wide goals exercise Continue training by establishing learning labs with Professor O’Doherty Pilot to expand training to include staff at all levels	Yes
4	Provide additional resources to departments that are at maximum capacity to help achieve goals	Implement SomerStat Shadowing where staff go on temporary assignment to focus on special projects within various departments Provide one time data analyses and develop tools departments need for optimal performance	Yes
5	Increase engagement level of all residents through ResiStat program to help inform City policies and procedures	Develop plan to increase engagement of subpopulations Expand or implement on-line tools including social networking to further engage residents Increase number of community meetings and develop forum for specialty groups Partner with Aldermen to coordinate community outreach Redesign ResiStat webpage	Yes

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Measure well being and evaluate the impact city services/policies have on residents						
	Collect baseline data via a mail, phone and email survey	% satisfied with the City as a place to live			FY2012	
	Use statistical methods to identify correlations between well being and city services					
	Hold a series of meetings with residents to share and further evaluate data					
	Market approach nationally					
	Work towards developing a well being index that can be shared nationally					
Measure and evaluate performance of departments						
	Continue to provide data analysis and performance tracking through SomerStat meetings					
	Increase the number of performance indicators used across the City					
	Gather baseline and post baseline data on all performance indicators					
	Compare Somerville's performance to other Statnet member cities via a Common Measures Project					
	Continue to measure customer satisfaction with periodic surveys and ongoing mystery customer and comment box programs					
Facilitate more cross-departmental communication and collaboration to identify and solve problems						
	Solicit agenda items from SomerStat panel and department staff					
	Develop and oversee FY2012 City-wide goals exercise					
	Facilitate interdepartmental project meetings as needed					
Continue LeaderStat - a leadership framework that empowers and reconnects staff to the City's mission to improve the quality of services for residents						
	Continue training via learning labs with Professor O'Doherty					
	Expand training to include staff at all levels					
	Develop a LeaderStat panel to ensure cross departmental sharing and sustainability					
Provide additional resources to departments to help identify efficiencies						
	Continue SomerStat Shadowing where staff go on temporary assignment to focus on special projects within various departments					
	Develop cost saving solutions for departments					
	Develop tools departments need for optimal performance					
Increase engagement level of all residents through ResiStat program to help inform City policies and procedures						

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Develop and implement plan to increase engagement of subpopulations: Reach out to networked community members (religious leaders, nonprofit staff, etc.) as well as other City departments working on this issue (Multicultural Commission, SPD, Communications) to develop a plan and implement it.					
	Expand tool-chest and use of online and media tools used by ResiStat and City departments including social networking to further engage residents (e.g., IdeaScale, Google Moderator, Flip Cam videos, etc.).					
	Increase number of community meetings and develop forum for specialty groups	# of meetings per year	14/ year			
	Increase ResiStat email list through recruitment campaign: Multi-pronged campaign jointly promoting Email List, Website, Main Social Media feeds, and 311 via social media, as well as print marketing distributed via existing City service mailings, service interactions or welcome kits (e.g., Two-sided Info bookmark handed out with every parking permit, info card sent in other City mailings or placed in Welcome kits). Also distribute via in-person public outreach (tables at events, attendance and networking at events).	# of email addresses before and after campaign	4,782		6/2011	
	Track online analytics. Set up administrative access to all city social media feeds to gain access to page analytics. Move ResiStat email to Constant Contact for access to analytics. Begin tracking and reporting on social media (FB, Tw, blog) and email stats on quarterly or monthly basis.	# of reports per year	0		6/2011	
	Increase ResiStat Blog page views by expanding breadth of content, cross-promoting content via social media (FB, Twitter, Digg, Quorum, etc.) and the website, increasing email newsletter subscribers and linking from newsletter to blog content, promoting blog via blog aggregation by other outlets (e.g., getting picked up by Somerville Patch as local blogger), promoting blog by posting answers to City-related questions on other local sites/blogs,	# of blog views/ month	current views range from 2500 to 5000/mo with an average of 3,613.		Jun-11	
	Increase ResiStat Blog page posts to an average of 3 posts per week, or ~12/month by expanding inter-departmental contacts and developing more relevant content to post.	# of blog posts per month	8		Jun-11	
	Increase number of posts that share data or graphical maps	# of data/graphical posts per year	14 in past 12 months		Jun-11	
	Expand breadth of departments sharing data via ResiStat blog	# of depts. sharing data via ResiStat blog	6 in past 12 months		Jun-11	
	Partner with Aldermen, and other city depts., to coordinate community outreach.					

> BUDGET:

EXEC - SOMERSTAT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	226,152	261,111	207,865	266,191	
SUB-TOTAL PERSONAL SERVICES		226,152	261,111	207,865	266,191	1.9%
(524034)	R&M - SERVICE CONTRACT	-		704	-	
(530000)	PROFESSIONAL & TECHNICAL	2,240	1,240	22,000	21,240	
(542000)	OFFICE SUPPLIES	1,104	600	223	600	
(542004)	COMPUTER SUPPLIES	-	-	-	500	
(542005)	OFFICE EQUIPMENT	528	500	-	500	
(549000)	FOOD SUPPLIES & REFRESH	-	-	-	-	
(571000)	IN STATE TRAVEL	77	-	-	-	
(578014)	NEIGHBORHOOD IMP. COUN	10,622	8,500	1,240	8,500	
(578015)	AWARDS	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		14,571	10,840	24,168	31,340	189.1%
EXEC - SOMERSTAT		240,723	271,951	232,033	297,531	9.4%

> PERSONNEL LIST:

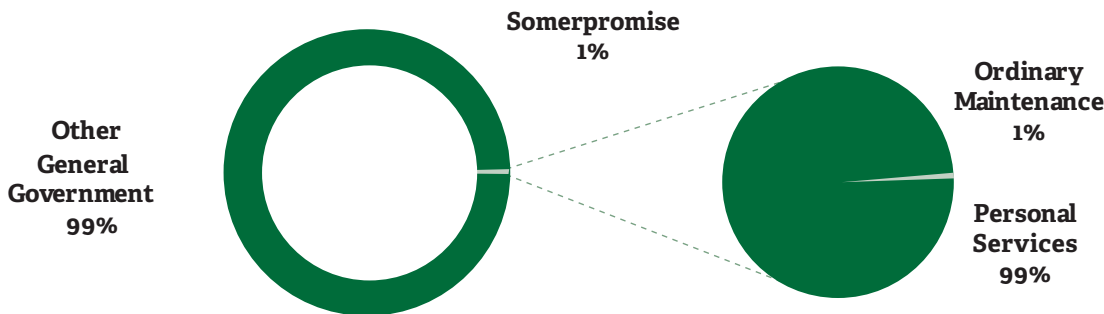
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SOMERSTAT DIRECTOR	ACKER, TARA	1,389.97	72,556.43	72,556.43
SOMERSTAT JUNIOR ANALYST	HARDING, JOHN	865.38	45,172.84	45,172.84
SOMERSTAT SENIOR ANALYST	ARRIGO, BRIAN	1,057.69	55,211.42	55,211.42
SOMERSTAT SENIOR ANALYST	HADLEY, DANIEL	1,250.00	65,250.00	65,250.00
RESISTAT COORDINATOR	TAYLOR, DENISE	536.40	28,000.08	28,000.08
				266,190.77

SOMERPROMISE

> MISSION STATEMENT:

The Somerville Promise Alliance program will ensure that each child living in a Somerville family achieves his or her greatest potential, including graduation from high school well prepared for college or the work force.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ -	\$ 61,332	\$ 67,469	10.01%
ORDINARY MAINTENANCE	\$ -	\$ 5,800	\$ 350	-93.97%
GENERAL FUND EXPENDITURES	\$ -	\$ 67,132	\$ 67,819	1.02%



> CHANGES BETWEEN FY2011 AND FY2012:

- Last year \$5,600 was budgeted to pay for professional services. That money has been moved to the salaries account to allow the Director to work more hours.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- **Planning:** Convened monthly SomerPromise Network planning meetings with more than 50 stakeholders to develop a data-informed plan for interventions intended to improve life outcomes for children from a specific pilot population. Also, convened more than 15 meetings with smaller working groups focused on narrower topic areas, including early childhood, family engagement, K-8 academic achievement, and high school. Working with the Purchasing Department, developed RFP process to solicit proposals for execution of planned interventions.
- **Evaluation:** Working with a team of researchers from Tufts, developed data collection and analysis systems that will allow us to evaluate the success of interventions and to work with service providers and other Network members to revise our approaches while in progress so that they better achieve target outcomes.
- **Organizational:** Established SomerPromise Trust, after having reviewed project's mission and organizational documents with the Board of Aldermen and School Committee. Established and convened Advisory Board to govern the initiative, with representatives from six different stakeholder communities.

- **Integration and Leveraging of Resources:** Integrated SomerPromise priorities into the annual Community Development Block Grant RFP process, so that services funded by CDBG can be better aligned with longer-term outcomes for youth in the city, more coordinated with other youth programming, and more carefully evaluated for impact.
- **Support for Performance Management in Schools:** Assisted the Superintendent’s Office in analysis of data to support decision-making as part of SomerPromise, but also with benefits for all K-8 schools in District, including:
 - Assessment of the impact of an after school tutoring program, which led to its expansion this year;
 - Development of an individualized, student-based risk assessment tool used by principals and classroom teachers to customize instructional strategies;
 - Development of enrollment projections; and analysis of data to support discussions of the impact on achievement of different models of ELL programming, of classroom size, and of different teacher development initiatives.

› **FY2011 GOALS:**

Goal	Strategic Objective	Was Goal Met?
1 In partnership with the Boston Foundation, launch the Somerville Promise Alliance Trust. Trust will fund programs that fill service gaps identified by analysis of data and feedback from residents.	Finalize Boston Foundation Trust bylaws with approval from BOA and SC.	N (Unable to work with the Boston Foundation due to finance law; however, we set up a municipal trust and a governance process that is now in effect).
	Create systems for providers to submit detailed service delivery data.	Ongoing
	Develop systems of decision making with non-profit and resident networks, in partnership with Tufts child development experts.	Ongoing
2 Partner with the Schools to pursue grant opportunities that advance the SomerPromise mission. Leverage other City or School funds to provide targeted and tracked service delivery.	Submit Promise Neighborhoods grant application, in partnership with Tufts.	Y
	Identify new grants and integrate SomerPromise goals into other grant applications.	Y
	Integrate existing City or School resources, such as CDBG public service grants, into the SomerPromise data monitoring and analysis system.	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Pilot Trust funding process, service delivery model, and real-time evaluation of intervention successes						
	Fund packages of services in pilot model through RFP issued in May, 2011. Increase funding by 50%	Funding distributed.	100,000		FY2011	
	Evaluate services in partnership with Tufts research team. Increase interventions assessed by 50%	Percent of interventions assessed by credible, externally validated measures.	50%		FY2011	
	Consult with SomerPromise Network to revise intervention strategy based on evaluation, with a goal to hold 24 meetings by the end of the fiscal year	Data informed meetings held with Network	10		FY2011	
Develop expansion strategy						
	Work with District, Mayor's Office, SomerPromise Network, and Advisory Board to determine method of expanding successful components of pilot. Goal: 100 families served by the end of FY2012.	Number of families served by SomerPromise	70		FY2011	
	Prioritize fund-raising through solicitation of private gifts and foundation grants. Goal: increase funding by 50%.	Private or foundation funds raised.	100,000		FY2011	
	Identify opportunities to better coordinate services delivered through existing funding (including local, county, state, federal, and private providers) to maximize impact on long-term life outcomes of Somerville youth. Integrate data systems with other providers. Increase the number of organizations involved to 24.	Organizations involved in SomerPromise Network.	17		FY2011	
Continue to support performance management within Somerville Public Schools						
	Assist Superintendent's Office in establishing data team that facilitates a structured discussion of data with principals and other District decision-makers throughout the year. Hold 6 discussions.	Number of structured data discussions with principals or cabinet.	0		FY2012	

> BUDGET:

EXEC-SOMER PROMISE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	-	61,332	54,533	67,469	
SUB-TOTAL PERSONAL SERVICES		-	61,332	54,533	67,469	10.0%
(530000)	PROFESSIONAL & TECHNICAL	-	5,600	2,153	-	
(542000)	OFFICE SUPPLIES	-	200	45	200	
(549000)	FOOD SUPPLIES & REFRESH	-	-	95	150	
SUB-TOTAL ORDINARY MAINTENANCE		-	5,800	2,293	350	-94.0%
EXEC-SOMER PROMISE		-	67,132	56,826	67,819	1.0%

> PERSONNEL LIST:

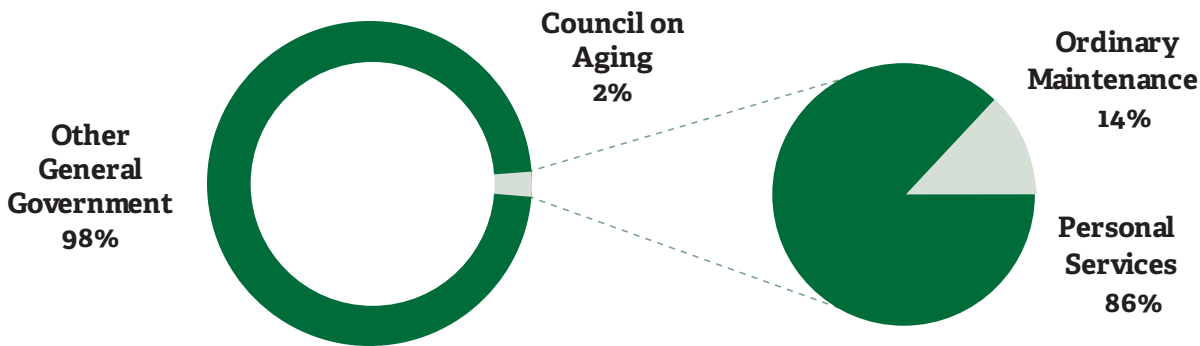
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PROJECT DIRECTOR	HIRSCH, STEPHANIE	799.28	41,722.42	41,722.42
TRUST ADMINISTRATOR	VACANT	493.22	25,746.08	25,746.08
				67,468.50

COUNCIL ON AGING

> **MISSION STATEMENT:**

The Somerville Council on Aging (COA) provides comprehensive services that enhance the lives of the elder population and enrich the community at large. The COA is deeply committed to providing programs that reflects the health and wellness of the diversity of our elder population. We promote and support the concept of aging in place in our community. We promote and safeguard the health and independence of elders by advocating for them in many areas, arranging services, and providing meaningful social and recreational options to enhance their lives. The COA advocates and provides informational, referral and case management services in addition to coordination of services to keep elders in the community and other support programs.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 191,614	\$ 215,234	\$ 219,421	1.90%
ORDINARY MAINTENANCE	\$ 28,427	\$ 30,950	\$ 34,318	10.90%
GENERAL FUND EXPENDITURES	\$ 220,041	\$ 246,184	\$ 253,739	3.07%



> **CHANGES BETWEEN FY2011 AND FY2012:**

- No significant changes.

> **DEPARTMENT ORGANIZATION:**



> **FY2012 GOALS:**

	Goal	Strategic Objective
1	Improve the health and wellness of Somerville Elders through increased health and wellness programming	Increase intergenerational health and wellness based programming to underserved elders and youth, quarterly coordination/communication with youth services Add 2 new exercise programs with Tufts medical student Plant herbs, spices and vegetables to use in our lunch program Introduce quarterly therapeutic groups; i.e. music, art, and reminiscence Take the programs we do in the centers on the road to the community buildings Develop a medical escort program utilizing volunteers Hold monthly SHINE office hours in each of the three centers and quarterly meetings Develop an Adopt a Senior program that has scholarships for clients that can not pay for a program, training or trip
2	Improve connection and communication with Somerville Elders	Increase the number of client emergency forms in a computer database for clients to update information themselves Development talks with the Police and/ or Fire for safety tips 6-8 times a year Put the Snow Shoveling application and program on- line

> **BUDGET:**

EXEC-COUNCIL ON AGING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	191,614	215,234	180,672	219,421	
SUB-TOTAL PERSONAL SERVICES		191,614	215,234	180,672	219,421	1.9%
(524000)	REPAIRS AND MAINTENANC	-	-	125	125	
(524034)	R&M - SERVICE CONTRACT	248	250	235	325	
(527001)	RENTAL - BUILDINGS	25,900	26,000	3,872	26,000	
(534003)	POSTAGE	-	-	-	3,168	
(542000)	OFFICE SUPPLIES	583	200	424	800	
(549000)	FOOD SUPPLIES & REFRESH	1,696	4,500	138	3,900	
SUB-TOTAL ORDINARY MAINTENANCE		28,427	30,950	4,794	34,318	10.9%
EXEC-COUNCIL ON AGING		220,041	246,184	185,466	253,739	3.1%

> **PERSONNEL LIST:**

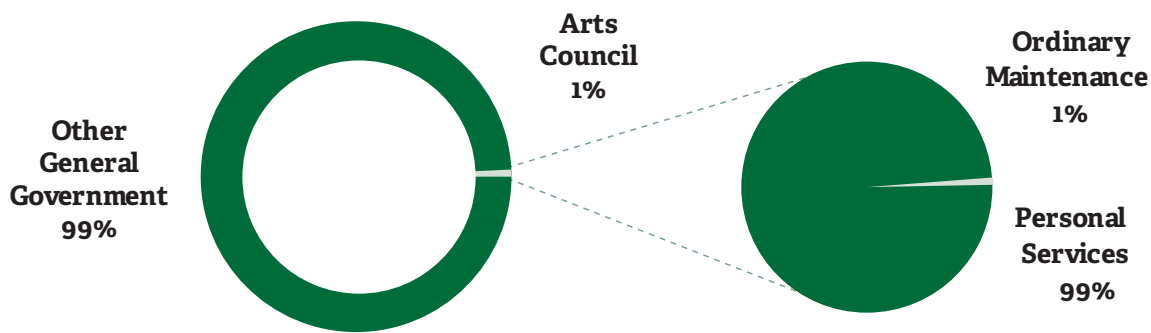
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	CINDY L HICKEY	1,225.10	63,950.22	63,950.22
ASSISTANT DIRECTOR	JENNIFER QUERUSIO	855.07	44,634.65	44,634.65
ADMINISTRATIVE ASSISTANT	CONCETTA LORENTI	630.42	32,907.92	32,907.92
GERIATRIC SOCIAL WORKER	SUZANNE NORTON	746.44	38,964.17	38,964.17
MENTAL HEALTH COORDINATOR	NANCY O'CONNOR	746.44	38,964.17	38,964.17
				219,421.13

ARTS COUNCIL

> MISSION STATEMENT:

The mission of the Somerville Arts Council is to cultivate and celebrate the creative expressions of the Somerville community. Through innovative collaborations and quality programming we work to make the arts an integral part of life reflective of our diverse city. In addition, the Arts Council is active in supporting local artists, cultural organizations, and contributing to the economic development of the City. Overall, the Council serves as both a resource and an advocate for the arts.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 93,015	\$ 96,389	\$ 98,264	1.95%
ORDINARY MAINTENANCE	\$ 1,602	\$ 1,175	\$ 1,000	-14.89%
GENERAL FUND EXPENDITURES	\$ 94,617	\$ 97,564	\$ 99,264	1.74%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Maintained core services and gained additional outside funding support of approximately \$200,000 to support core and expanded programming.
- Ensured that physical improvements continued in Union Square to increase the redevelopment of the square. Completed the structural banner project & the real estate/zoning redevelopment study of Union Square; continue to work on the Beacon/SCAT project.
- Increased awareness of Council/City's work through our expanded website, *Nibble*, which focuses on food and culture in Union Square.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Maintain core services and seek additional outside funding for support	Increase outreach to local businesses, foundations, and individual donors to support arts programming in the City	Y
2	Ensure that physical improvements continue in Union Square, furthering the redevelopment of the square.	Work with multiple departments to facilitate work & contracts to further develop/complete the following projects: Beacon project, structural banner project, Redevelopment study, Green sculpture project.	Ongoing (Structural Banner completed; Green Sculpture on hold)
3	Increase awareness of Council/City's work.	Launch new website including new 'blog' on food and culture of Somerville.	Ongoing (blog was launched)

> FY2012 GOALS:

Maintain core services and seek additional outside funding for support	
	Increase outreach to local businesses, foundations, and individual donors to support arts programming in the City
Ensure that physical improvements continue in Union Square, furthering the redevelopment of the square	
	Secure grant funding for permanent installation of glass/stainless steel sculpture that is currently temporary to make permanent
	Continue development, with grant funding, for the Beacon project that will be on top of SCAT
Expand youth programming to better serve working parents and youth in City	
	Expand Art in a Garden program to 3 p.m. increasing contact time by 50%.
	Expand Books of Hope book touring program to better serve youth and literacy
Increase awareness of Council/City's work	
	Complete a full revision of the Arts Council's website, utilizing robust CMS software to support the City's creative sector need for improved economic development networks
Utilize the arts and existing programs to enhance City assets	
	Utilize the Council's Mystic Mural Project to create designs for signs and mural panels that will provide directional signage for the expanded boathouse and Blue Herring Tour

> BUDGET:

EXEC-ARTS COUNCIL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	93,015	96,389	85,651	98,264	
SUB-TOTAL PERSONAL SERVICES		93,015	96,389	85,651	98,264	1.9%
(530000)	PROFESSIONAL & TECHNICAL	-	-	-	-	
(534008)	WEB SITE COSTS	107	350	294	600	
(542000)	OFFICE SUPPLIES	1,000	475	276	400	
(542005)	OFFICE EQUIPMENT	494	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		1,602	825	570	1,000	21.2%
EXEC-ARTS COUNCIL		94,617	97,214	86,221	99,264	2.1%

> PERSONNEL LIST:

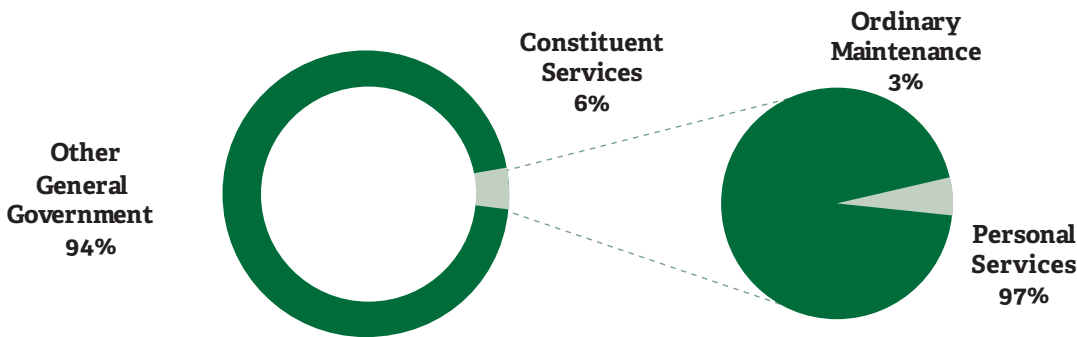
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	JENKINS, GREGORY	1,061.69	55,420.22	55,420.22
PROGRAM MANAGER	STRUTT, RACHEL	820.77	42,844.19	42,844.19
				98,264.41

CONSTITUENT SERVICES

> MISSION STATEMENT:

The Mayor’s Office of Constituent Services’ primary responsibility is the overall delivery of customer service throughout the City. This goal is achieved through the management of five primary point-of-contact centers in the City: the 311 call center, the City Hall welcome desk, the City’s website, the City’s switchboard operators and the customer service operators at the public safety building. To help achieve this goal, the Office of Constituent Services also provides high quality training courses to City employees.

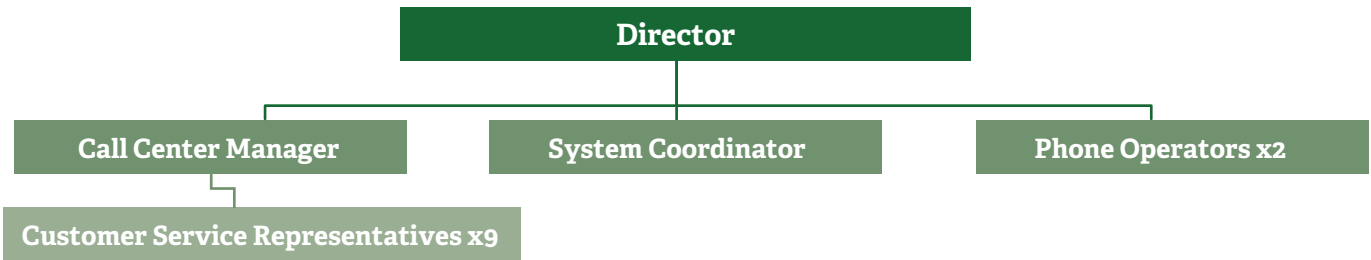
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 571,488	\$ 581,244	\$ 589,080	1.35%
ORDINARY MAINTENANCE	\$ 5,404	\$ 13,250	\$ 15,650	18.11%
GENERAL FUND EXPENDITURES	\$ 576,892	\$ 594,494	\$ 604,730	1.72%



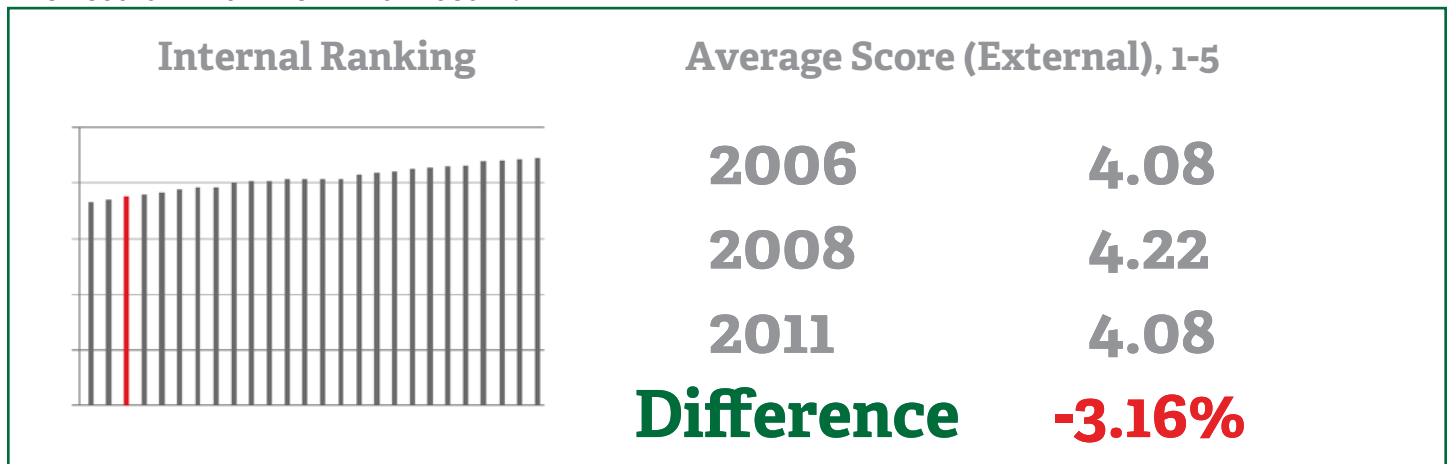
> CHANGES BETWEEN FY2011 AND FY2012:

- A \$2,000 increase was included to print more “Welcome to Somerville” packets.

> DEPARTMENT ORGANIZATION



› ACE CUSTOMER SERVICE REPORT SCORE:



› FY2011 ACCOMPLISHMENTS:

- On pace to take over 100,000 calls for the second consecutive year, as well as record more work orders and quick tickets than ever
- Completed Phase I of the new city website and Phase II has already begun
- Increased 311 activity to include social media, including Facebook and Twitter
- Reduced the number of abandoned calls while improving the percentage of calls answered within our Service Level Agreement
- Coordinated both group and one-on-one trainings for various employees throughout the city focused on customer service and communication.

› FY2011 GOALS:

Goal	Strategic Objective	Performance Measure	Was Goal Met?	
1	Increase public awareness and access of 311 Call Center	Make 311 data available to the public Implement mobile 311 application for constituent use on popular mobile platforms	Number of calls before and after mobile 311 application	Y (mobile 311 app under development)
2	Continue to work with CSRs to maintain or increase standard of performance	Answer 80%+ of all 311 calls within 20 seconds Maintain or improve call abandon rate of 3%	% of calls answered within 20 seconds Abandon rate	Y
3	Expand reach of 311 to improve communication between the City and constituents	Utilize existing and emerging technologies such as Twitter, Facebook and other social networking options		Y
4	Improve City-wide customer service	Increase Welcome Desk-style customer service stations at various locations throughout the City Provide training for all customer facing personnel Streamline the response process for constituent inquiries through increased automation		Y (customer-service training ongoing)

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Increase usage of 311 without hiring new operators						
	Drive traffic to the website through extended outreach and greater web visibility	Percentage of work orders created online	2.7%		FY2011	
		Total number of work orders created online				
Introduce new technologies to engage more residents						
	Work with a vendor to produce smartphone applications for each major platform	Number of platforms with an available 311 app			FY2012	
		Number of registered users			FY2012	
	Create a "Somerville Sweeper," which will allow residents to sign up for email notifications of street sweeping dates	Number of subscribers to Somerville Sweeper service			FY2012	
	Release frequent reports on 311 data	Number of departments, sub-departments and individual service request types released			FY2012	
Increase call performance during snow emergencies						
	Put more basic snow information in the automated response	Released calls during snow emergencies that did not go into general queue (People who listen to snow info message and hang up before being transferred to 311 customer service rep)	Approx. 1300		FY2011	
Answer calls in a timely manner after hours						
	Divert calls more quickly to a local call center	Abandoned calls at the after-hours call center	3108	2465	FY2011	
Answer calls in a timely manner at the main call center						
	Improve customer service by reducing abandoned calls and improving service level	Calls answered in 20 seconds or less	83.10%	85.10%	FY2011	2.41%
		Abandoned call rate	3.65	3.19	FY2011	-12.60%

> BUDGET:

EXECUTIVE - CONSTITUENT SERVICES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	525,999	538,454	468,872	547,433	
(512000)	SALARIES & WAGES TEMPO	29,409	27,000	36,242	25,000	
(513000)	OVERTIME	12,085	12,000	5,612	13,000	
(514004)	SHIFT DIFFERENTIALS	-	-	-	-	
(514006)	LONGEVITY	2,500	2,500	2,500	2,800	

EXECUTIVE - CONSTITUENT SERVICES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(515011)	HOLIDAYS - S.M.E.A.	295	590	589	147	
(515012)	PERFECT ATTENDANCE	500	-	500	-	
(519004)	UNIFORM ALLOWANCE	700	700	700	700	
SUB-TOTAL PERSONAL SERVICES		571,488	581,244	515,014	589,080	1.3%
(530000)	PROFESSIONAL & TECHNICAL	2,400	2,000	2,000	2,400	
(530008)	EMPLOYEE TRAINING COUR	689	3,000	-	3,000	
(534003)	POSTAGE	24	1,000	-	1,000	
(534006)	EXPRESS/FREIGHT	-	-	-	-	
(542000)	OFFICE SUPPLIES	1,014	1,500	2,773	5,000	
(542001)	STATIONERY	1,278	5,000	25	3,500	
(542006)	OFFICE FURNITURE	-	750	-	750	
(542007)	COMPUTER EQUIPMENT	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		5,404	13,250	4,798	15,650	18.1%
EXECUTIVE - CONSTITUENT SERVICES		576,892	594,494	519,813	604,730	1.7%

> PERSONNEL LIST:

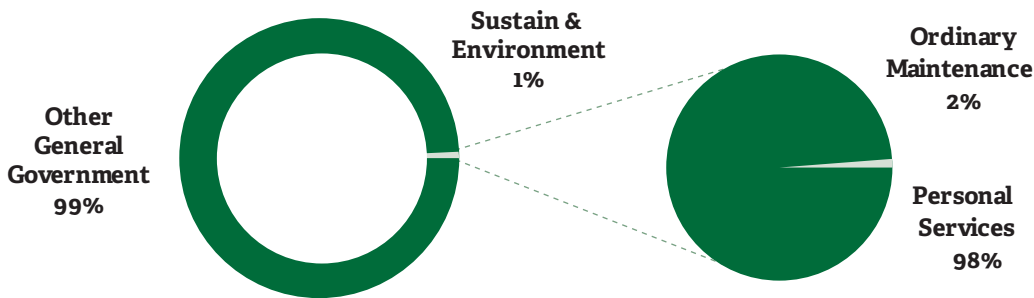
POSITION	NAME	CURRENT BASE	FISCAL YEAR	
			BASE	TOTAL
DIRECTOR	CRAIG, STEVE	1,389.97	72,556.43	72,556.43
CALL CENTER MANAGER	VIVEIROS,ELENA	955.15	49,858.83	49,858.83
SYSTEM COORDINATOR	COSTA, EILEEN	932.01	48,650.92	48,650.92
CUSTOMER SERVICE REP I	JOSEPH, WIDLINE	729.91	38,101.30	38,101.30
CUSTOMER SERVICE REP I	CARLISLE, NAHOMI	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	GARCIA,VERONICA	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	FUCILLE, KIMBERLY	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	PERO, EMILY	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	WRIGHT, HEATHER	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	COOK, LORI	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	ZAROUKI, LINDA	715.22	37,334.48	37,334.48
OPERATOR, CITY HALL	DOUGLAS, NORMA	736.82	38,462.00	40,435.69
OPERATOR, CITY HALL	ALLEN, CAROL	736.82	38,462.00	40,135.69
				551,080.25

OFFICE OF SUSTAINABILITY AND ENVIRONMENT

> MISSION STATEMENT:

To identify, implement and promote cost effective strategies to reduce the environmental impacts of Somerville City government and Somerville businesses and residents. OSE strives to make Somerville a sustainable city by reducing the energy use and environmental impacts of City operations, adopting and promoting environmentally sensitive practices, fixing the environmental problems of the past and advocating for a healthy and enjoyable environment for the citizens of Somerville.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 130,088	\$ 130,277	\$ 133,175	2.20%
ORDINARY MAINTENANCE	\$ 16,419	\$ 3,750	\$ 2,500	-33.30%
GENERAL FUND EXPENDITURES	\$ 146,507	\$ 134,027	\$ 135,675	1.23%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Rolled out successful Single Stream Recycling Pilot, which resulted in a 60% increase in recycling rate for the Pilot area.
- Increased recycling opportunities at all City School Buildings.
- Developed and implemented a Residential Energy Efficiency program
- Worked with the Department of Public Works and the School Department to ensure that Capuano School and Public Safety Building were safely remediated after July flooding
- Oversaw the Energy Services Company contract with Honeywell, which resulted in a reduction of 1400 metric tons of CO₂ and a savings of \$431,893

> FY2011 GOALS:

Goal	Strategic Objective	Was Goal Met?
1 Increase solid waste diversion rate by promoting recycling and composting citywide	Implement single stream pilot in FY2011 Evaluate pilot and develop City Wide single Stream plan. Public education promoting recycling using data and website as well as community meetings Environmental education for Grade 6 and 8 for recycling using Russell resource Perform trash and recycling audits in City buildings and schools Create new opportunities for residents and city government to compost Continue to promote sale of home composting machines at DPW counter	Y (composting objective ongoing)
2 Reduce the City of Somerville's carbon footprint	Use data from energy bills, Honeywell ESCO project and state energy tracking program to monitor the energy usage of city buildings Implement Honeywell's Act Earth environmental educational materials in City schools Develop Energy Roadmap for City Implement Citywide Residential Energy Efficiency program	Y
3 Ensure that Somerville receives Green Communities status	Meet five program criteria, including implementation of the Stretch Code	Ongoing
4 Oversee closure of contaminated sites and manage any new ones	Closure of outstanding sites using on-call contract services	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Increase solid waste diversion rate by promoting recycling and composting citywide						
	Continue evaluating Ward 5 (FY2011) single stream pilot	Avg. monthly recycling tonnage before and after single stream (Ward 5 pilot area)	3.77 tons/ yr	6.04 tons/ yr	Oct 2010 - May 2011	60%
	Roll out single stream city wide in FY2012	Citywide recycling rate before and after single stream	16% of total waste		FY2012	
	Increase Composting Opportunities through a voluntary compost drop-off program	Tons of compost diverted				
Reduce the City of Somerville's carbon footprint						
	Develop a performance contract to upgrade all City Streetlights to LED or other energy saving technology	# LED Lights installed per year			FY2012	
		Total street light power usage per year (kWh)	3,326,000 kWh/ yr		FY2011- FY2012	
	Expand residents opportunities to improve energy efficiency in their home through a partnership with NSTAR					
	Implement a Clean Vehicle Policy					
	Engage City and Community Leaders on long range planning for climate change					
	Increase the City's use of Renewable Energy Technologies on City property	Total citywide renewable energy generation (kWh)	12,000 kWh/ yr		FY2011- FY2012	

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Update citywide Greenhouse Gas Inventory					
Make the City of Somerville a leader in Green Procurement						
	In conjunction with Purchasing Department, significantly increase our purchase of Green Products through an Environmentally Preferable Procurement Policy					
Ensure that environmental hazards on City properties are quickly and safely addressed						
	Work with Department of Public Works to address individual hazards as they are discovered, i.e. hazardous waste sites, indoor air quality issues	# hazardous waste sites remediated per year	7 waste sites/ yr		FY2011	

> BUDGET:

EXEC-OS ENVIRONMENT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	130,088	130,277	115,805	133,175	
SUB-TOTAL PERSONAL SERVICES		130,088	130,277	115,805	133,175	2.2%
(521001)	ELECTRICITY	1,219	2,000	-	1,500	
(530000)	PROFESSIONAL & TECHNICAL	15,200	-	-	-	
(530011)	ADVERTISING	-	-	-	-	
(534003)	POSTAGE	-	50	-	50	
(542000)	OFFICE SUPPLIES	-	500	-	500	
(542001)	STATIONERY	-	200	-	200	
(542004)	COMPUTER SUPPLIES	-	-	-	-	
(542005)	OFFICE EQUIPMENT	-	500	-	250	
(558004)	MAGAZINES/SUBSCRIPTS	-	-	-	-	
(571001)	IN STATE CONFERENCES	-	-	-	-	
(573000)	DUES AND MEMBERSHIPS	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		16,419	3,250	-	2,500	-23.1%
EXEC-OS ENVIRONMENT		146,507	133,527	115,805	135,675	1.6%

> PERSONNEL LIST:

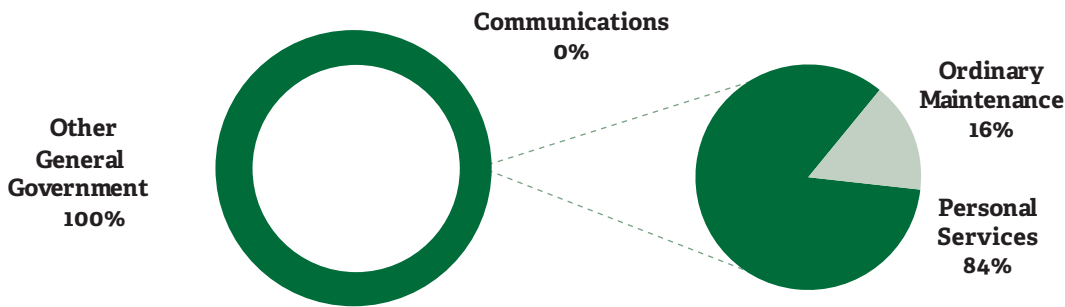
POSITION	NAME	CURRENT BASE	FISCAL YEAR		TOTAL
			BASE		
DIRECTOR	DAVID LUTES	1,538.45	80,307.09		70,670.24
ENVIRONMENTAL COORDINATOR	VITHAL DESHPANDE	1,197.41	62,504.80		62,504.80
					133,175.04

COMMUNICATIONS

› **MISSION STATEMENT:**

To facilitate better communications between city government and the general public. The Communications Department strives to keep Somerville on the cutting edge of the Digital Age, employing Internet and video technology to reach the broadest possible number of people concerning events and emergencies within the city. In its efforts to reach out to the community, the Communications Department aims to enhance the quality of life within the city and help the city government to be a more innovative and responsive workforce.

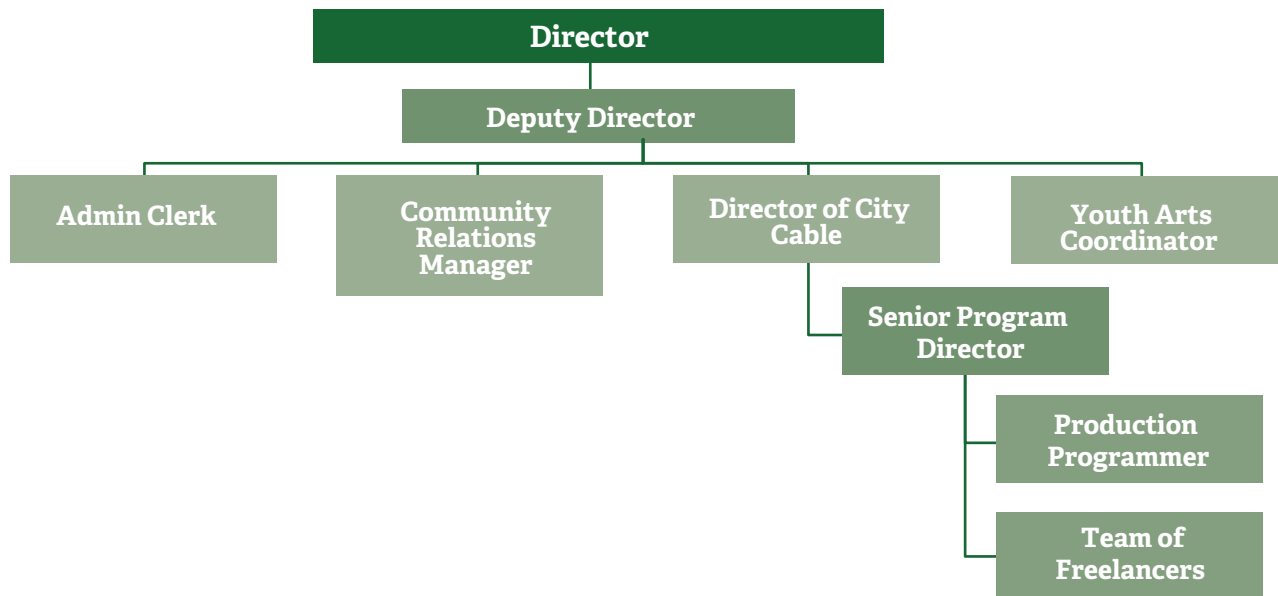
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 42,827	\$ 43,387	\$ 43,148	-0.55%
ORDINARY MAINTENANCE	\$ 79,403	\$ 3,325	\$ 8,325	150.38%
GENERAL FUND EXPENDITURES	\$ 122,230	\$ 46,712	\$ 51,473	10.19%



› **CHANGES BETWEEN FY2011 AND FY2012:**

- \$5,000 was included to pay police details for City events. A corresponding cut of \$5,000 was made to the Police Overtime line. Paying a police detail is more cost effective than paying at an overtime rate.

› **DEPARTMENT ORGANIZATION:**



> **FY2011 ACCOMPLISHMENTS:**

- Increased number of cable tapings to more than 500 in calendar year 2010, an all-time high for the City. Also began to produce web-exclusive video for YouTube and Vimeo channels.
- Worked with other departments (311, SomerStat, IT) to re-launch City homepage.
- Brought on New Media Manager and helped establish City presence on social media platforms.
- Established SomerStreets as a major recurring event, bringing in more than 3,000 people to the final two outings in 2010.
- Absorbed CTY system into cable budget, ensuring funding for emergency communications system, which proved vital during water, flood and snow emergencies.

> **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Better deploy volunteers for communications activities	Establish a crew of Town Criers to connect with the community at a personal level Recruit more volunteers to take part in youth programs and public events	Y
2	Modernize city communications	Increase amount of Web-exclusive content Establish rolling capital plan for City Cable Expand Web presence of City Hall Launch Twitter campaign to lobby Google	Y
3	Diversify cable programming	Increase youth-generated programming Develop and air reality shows	Y
4	Streamline CTY	Establish multi-lingual CTY calls in Portuguese, Spanish and Creole Improve CTY user portal	Y
5	Increase Somerville's film/television presence	Establish formal film permitting procedure Reach out to film studios to locate in Somerville	Y
6	Connect better with young adult population and have young adults become more involved with citywide issues	Expand city's social media outreach Use SomerStreets as a testing ground to recruit young adults to city events Build a database of residents ages 18-36	Y: social media N: no database of 18-36 year olds
7	Reach out to cable viewers	Gather viewership statistics Run weekly promos, alerting viewers to upcoming shows	N

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Modernize city communications						
	Increase City's web presence	# of YouTube Channel views	3,365		FY2012	
		# of Twitter followers	2,659		FY2012	
		# of Facebook fans	11,245		FY2012	
		Websites/blog traffic			FY2012	
		# of new web tools introduced (e.g. Google Moderator)				
	Work with other departments to add multi-lingual capacity to CTY	# languages available to CTY users	1		FY2012	
	Create new multimedia content for departmental pages within the City's website	# of departments with a multimedia webpage	1		FY2012	
Diversify cable programming						
	Increase youth-generated programming	# of new youth-produced programs	0	2	FY2011	2
	Develop and air reality shows	# of reality shows aired	0		FY2012	
Increase Somerville's film/television presence						
	Establish formal film permitting procedure	Establishment of film permitting procedure				
Enhance the communication capabilities of city government						
	Represent the Mayor's values, goals and accomplishments through accurate press releases and presentations					
	Partner with other departments to help open communication between the City and its residents	# of Facebook, twitter and web pages produced for other departments	0		FY2012	
		# YouTube and cable shows produced for other departments	0	20	FY2011	

> **BUDGET:**

COMMUNICATIONS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	41,468	41,469	36,861	41,468	
(514006)	LONGEVITY	850	1,250	1,250	1,250	
(515011)	HOLIDAYS - S.M.E.A.	159	318	317	79	
(519004)	UNIFORM ALLOWANCE	350	350	350	350	
SUB-TOTAL PERSONAL SERVICES		42,827	43,387	38,777	43,148	-0.6%
(524006)	R&M - COMMUN. EQUIP.	-	300	-	300	
(524034)	R&M - SERVICE CONTRACT	182	400	250	400	
(530000)	PROFESSIONAL & TECHNICAL	77,482	-	-	-	
(530018)	POLICE DETAIL	-	-	-	5,000	

COMMUNICATIONS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(534003)	POSTAGE	-	200	-	200	
(534006)	EXPRESS/FREIGHT	231	300	110	300	
(534010)	BAPERL LINE RENTAL	1,325	1,425	1,325	1,425	
(542000)	OFFICE SUPPLIES	183	200	200	200	
(573000)	DUES AND MEMBERSHIPS	-	500	-	500	
SUB-TOTAL ORDINARY MAINTENANCE		79,403	3,325	1,885	8,325	150.4%
COMMUNICATIONS		122,230	46,712	40,662	51,473	10.2%

> PERSONNEL LIST:

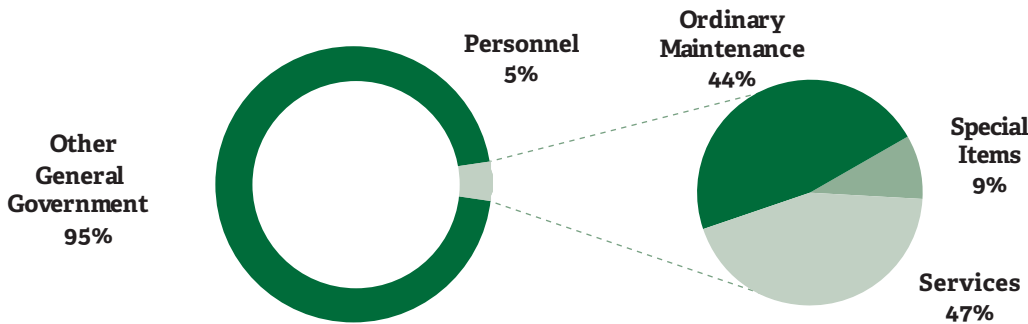
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PRINCIPAL CLERK	SHERWOOD, ANNA	794.41	41,468.20	43,147.64

PERSONNEL

> MISSION STATEMENT:

The City of Somerville’s Personnel Department ensures the successful delivery of city services by recruiting and retaining talented, qualified employees to provide the highest possible level of public service.

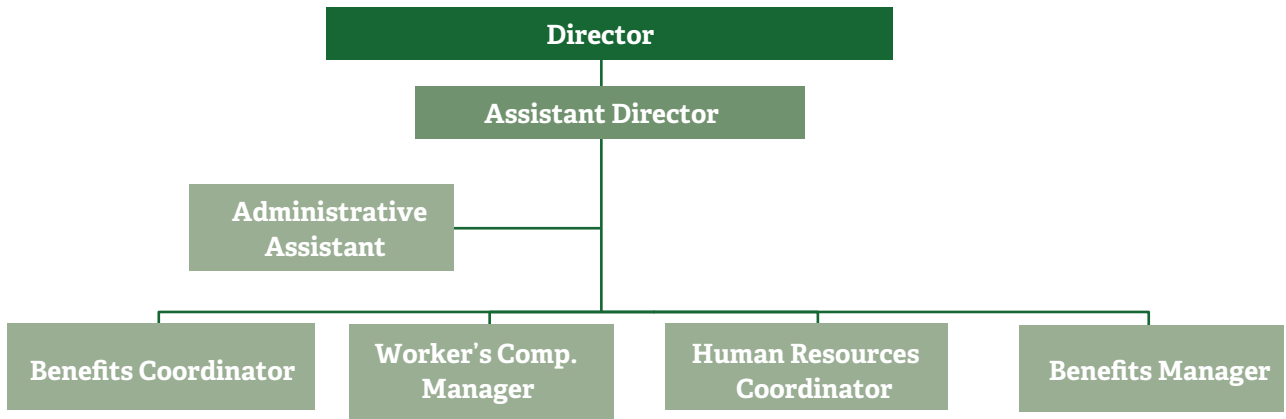
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 286,189	\$ 241,637	\$ 233,328	-3.44%
ORDINARY MAINTENANCE	\$ 103,279	\$ 161,900	\$ 219,900	35.82%
SPECIAL ITEMS	\$ 16,911	\$ 44,000	\$ 44,000	0.00%
GENERAL FUND EXPENDITURES	\$ 406,379	\$ 447,537	\$ 497,228	11.10%



> CHANGES BETWEEN FY2011 AND FY2012:

- \$50,000 was budgeted under Professional and Technical Services to hire a investigative firm for public safety background checks.

> DEPARTMENT ORGANIZATION:



› **FY2011 ACCOMPLISHMENTS:**

- Oversaw a national search for a new Chief of Police, which included a facilitation of a citizen task force, solicitation of community participation and a site visit.
- Successfully transitioned certain duties formerly performed by HRD from State to the City.
- Conducted an extensive Police Certification process that enabled the City to hire 16 police officers.
- Conducted an extensive Fire Certification process that enabled the City to hire 13 firefighters.
- Updated and streamlined the non-union performance appraisal process for annual reviews.
- Presented our 6th annual Perks Fair for all City and School employees.
- Revised the City Employment Application.
- Developed an EAP policy for both Management and Employees to utilize as a resource.
- Monitored procedures to continue to reduce Workers' Compensation costs to the City, resulting in projected savings of approximately 16% compared to last year.
- Have begun research for an HRIS system to encompass various components with regards to streamlining all Personnel activity.
- Welding Safety Training took place on October 26, 27, 28 & November 2 and 30 individuals from the DPW completed the course.
- WorkZone Safety Training took place on November 9, 16 & 18 and 46 individuals from the DPW (this number includes me as well) completed the course.

› **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Streamline and standardize employment practices for applicants, employees, volunteers, and retirees.	Research and recommend a comprehensive Human Resources Information System for use within the City Fully launch the Mayor's SomerServe initiative by transitioning the Volunteer Coordinator to Youth & Volunteer services coordinator which allowed the city to leverage the volunteer program's existing networks. Research and recommend a comprehensive Workers Compensation database that allows for streamlined bill paying and case management Improve oversight and administration of unemployment benefits provided by the City Work collaboratively with Retirement and Payroll to identify areas for improvement and streamline processes to ensure comprehensive services for our employees and retirees Successfully transitioned HRD process from State to the City with the creation of HR Coordinator / Civil Service Manger position.	Yes/Ongoing
2	Provide the best possible city services by hiring and maintaining talented professionals.	Complete a nation-wide search and recommend a Police Chief to the Mayor and Board of Aldermen. Under MGL Ch. 32B Section 19, work with the Public Employees Committee to explore the possibility of joining the State's Group Insurance Commission. Maintain Public Safety Reserve Lists.	Yes/Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Administer employment practices for applicants, employees, volunteers, and retirees in a fair and uniform way	
	Develop comprehensive collective bargaining strategy
	Maintain centralized employee Personnel files and meet mandated compliance
	Support employees and managers through the administration of EAP, FMLA, and through improving employee manager relationships
	Increase satisfaction with services offered by Personnel
Recruit, hire, and maintain talented professionals	
	Recruit and hire for all city employees including public safety
	Administer comprehensive health and welfare benefits for City and School employees, retirees, and surviving spouses
	Decrease number of errors identified through reconciliation
	Administer Workers Compensation in compliance with Ch 152
Streamline workers' compensation processes	
	Implement the use of MediPayor (a workers' compensation web based software) to further streamline bill paying and case management
Promote worker safety	
	Provide safety trainings for city employees

> **BUDGET:**

PERSONNEL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	275,059	232,625	184,327	222,378	
(521000)	SALARIES -TEMPORARY	-	-	-	2,080	
(511002)	SALARIES - MONTHLY	7,390	7,039	6,453	7,177	
(514006)	LONGEVITY	3,000	1,250	1,250	1,250	
(515011)	HOLIDAYS - S.M.E.A.	390	373	-	93	
(515012)	PERFECT ATTENDANCE	-	-	500	-	
(519004)	UNIFORM ALLOWANCE	350	350	350	350	
SUB-TOTAL PERSONAL SERVICES		286,189	241,637	192,879	233,328	-3.4%
(524007)	R&M - OFFICE EQUIPMENT	250	-	222	-	
(524034)	R&M - SERVICE CONTRACT	655	300	-	300	
(530000)	PROFESSIONAL & TECHNICAL	60,120	90,000	68,682	150,000	
(530008)	EMPLOYEE TRAINING COUR	10,221	10,000	4,183	10,000	
(530011)	ADVERTISING	12,477	20,000	7,771	20,000	
(530017)	ARBITRATION SERVICES	11,756	25,000	8,600	25,000	
(534003)	POSTAGE	1,200	400	42	400	
(542000)	OFFICE SUPPLIES	2,324	1,200	1,113	1,200	
(542001)	STATIONERY	303	1,000	305	1,000	

PERSONNEL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(542004)	COMPUTER SUPPLIES	-	2,000	-	-	
(549000)	FOOD SUPPLIES & REFRESH	100	1,000	-	1,000	
(558004)	MAGAZINES/SUBSCRIPTS	797	1,000	881	1,000	
(571001)	IN STATE CONFERENCES	60	1,000	70	1,000	
(573000)	DUES AND MEMBERSHIPS	275	1,000	435	1,000	
(578008)	REIMB/ALLOWANCES	2,741	5,000	3,050	5,000	
(578015)	AWARDS	-	3,000	-	3,000	
SUB-TOTAL ORDINARY MAINTENANCE		103,279	161,900	95,354	219,900	35.8%
(519016)	ED INCENTIVES SMEA A	3,776	7,500	-	7,500	
(519017)	EDUCATIONAL INCENTIVE	6,134	20,000	2,049	20,000	
(519018)	ED INCENTIVE - FIRE AL	-	5,000	-	5,000	
(519019)	ED INCENTIVE - E911	-	3,500	-	3,500	
(519020)	SMEA EMPLOY FLUENCY	7,000	8,000	6,500	8,000	
SUB-TOTAL SPECIAL		16,911	44,000	8,549	44,000	0.0%
PERSONNEL		406,379	447,537	296,782	497,228	11.1%

> PERSONNEL LIST:

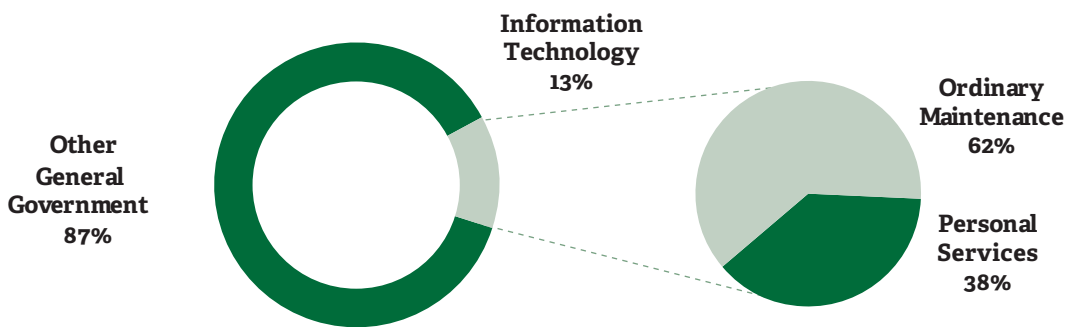
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	SARAH KLOOS	1,346.15	70,269.03	70,269.03
AFFIRMATIVE ACTION OFFICER	SARAH KLOOS	181.38	2,176.56	2,176.56
ASSISTANT DIRECTOR	CANDACE COOPER	1,153.85	60,230.97	60,230.97
ADA COORDINATOR	CARLENE CAMPBELL	416.67	5,000.04	5,000.04
HUMAN RESOURCE COORDINATOR	DEBORAH CONNOLLY	826.92	43,165.22	43,165.22
ADMINISTRATIVE ASSISTANT	DONNA JOY	933.20	48,713.04	50,406.36
				231,248.18

INFORMATION TECHNOLOGY

› MISSION STATEMENT:

The mission of the IT Department is to leverage technology to maximize the productivity of City staff. The IT Department also improves customer services by partnering closely with other departments to foster and build standard functional commonality across organizations while maintaining, improving and delivering reliable technology infrastructure for the City employees and residents.

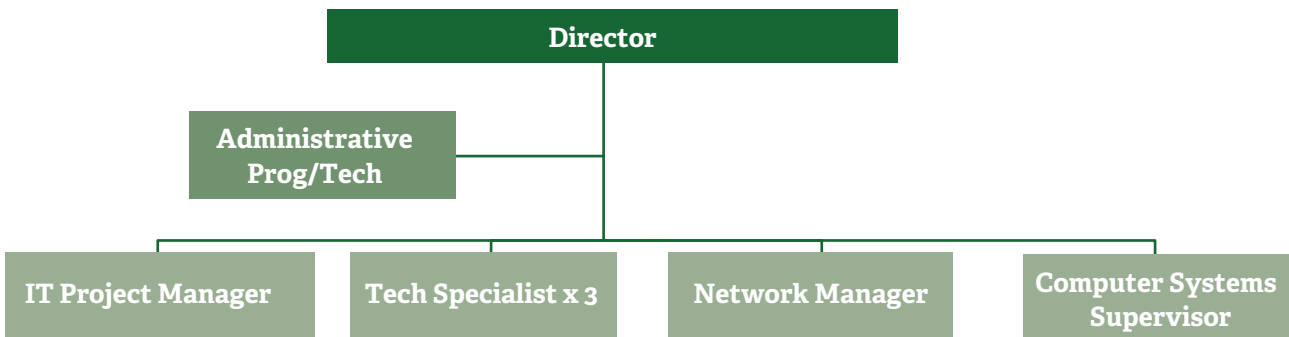
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 556,432	\$ 547,536	\$ 552,981	0.99%
ORDINARY MAINTENANCE	\$ 910,667	\$ 927,300	\$ 897,510	-3.21%
GENERAL FUND EXPENDITURES	\$ 1,467,099	\$ 1,474,836	\$ 1,450,491	-1.65%



› CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

› DEPARTMENT ORGANIZATION:



› FY2011 ACCOMPLISHMENTS:

- Successful implementation of a new Financial System. Expense (Requisition, Purchase Orders and Accounts Payable) and Budget projection modules were successfully implemented on time and on budget.
- Launch of a new open source Website eliminating ongoing maintenance costs of nearly \$9,000 in annual maintenance and support costs.
- Converted the Public safety nonE911 services to VoIP while adding redundancy to the City's telecommunications infrastructure
- Implemented an Electronic Fax solution to eliminate ongoing costs for copper lines

- Increased Central storage capacity to 30 TB with real-time replication
 - Successfully completed a pilot project for virtual desktops to eliminate ongoing hardware refresh costs

› **FY2011 GOALS:**

Goal	Strategic Objective	Was Goal Met?
1 Utilize technological solutions to streamline city services and improve customer service	Implement MUNIS integrated financial software system, starting with the core financial modules – G/L, Req & General Billing – by July 1 st , 2010 MUNIS Phase 2: Utility Billing, Revenues and Licenses & Permits Re-launch the City’s website with new features and functionality for residents and customers of the City, including new Drupal modules for City Assets, Photo Sharing and Social media forums Develop a comprehensive intranet for City staff Convert City & School fax lines to E-fax Retire Meridian at City Hall	Y (MUNIS Phase 2 and the development of an intranet for City staff is Ongoing)
2 Build out the City’s disaster recovery data center	City Hall Location 2 PD Location 3	Y

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Implement MUNIS Revenue modules for Tax, Utility Billing, Licensing and Permits	Continue to work with functional groups in the City to convert data accurately, train the end users and implement the project
Retire Meridian System	Complete the E-Fax implementation and turn off the Meridian PBX system.
Increase Capacity for Server and desktop Virtualization	Continue to reduce new hardware procurement by leveraging virtual servers and desktops
Faster response to FOI Requests	Empower departments to access Electronic information for Public requests
New HRIS system	Work with Finance and Personnel Departments to formulate the requirements for a comprehensive HR system
Expand the City’s data center footprint	Continue to diversify locations for Failover and Disaster recovery needs for City Systems
Integration of Email systems for City and Police Department	Upgrade the current E-mail system to consolidate the infrastructure for City and Police Departments while maintaining the individuality for security purposes

> BUDGET:

INFORMATION TECHNOLOGY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	547,477	542,176	481,982	549,126	
(514006)	LONGEVITY	3,950	3,350	3,350	3,350	
(515011)	HOLIDAYS - S.M.E.A.	1,139	2,010	2,009	505	
(515012)	PERFECT ATTENDANCE	1,000	-	300	-	
(519004)	UNIFORM ALLOWANCE	700	-	-	-	
(519015)	AUTO ALLOWANCE	2,167	-	-	-	
SUB-TOTAL PERSONAL SERVICES		556,432	547,536	487,641	552,981	1.0%
(524007)	R&M - OFFICE EQUIPMENT	-	-	-	-	
(524015)	R&M - COMPUTER EQUIPMT	40,488	25,000	49,033	20,000	
(524033)	R&M - SOFTWARE	329,486	525,000	400,161	499,000	
(530000)	PROFESSIONAL & TECHNICAL	44,872	17,000	96,227	5,000	
(530008)	EMPLOYEE TRAINING COUR	29,162	35,000	-	30,000	
(530011)	ADVERTISING	60	-	-	-	
(530028)	SOFTWARE SERVICES	1,095	15,000	-	15,000	
(534001)	PHONE MAINTENANCE	9,606	25,000	800	5,000	
(534002)	CELLUAR & PAGING SERVI	-	-	-	73,200	
(534003)	POSTAGE	20	-	20	-	
(534007)	PSTN-USAGE	(16,439)	130,000	(52,787)	52,360	
(534008)	WEB SITE COSTS	10,000	10,000	10,000	3,000	
(534009)	INTERNET MAINTENANCE	41,633	33,000	39,117	33,000	
(542000)	OFFICE SUPPLIES	670	1,500	511	1,500	
(542001)	STATIONERY	331	-	-	-	
(542004)	COMPUTER SUPPLIES	10,347	20,000	8,548	20,000	
(542006)	OFFICE FURNITURE	-	-	-	-	
(542007)	COMPUTER EQUIPMENT	408,682	90,000	87,194	139,650	
(573000)	DUES AND MEMBERSHIPS	655	800	655	800	
SUB-TOTAL ORDINARY MAINTENANCE		910,667	927,300	639,481	897,510	-3.2%
(585002)	EQUIPMENT-COMMUNICATIO	-	-	60,184	-	
(585014)	COMPUTER EQUIPMENT	-	-	-	-	
SUB-TOTAL CAP		-	-	60,184	-	0.0%
INFORMATION TECHNOLOGY		1,467,099	1,474,836	1,187,305	1,450,491	-1.7%

> PERSONNEL LIST:

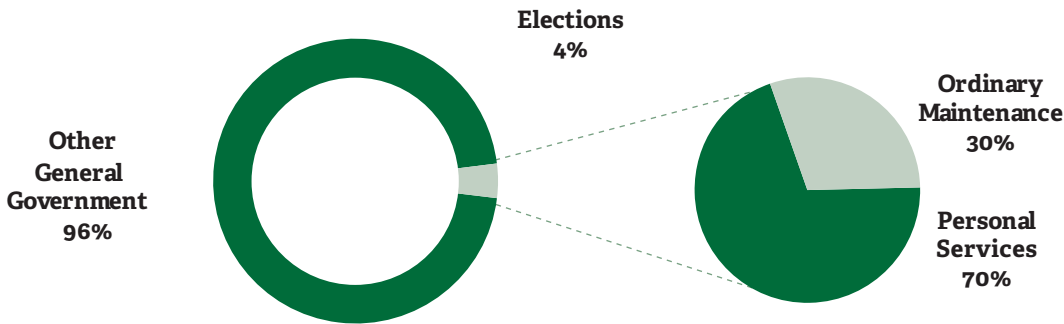
<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR BASE</u>	<u>TOTAL</u>
DIRECTOR	VISWANATHAN, KARTHIK	2,115.38	110,422.84	110,422.84
NETWORK MANAGER	GOODRIDGE, DAVID	1,250.00	65,250.00	65,250.00
IT SPECIALIST-PUBLIC SAFETY	SANTANA, MIGUEL	945.06	49,332.13	49,332.13
IT PROJECT MANAGER	SLONINA, DAVID	1,153.85	60,230.97	60,230.97
SUPV COMPUTER SYS	SANTOS, JOSEPH	1,517.00	79,202.03	80,603.73
		1,520.85		
COMP TECH/ SYS ADMN	DASILVA, EDWARD	1,266.24	66,270.98	67,647.99
		1,270.09		
ADMIN PROG/TECH	VICENTE, TERESA	1,241.66	64,900.89	65,875.06
		1,245.51		
IT SERVER SUPPORT TECH	DESMOND, MATT	1,025.21	53,515.96	53,618.48
				552,981.20

ELECTIONS

> MISSION STATEMENT:

The Election Department’s mission is to conduct elections, oversee the collection of census data, and maintain a collection of public records, including voter and resident lists, campaign finance records, and election results. The Election Department strives to conduct fair and orderly elections by distributing and administering nomination papers and petitions, certifying signatures, preparing ballots, staffing polling locations, maintaining voting machines, training wardens and clerks, tabulating votes, publishing official results of all elections, and ensuring candidates’ compliance with Campaign Finance laws and the Somerville Ethics Ordinance. The Department also administers the annual City census, which is a several-month project, mandated by City Charter and Mass General Laws. Census information is used by the Election Department to ensure accurate voting lists. Our census information is also used by the Assessing Dept., Treasury Dept., School Dept, Council on Aging, Police Dept, Law Dept., DPW, Personnel Dept., OSPCD, Inspectional Services, and the Jury Commission.

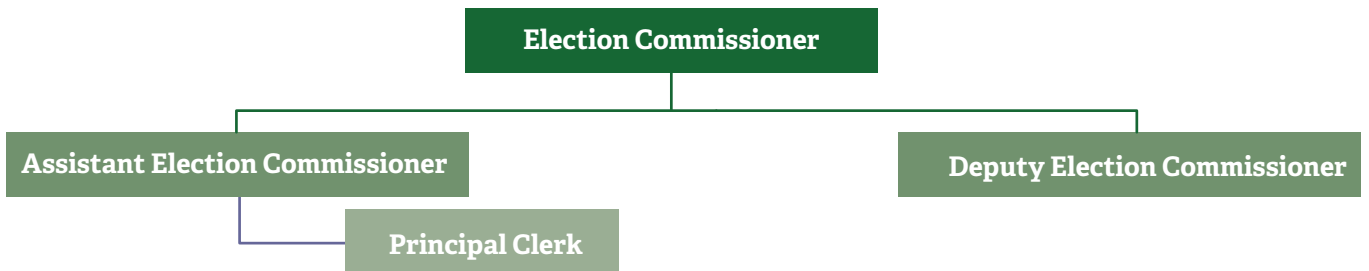
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 287,991	\$ 284,792	\$ 323,397	13.56%
ORDINARY MAINTENANCE	\$ 181,378	\$ 64,720	\$ 137,320	112.18%
GENERAL FUND EXPENDITURES	\$ 469,368	\$ 349,512	\$ 460,717	31.82%



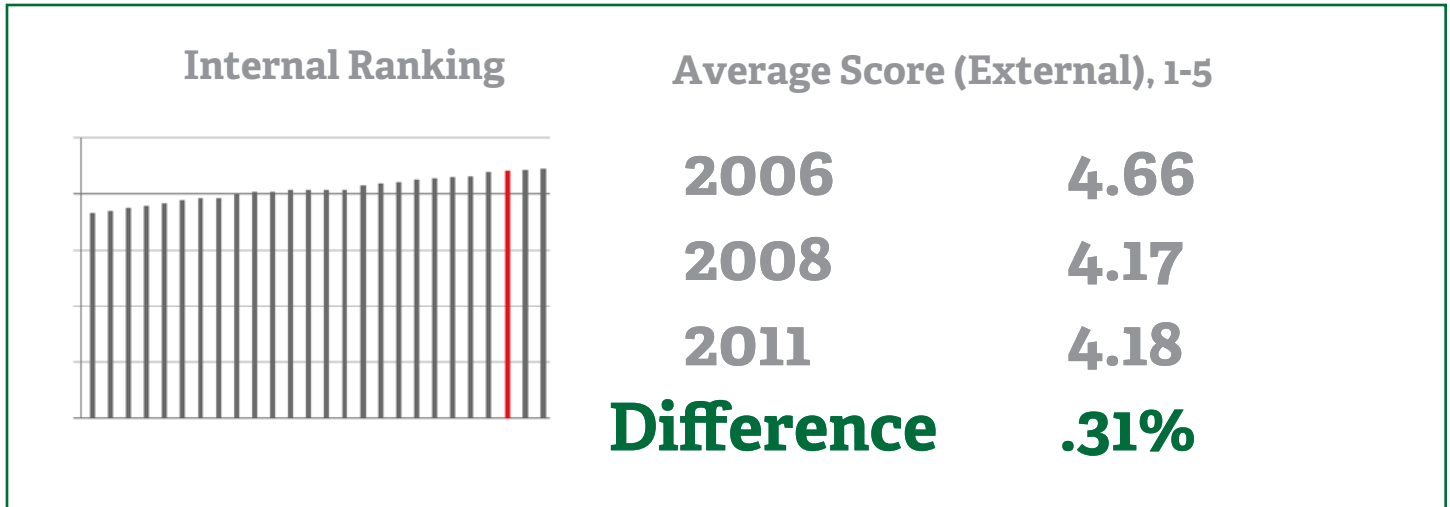
> CHANGES BETWEEN FY2011 AND FY2012:

- A Senior Clerk position that was eliminated in the FY2011 Budget has been reinstated.
- The stationery line is being increased to pay for the local election ballots.
- \$62,250 is budgeted for the 2012 Presidential Primary under Special Elections.

> DEPARTMENT ORGANIZATION



› ACE CUSTOMER SERVICE REPORT SCORE:



› FY2011 ACCOMPLISHMENTS:

- Increased 2010 Census response to 52%.
- Conducted 2 successful, high turnout state elections – Sept & Nov 2010.
- Conducted the Somerville Retirement Board Election in December 2010.
- Continued to deliver quality customer service with limited resources.
- Pursued voter outreach opportunities such as the Somerville Housing Authority & Young Somerville.
- Assisted SomerStat through the annual Census in collecting the wellness survey

› FY2011 GOALS:

	Goal	Strategic Objective	Performance Measure	Was Goal Met?
1	Continue to improve elections process	Accurately estimate the population and maintain accurate voting lists via the Census Design as well as through mailing census forms and follow-up post cards	Response rate to City census	Y
2	Provide efficient, fair and impartial election management	Ensure that all precincts have the proper workers, supplies and equipment Ensure proper maintenance of public records including election, campaign finance and ethics records Provide access to public records in a helpful and timely manner. Answer all requests within ten days		Y

> **FY 12 GOALS:**

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Register more voters in the City						
	Continue census/voter outreach programs through various citizen groups & activities such as ArtBeat, Young Somerville, etc.	# of transactions processed (new registrations, name, address, or party changes. Moves out of Somerville)	22,996	25,655	FY2011	10%
Accurately estimate the population for our use and for all other city departments.						
	Design, & mail census forms to 33,720 households.	Percentage of forms that are mailed on time	100%	100%	FY2011	
	Design & Mail follow-up census forms & postcards.	Percentage of follow-up forms that are mailed on time	100%	100%	FY2011	
	Collect and input data from the census in a timely and accurate manner	Percentage of census forms that are entered into the state system on time	100%	100%	FY2011	
	Increase the Census response rate	response rate	52%	53%	FY2011	2%
Run impartial, smooth & efficient elections.						
	Ensure all precincts have proper workers, supplies & equipment.	Number of precincts that are fully staffed on election day	21	21	FY2011	
	Have all elections run in a transparent manner to maintain voter confidence in the integrity of the process.	Percentage of state and local elections laws observed properly by Somerville	100%	100%	FY2011	
	Have a smooth transition for the March Presidential Primary for all voters affected by reprecincting changes through written notification, CTY calls, advertising in local newspapers and the City Website.	# of different media used to advertise changes (i.e. CTY, newspaper ads, etc.)			FY2012	
Ensure proper maintenance of and access to public records.						
	Keep all census records, voter records, Campaign Finance Reports, and Ethics Forms up to date and in good order.	% of records and reports that are up-to-date and in good order	100%	100%	FY2010-FY2011	
	Provide access to more records online.	# of records and reports available online	0	33	FY2011	33
	Post final election results on the City's website	Number of elections with results posted online			FY2012	

> **BUDGET:**

ELECTIONS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	233,258	193,462	171,937	228,764	
(511002)	SALARIES - MONTHLY	6,405	6,405	5,871	6,530	
(512000)	SALARIES & WAGES TEMPO	38,508	60,340	49,536	60,340	
(513000)	OVERTIME	5,827	21,500	22,651	25,000	
(514006)	LONGEVITY	2,300	2,100	2,300	2,100	
(515011)	HOLIDAYS - S.M.E.A.	643	985	985	313	

ELECTIONS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(515012)	PERFECT ATTENDANCE	700	-	700	-	
(519004)	UNIFORM ALLOWANCE	350	-	-	350	
(519013)	OTHER LUMP SUM PAYMENT	-	-	-	-	
SUB-TOTAL PERSONAL SERVICES		287,991	284,792	253,980	323,397	13.6%
(524013)	R&M - TOOLS & EQUIPMEN	-	-	-	-	
(524034)	R&M - SERVICE CONTRACT	586	650	777	850	
(527001)	RENTAL - BUILDINGS	135	270	270	270	
(530000)	PROFESSIONAL & TECHNICAL	9,764	16,000	7,366	17,000	
(530011)	ADVERTISING	3,500	7,000	6,035	7,500	
(534003)	POSTAGE	24,892	21,000	17,383	21,000	
(542000)	OFFICE SUPPLIES	738	2,000	1,179	2,000	
(542001)	STATIONERY	9,129	7,500	2,742	16,750	
(542008)	BOOKS & BOOKBINDING	722	2,000	514	1,000	
(549000)	FOOD SUPPLIES & REFRESH	241	500	285	500	
(571000)	IN STATE TRAVEL	50	600	60	600	
(573000)	DUES AND MEMBERSHIPS	-	200	25	200	
(578016)	CENSUS	6,540	7,000	5,407	7,000	
(578017)	SPECIAL ELECTION	125,080	-	-	62,650	
SUB-TOTAL ORDINARY MAINTENANCE		181,378	64,720	42,043	137,320	112.2%
(585000)	EQUIPMENT	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	0.0%
ELECTIONS		469,368	349,512	296,023	460,717	31.8%

> PERSONNEL LIST:

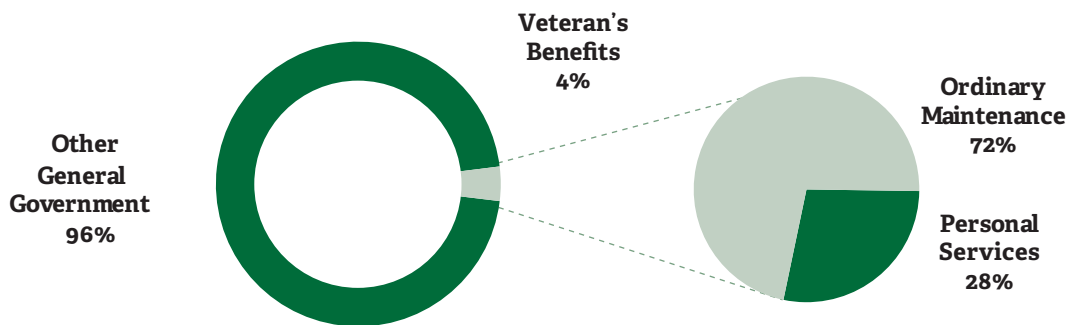
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHAIRMAN	NICHOLAS P SALERNO	1,269.23	66,253.81	66,253.81
DEPUTY ELECTION COMMISSIONER	LOUISE A MCCARTHY	1,296.66	2,852.65	
		1,300.51	65,025.50	69,258.20
ASSISTANT ELECTION COMMISSIONER	EDNA J MURRAY	1,177.78	24,733.38	
		1,181.63	36,866.86	62,568.40
SR. CLERK	VACANT	645.16	33,677.35	34,091.87
P/T ELECTION COMMISSIONER	ANTHONY J ALIBRANDI	181.38	2,176.56	2,176.56
P/T ELECTION COMMISSIONER	LAURINDA T BEDINGFIELD	181.38	2,176.56	2,176.56
P/T ELECTION COMMISSIONER	ISAAC M MACHADO	181.38	2,176.56	2,176.56
				238,701.96

VETERAN'S SERVICES

> MISSION STATEMENT:

Mandated by Massachusetts General Law (MGL) Chapter 115, the Department of Veteran Services advocates on behalf of Somerville's wartime veterans, provides them with quality support services, and directs an emergency financial assistance program for veterans and dependents in need. The primary function of the department is to administer a benefits program that provides monetary aid to qualified veterans and/or their dependents. The cost of the benefits program is reimbursed by the State at the rate of \$0.75 for every City dollar expended. In addition, the Department of Veteran Services assists veterans in processing applications for federal benefits. The Department of Veteran Services, in conjunction with the Mayor's Office and the Somerville Allied Veterans Council, also coordinates public events on Veterans' Day, Memorial Day, and additional ceremonies and dedications throughout the year.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 106,176	\$ 106,347	\$ 107,597	1.18%
ORDINARY MAINTENANCE	\$ 243,855	\$ 248,154	\$ 278,304	12.15%
GENERAL FUND EXPENDITURES	\$ 350,030	\$ 354,501	\$ 385,901	8.86%



> CHANGES BETWEEN FY2011 AND FY2012:

- Veteran's Benefits has been increased by \$30,000.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Increased the benefits budget amount from \$177,000 to \$200,000
- Increased the number of veterans enrolled in the VA Health Care from 150 to 175
- Assist 165 veterans in filing for VA compensations and pensions
- Expanded the Memorial Day Parade and memorial restoration revolving fund through successful fundraising efforts at an entertainment venue and show
- Organized 55 dedications for veterans squares.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Provide quality support services and benefits to qualified veterans and/or their dependents.	<p>Enroll more veterans in VA Healthcare through increased outreach with veterans organizations</p> <p>Continue to provide assistance to veterans in filing VA compensation and or pension</p> <p>Enroll more veterans or dependents in Chapter 115 financial benefits</p> <p>Enroll recent discharged veterans from Iraq and Afghanistan in receiving their Welcome Home bonus</p> <p>Work closely with families who have lost a veteran, to provide financial assistance when necessary</p> <p>Assist families and Funeral Directors in obtaining veterans discharge records from War Records in Milford, Mass</p> <p>Work with veterans and their dependents with Medical assistance that are not covered by Chapter 115. Refer them to proper agencies.</p>	Y
2	Improve Memorial Day Parade	<p>Increase participation by contacting more bands and groups to join the parade.</p> <p>Expand fundraising efforts for Memorial Day Parade by increasing outreach to the community and business's for donations</p>	Y
3	Continue to identify opportunities to honor our veterans	Work closely with the Mayor and Board of Aldermen in dedicating Street corners and Parks.	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective
Enroll as many veterans as possible in the VA Health Care system. Provide assistance to veterans/surviving spouses in filing claims for VA compensation or pension	Accomplished through more outreach in the community through city website and meeting with local veterans organizations
Continue to provide financial assistance for needy veterans, surviving spouses and dependents according to MGL 115	Accomplished through more outreach in the community, through city website and meeting with local veterans organizations
Work closely with families who have lost a veteran, to provide financial assistance when necessary	Assisting veterans families through local funeral homes
Continue to update grave registration information for all burial locations	Receiving updated death records from city Clerks' Office, Obituary information received through newspapers and funeral homes
Continue to assist recent returning veterans from Iraq and Afghanistan	Monitoring list received from State DVS Office

FY2012 Goal	Strategic Objective
	Outreach efforts to contact returning veterans
Monitor state bonus benefits for Somerville returning veterans	
	Through list received from State DVS Office
	Outreach efforts to contact returning veterans
Monitor the cleaning and or restoration of all veterans monuments and memorials in the city	
	Work closely with city's Public Works Department
Continue to organize the street, square and park dedications for veterans according to the city's dedication ordinance	
	Work closely with the Mayor, Board of Aldermen and local Veterans Organizations
Continue to expand the Memorial Day Parade	
	Increase participation by contacting more bands, groups and organizations to join the parade
Continue to expand the memorial and restoration fund	
	Expand fundraising efforts for Memorial day Parade by increasing outreach to the community and business's for donations

> BUDGET:

VETERAN'S BENEFITS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	104,171	104,185	92,605	105,419	
(513000)	OVERTIME	898	900	400	900	
(514006)	LONGEVITY	600	600	975	850	
(515011)	HOLIDAYS - S.M.E.A.	156	312	312	78	
(515012)	PERFECT ATTENDANCE	-	-	500	-	
(519004)	UNIFORM ALLOWANCE	350	350	350	350	
SUB-TOTAL PERSONAL SERVICES		106,176	106,347	95,143	107,597	1.2%
(524001)	R&M - BUILDINGS & GROU	-	2,985	530	2,985	
(524007)	R&M - OFFICE EQUIPMENT	-	100	-	100	
(524034)	R&M - SERVICE CONTRACT	395	400	411	550	
(530000)	PROFESSIONAL & TECHNICAL	37,400	41,000	36,964	41,000	
(534003)	POSTAGE	352	600	352	600	
(542000)	OFFICE SUPPLIES	339	400	10	400	
(542001)	STATIONERY	75	600	-	600	
(558004)	MAGAZINES/SUBSCRIPTS	-	34	-	34	
(558011)	FLOWERS & FLAGS	1,316	1,800	270	1,800	
(571001)	IN STATE CONFERENCES	-	150	-	150	

VETERAN'S BENEFITS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(573000)	DUES AND MEMBERSHIPS	85	85	40	85	
(577000)	VETERANS BENEFITS	203,892	200,000	213,365	230,000	
SUB-TOTAL ORDINARY MAINTENANCE		243,855	248,154	251,942	278,304	12.1%
VETERAN'S BENEFITS		350,030	354,501	347,085	385,901	8.9%

> **PERSONNEL LIST:**

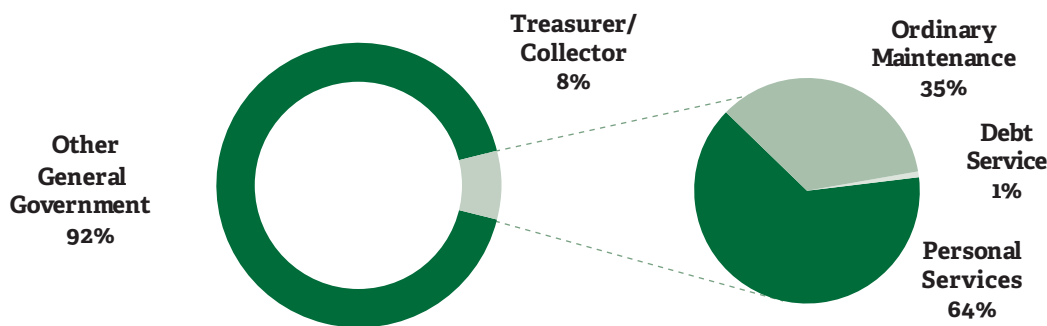
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	FRANK P. SENESI	1,238.42	64,645.52	64,645.52
PRINCIPAL CLERK II	KATHLEEN M. CAREY	781.10	40,773.42	42,051.53
				106,697.05

TREASURER

MISSION STATEMENT:

The mission of the Treasurer/Collector is to manage City assets, including cash and receivables. Treasury ensures that all assets are accounted for and all receipts due the City are collected. In accordance with Mass General Laws Ch44 Section 55B, Treasury is responsible for the City's funds and to insure their safety and liquidity while earning the highest yield possible.

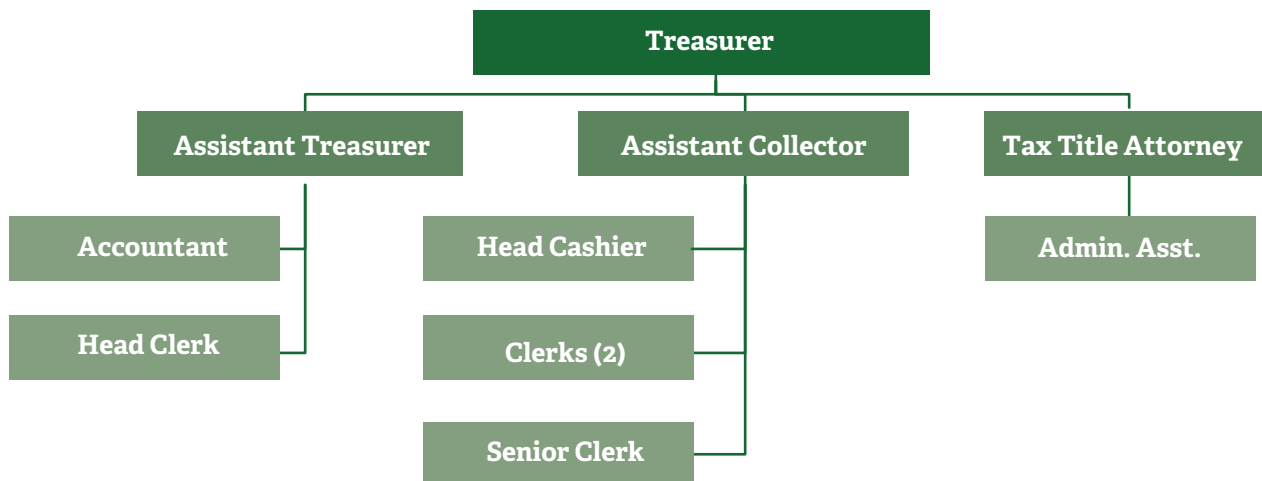
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 551,601	\$ 567,211	\$ 583,956	2.95%
ORDINARY MAINTENANCE	\$ 254,047	\$ 271,450	\$ 321,500	18.44%
DEBT SERVICE	\$ -	\$ 8,000	\$ 8,000	0.00%
GENERAL FUND EXPENDITURES	\$ 805,648	\$ 846,661	\$ 913,456	7.89%



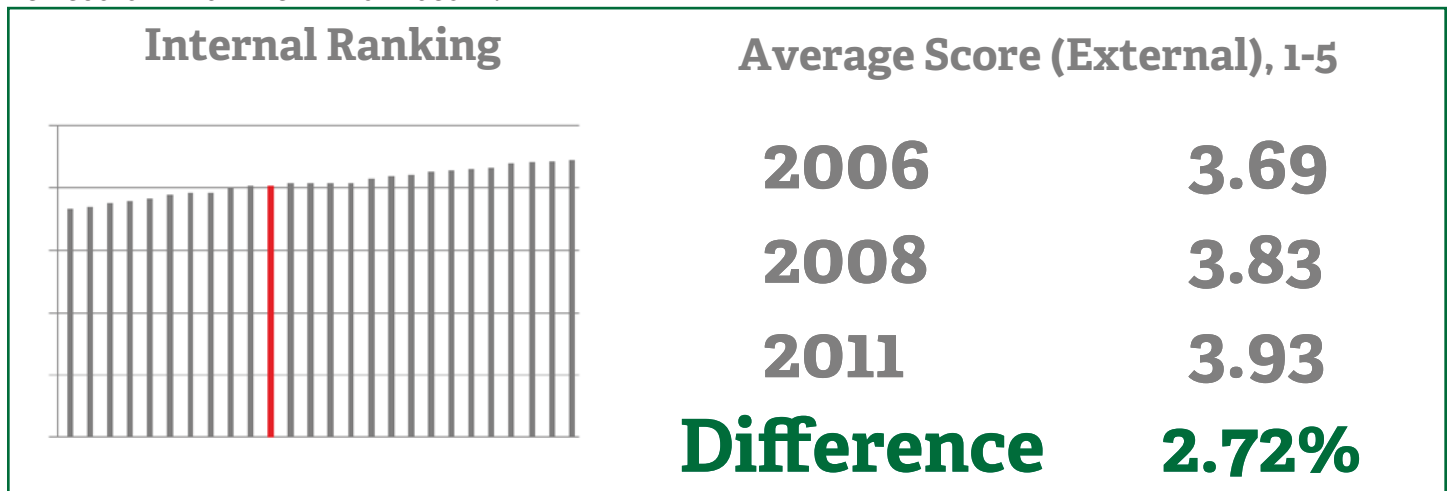
CHANGES BETWEEN FY2011 AND FY2012:

- \$35,000 has been included for Bank Charges in this year's budget.

DEPARTMENT ORGANIZATION:



ACE CUSTOMER SERVICE REPORT SCORE:



FY2011 ACCOMPLISHMENTS:

- Implemented online Electronic Bill Presentment and Payment
- Online Email invoice notification
- Online Registration for paperless bills

> FY2011 GOALS:

Goal	Strategic Objective	Was Goal Met?
1 Improve taxpayer experience at window	Install lower bank-style glass at customer window for better communication Lower counter height at 1 window to increase handicapped accessibility Improve signage	Y
2 Facilitate payment process for taxpayers	Install additional payment drop box in Treasury hallway Implement software to deliver email notification of bills to taxpayers and improve online payment capability Implement software which allows taxpayer access to billing and transaction history	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improved A.C.E. Customer Experience and Service						
	Encourage "Paperless Billing" and Email Notification for Real Estate and Personal Property Bills through website	# of residents signing up for paperless billing	582		FY 11 - FY 12	
Maximize tax collection rates						
	Implement MUNIS Real Estate and Personal Property Tax Billing Software	Collection rate for real estate and personal property taxes	99.98%		FY 11 - FY 12	
	Continue to use software to deliver email notification of bills to taxpayers and improve online payment capability	Collection rate for motor vehicle excise taxes	TBD		FY 11 - FY 12	
	Continue to use software to deliver email notification of bills to taxpayers and improve online payment capability	Collection rate for non-criminal tickets	99.80%		FY 11 - FY 12	
	Implement "Paperless Billing" and Email notification for Water/Sewer bills	Collection rate for Water/Sewer bills	99.90%		FY 11 - FY 12	

> BUDGET:

TREASURER/COLLECTOR		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	538,732	551,464	476,219	569,431	
(512000)	SALARIES & WAGES TEMPO	-	-	-	-	
(513000)	OVERTIME	4,774	7,000	3,704	7,000	
(514006)	LONGEVITY	4,800	4,800	4,800	5,250	
(514008)	OUT OF GRADE	-	100	146	-	
(515011)	HOLIDAYS - S.M.E.A.	1,044	2,097	2,097	525	
(515012)	PERFECT ATTENDANCE	500	-	500	-	
(519004)	UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
SUB-TOTAL PERSONAL SERVICES		551,601	567,211	489,215	583,956	3.0%
(524007)	R&M - OFFICE EQUIPMENT	196	600	-	600	
(530000)	PROFESSIONAL & TECHNICAL	-	7,000	1,591	7,000	
(530008)	EMPLOYEE TRAINING COUR	1,090	1,400	1,209	1,400	
(530011)	ADVERTISING	19,760	22,000	8,160	22,000	
(530012)	DATA PROCESSING/PAYROL	91,109	90,000	76,975	105,000	
(530026)	BANK CHARGES	36,007	-	53,027	35,000	
(534003)	POSTAGE	65,006	72,000	49,510	72,000	
(542000)	OFFICE SUPPLIES	2,125	4,200	1,921	4,200	
(542001)	STATIONERY	2,587	23,000	1,556	23,000	
(542005)	OFFICE EQUIPMENT	5,789	1,000	-	1,000	
(542007)	COMPUTER EQUIPMENT	-	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	405	400	436	450	
(571000)	IN STATE TRAVEL	-	-	-	-	
(571001)	IN STATE CONFERENCES	1,796	1,600	1,406	1,600	
(573000)	DUES AND MEMBERSHIPS	915	650	625	650	
(574000)	INSURANCE PREMIUMS	2,600	2,600	2,600	2,600	
(574001)	BUILDING INSURANCE	-	-	-	-	
(578011)	CERT OF NOTES & BONDS	-	20,000	-	20,000	
(578012)	LAND COURT PROCEEDINGS	24,663	25,000	13,661	25,000	
SUB-TOTAL ORDINARY MAINTENANCE		254,047	271,450	212,676	321,500	18.4%
(530027)	BOND ISSUANCE COST	-	8,000	-	8,000	
SUB-TOTAL DEBT		-	8,000	-	8,000	0.0%
TREASURER/COLLECTOR		805,648	846,661	701,891	913,456	7.9%

> PERSONNEL LIST:

<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR BASE</u>	<u>TOTAL</u>
TREASURER/COLLECTOR	FORCELLESE, PETER	1,489.30	77,741.46	77,741.46
ASSISTANT COLLECTOR	VACANT	1,226.77	64,037.39	64,037.39
TAX TITLE ATTORNEY	WESSLING, CAROL	960.70	50,148.54	50,148.54
TAX TITLE ADMINISTRATIVE ASSISTANT	BURNS, ROSA	550.00	28,710.00	28,710.00
TREASURY ACCOUNTANT	VACANT	1,177.89	61,485.86	61,485.86
ASSISTANT TREASURER	TOBIN, FRED	1,347.28	60,897.06	
		1,351.13	9,457.91	71,476.67
HEAD CLERK	SHUTE, JOAN	854.17	44,587.67	46,273.09
HEAD CASHIER	RADOCHIA, CAROL	794.42	41,468.72	42,748.17
PRINCIPAL CLERK 1	MURPHY, MARY	781.10	40,773.42	42,526.53
PRINCIPAL CLERK 1	STILLINGS, DEBBIE	781.10	40,773.42	42,176.53
SENIOR CLERK	BARROWS, LUCY	688.60	33,879.12	
		702.38	2,107.14	36,611.70
CUSTOMER SERVICE REPRESENTATIVE	DIPASQUALE, JULIE	256.00	13,363.20	13,363.20
				577,299.14

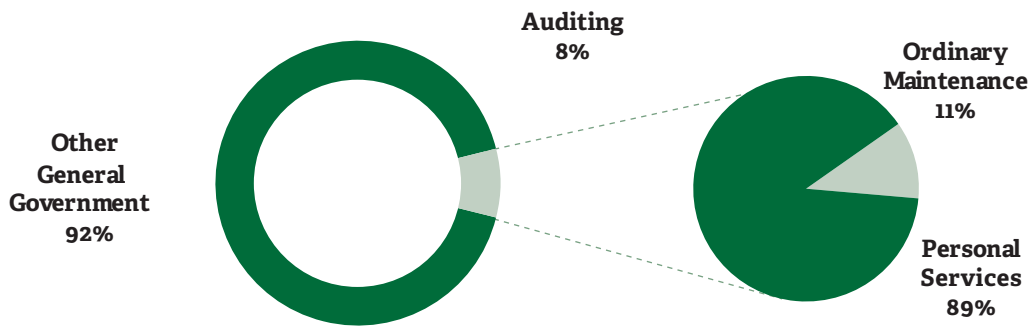
AUDITING

> MISSION STATEMENT:

To protect the fiduciary interests of the City by providing independent, timely oversight of the City's finances and by ensuring that financial transactions are executed legally, efficiently, and effectively.

To serve as a barrier to potential fraud or misuse of City resources.

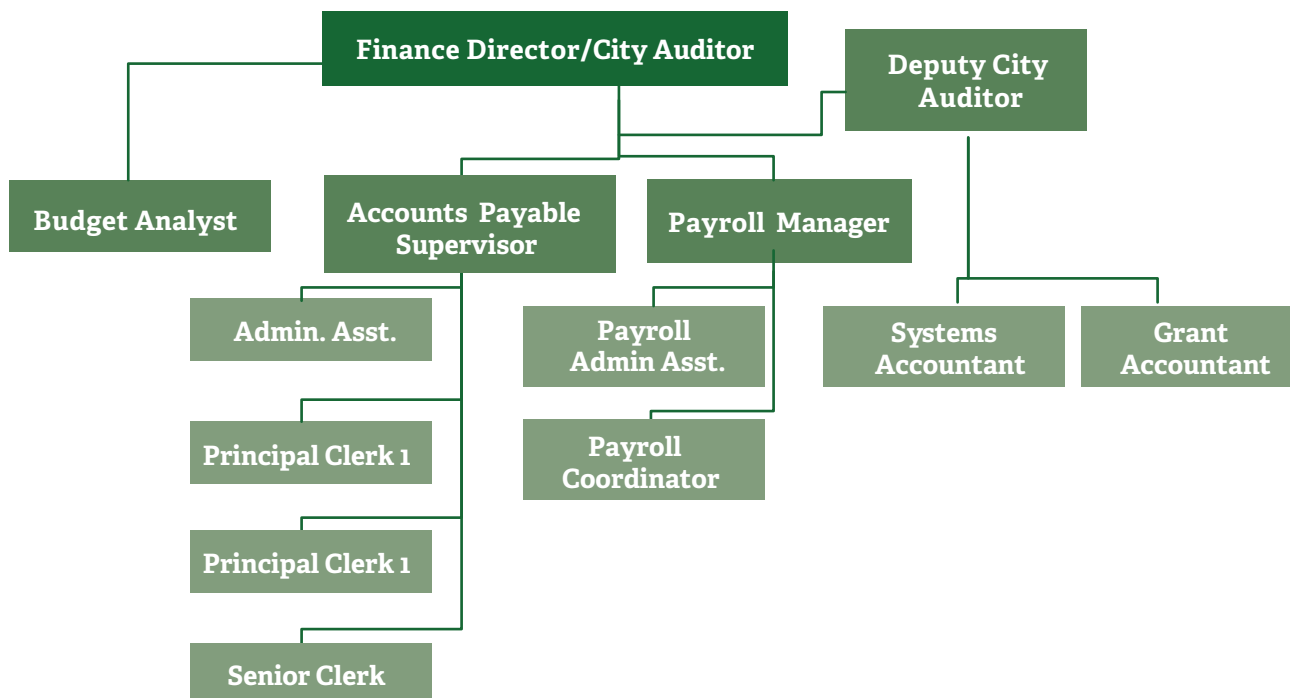
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 720,772	\$ 752,502	\$ 760,852	1.11%
ORDINARY MAINTENANCE	\$ 121,602	\$ 92,375	\$ 95,290	3.16%
GENERAL FUND EXPENDITURES	\$ 842,374	\$ 844,877	\$ 856,142	1.33%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION:



› **FY2011 ACCOMPLISHMENTS:**

- Implemented MUNIS Accounts Payable, MUNIS General Ledger, MUNIS Budget , MUNIS Cash Receipts, and MUNIS Requisition Modules
- Trained departmental personnel in use of the MUNIS System
- Provided crisis intervention for MUNIS user problems
- Achieved a Bond Rating Upgrade from Standard & Poors Rating Service to AA- Level
- Attained \$7.3 million in “Free Cash” in State Department of Revenue Certification

› **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Provide state of the art solutions to improve financial processes and monitoring.	Roll out MUNIS Accounts Payable, General Ledger, Requisition, Cash Receipts, and Budget Modules single in early FY2011 Develop clear operating procedures for MUNIS modules Train departmental personnel in new processes Provide crisis intervention for new MUNIS modules Analyze and evaluate a software or system options to provide accurate balance reporting of accrued vacation and sick time.	Y (MUNIS Objectives are Ongoing)
2	Expedite the processing of payment documents completely, accurately, and on -time	Institutionalize new systems payment flow in FY2011; Utilize MUNIS enhancements	Y
3	Ensure timely and accurate processing of all city payrolls	Provide training to departmental personnel; Identify common problems; Hold departmental personnel accountable via frequent reporting	Y
4	Provide timely oversight of the City’s finances	Monitor reconciliation of grant accounts to prevent deficit spending Assist OSPCD in resolving Fund 26 deficit	Y
5	Provide timely oversight of the City’s finances	Standardize cash control procedures Periodically audit cash receipt in departments	Y

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Provide state of the art solutions to improve financial processes and monitoring.						
	Roll out MUNIS Fixed Assets, Business License, Tyler Cashiering, Tax Module, Utility Billing, and Permits & Violations Module in FY2012					
	Implement Procurement Card Applications for select payables					
	Adopt electronic invoicing					
	Complete Munis-Millennium Interface					
	Analyze and evaluate software or system options to provide accurate balance reporting of accrued vacation and sick time					
	Continue paperless storage of payrolls					
	Find solutions to reduce paper; i.e. paperless direct deposit and W2s					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Expedite the processing of payment documents completely, accurately, and on-time						
	Provide an on-line user friendly MUNIS manual for Department clerks	# of MUNIS-related questions answered by the Auditing Department			FY 2012	
	Train departmental personnel in new processes	# of payment trainings completed			FY 2012	
	Provide crisis intervention for new MUNIS modules					
Ensure timely and accurate processing of all city payrolls						
	Provide training to departmental personnel;	# of city payroll trainings completed			FY 2012	
	Identify common problems					
	Hold departmental personnel accountable via frequent reporting					
Provide timely oversight of the City's finances						
	Monitor reconciliation of grant accounts to prevent deficit spending					
	Assist OSPCD in resolving Fund 26 deficit					
	Establish an Internal Service Fund for Health Insurance					
	Train and encourage Department Heads to fully utilize the MUNIS Budget Module					
	Periodically audit cash receipts in departments (Quarterly?)					

> BUDGET:

AUDITING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	707,004	740,234	655,754	748,920	
(511300)	WAGES - HOURLY	521	-	-	-	
(513000)	OVERTIME	5,623	5,000	4,731	5,700	
(514006)	LONGEVITY	3,575	3,150	3,150	4,150	
(515011)	HOLIDAYS - S.M.E.A.	1,349	2,718	2,718	682	
(515012)	PERFECT ATTENDANCE	1,300	-	1,900	-	
(519004)	UNIFORM ALLOWANCE	1,400	1,400	1,400	1,400	
SUB-TOTAL PERSONAL SERVICES		720,772	752,502	669,653	760,852	1.1%
(524007)	R&M - OFFICE EQUIPMENT	610	365	-	365	
(524034)	R&M - SERVICE	292	725	109	725	
(527015)	RENTALS EQUIPMENT	-	-	-	-	
(530008)	EMPLOYEE TRAINING	599	850	1,100	1,100	
(530009)	ACCOUNTING & AUDITING	111,290	80,885	1,129	84,000	
(530011)	ADVERTISING	-	-	-	-	

AUDITING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(530022)	APPRAISALS	-	-	-	-	
(534003)	POSTAGE	14	-	-	-	
(542000)	OFFICE SUPPLIES	3,725	3,000	50	3,000	
(542001)	STATIONERY	1,251	750	218	400	
(542005)	OFFICE EQUIPMENT	-	1,500	-	500	
(542008)	BOOKS & BOOKBINDING	1,780	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	380	300	-	300	
(558013)	DEPARTMENTAL REPORTS	-	2,800	-	2,800	
(571000)	IN STATE TRAVEL	-	-	102	100	
(571001)	IN STATE CONFERENCES	326	500	290	400	
(573000)	DUES AND MEMBERSHIPS	1,335	700	624	1,600	
SUB-TOTAL ORDINARY MAINTENANCE		121,602	92,375	3,623	95,290	3.2%
AUDITING		842,374	844,877	673,276	856,142	1.3%

> PERSONNEL LIST:

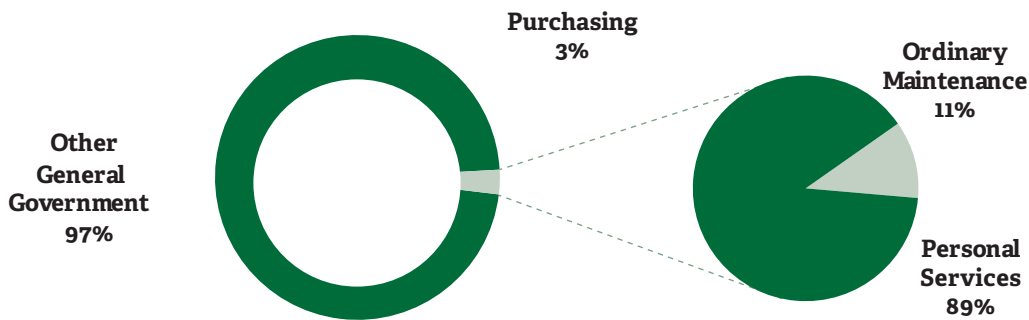
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FINANCE DIRECTOR/CITY AUDITOR	BEAN, EDWARD	1,819.23	94,963.81	94,963.81
DEPUTY CITY AUDITOR	VACANT	1,340.86	69,992.89	69,992.89
PAYROLL MANAGER	SHEA, PHYLLIS	1,250.00	65,250.00	65,250.00
BUDGET ANALYST	WILLARDSON, DOUG	1,234.84	64,458.65	64,458.65
PAYROLL COORDINATOR	VACANT	961.54	50,192.39	50,192.39
PAYROLL ADMINISTRATIVE ASSISTANT	GAFFNEY, PAUL	923.08	48,184.78	48,184.78
ACCOUNTS PAYABLE SUPERVISOR	LIPMAN, ANITA	1,274.07	56,313.89	
		1,277.92	10,223.36	67,547.65
SYSTEMS ACCOUNTANT	TAM, COLLEEN	1,187.29	61,976.54	62,095.27
GRANT ACCOUNTANT	O'CONNELL, WILLIAM	1,132.11	59,096.14	60,609.35
ADMINISTRATIVE ASSISTANT	LIBERATORE, JO-ANN	933.20	48,713.04	50,406.36
PRINCIPAL CLERK I	MACMULLEN, DIANE	794.42	41,468.72	42,398.17
PRINCIPAL CLERK I	LANDRY, KATHRYN	794.42	41,468.72	42,398.17
SENIOR CLERK	CARRON, CORRIE	688.60	2,341.24	
		702.38	34,276.14	37,248.34
				755,745.81
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
INTERNAL AUDITOR	VACANT	1,192.23	62,234.40	62,234.40
				62,234.40

PURCHASING

> MISSION STATEMENT:

Assist City departments to obtain the highest quality of services and supplies for the best possible price. To ensure the compliance of all state statues and local ordinances as well as flagging areas for potential abuse.

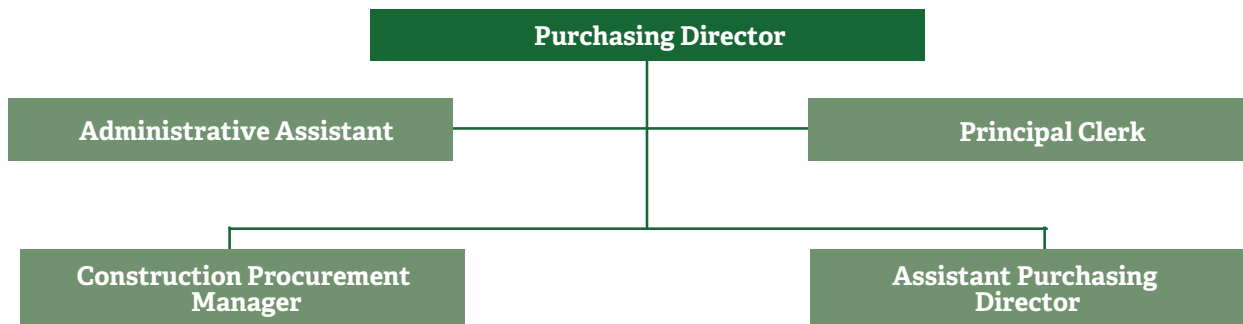
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 265,042	\$ 265,385	\$ 268,592	1.21%
ORDINARY MAINTENANCE	\$ 22,603	\$ 32,275	\$ 32,575	0.93%
GENERAL FUND EXPENDITURES	\$ 287,644	\$ 297,660	\$ 301,167	1.18%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Improved City productivity by implementing technological improvements – i.e. MUNIS Requisition & Purchase Order module, and Contract Management System.
- Trained all departments in how to use the relevant MUNIS purchasing functions.
- Competitively bid out goods and services to provide the best value for various City projects and programs.
- Where applicable, implemented new City standards in procurement, such as: LED (lighting), sarnafil roofing membrane, rubberized flooring.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Competitively bid out goods and services to provide the best price for various city projects	Drive down costs on projects by comparing year to year, Looking at industry standards Negotiate lower prices on bids Consult with other municipalities on their processes and prices	Y (Consultation with other municipalities is Ongoing)
2	Improve City productivity by implementing technological improvements	Implement MUNIS Requisition & Purchase Order and Contract Management System Ensure all departments are trained and able to use the MUNIS system Develop purchasing policy and procedures that include the MUNIS system and can be digitally accessed Automate Vendor Performance Evaluation process	Y (MUNIS training and developing policies and procedures are ongoing)

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improve City productivity relative to procurement.						
	Develop purchasing policies and procedures that utilize the MUNIS system and streamline purchasing processes citywide.	% of requisitions rejected			FY 2012	
		% of bids submitted that result in an executed contract			FY 2012	
		% of contracts processed within 60 work days			FY 2012	
		% of requisitions converted to purchase orders within 2 work days			FY 2012	
	Develop purchasing policies and procedures that can be accessed electronically					
Leverage state resources, including use of state contracts and OSD tools where relevant and in the best interest of the City.						
	Train all relevant Purchasing staff in latest state contract tools, policies and procedures.	# of state contract trainings completed			FY 2012	
	Provide relevant state contract info to department heads and project managers.					
Enhance A.C.E. customer service for internal and external customers and partners.						
	Internal customers: offer routine training in procurement to relevant City departments and the School Department;	# of procurement trainings completed			FY 2012	
	External customers: improve vendor awareness of what they can do facilitate prompt payment.					
	Enhance Purchasing Departments' web page on City's website					

> BUDGET:

PURCHASING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	261,499	261,499	221,908	264,846	
(514006)	LONGEVITY	2,500	2,500	1,875	2,875	
(515011)	HOLIDAYS - S.M.E.A.	343	686	327	171	
(519004)	UNIFORM ALLOWANCE	700	700	700	700	
SUB-TOTAL PERSONAL SERVICES		265,042	265,385	224,810	268,592	1.2%
(524007)	R&M - OFFICE EQUIPMENT	-	250	-	250	
(524034)	R&M - SERVICE CONTRACT	974	1,200	563	1,200	
(527015)	RENTALS EQUIPMENT	5,673	9,000	3,605	9,000	
(530011)	ADVERTISING	4,473	10,000	4,285	10,000	
(530024)	TUITION	1,750	1,000	900	1,000	
(542000)	OFFICE SUPPLIES	8,873	10,000	7,993	10,000	
(542001)	STATIONERY	65	200	120	200	
(542006)	OFFICE FURNITURE	-	-	-	-	
(549000)	FOOD SUPPLIES	-	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	180	325	41	325	
(573000)	DUES AND MEMBERSHIPS	615	300	600	600	
SUB-TOTAL ORDINARY MAINTENANCE		22,603	32,275	18,106	32,575	0.9%
PURCHASING		287,644	297,660	242,916	301,167	

> PERSONNEL LIST:

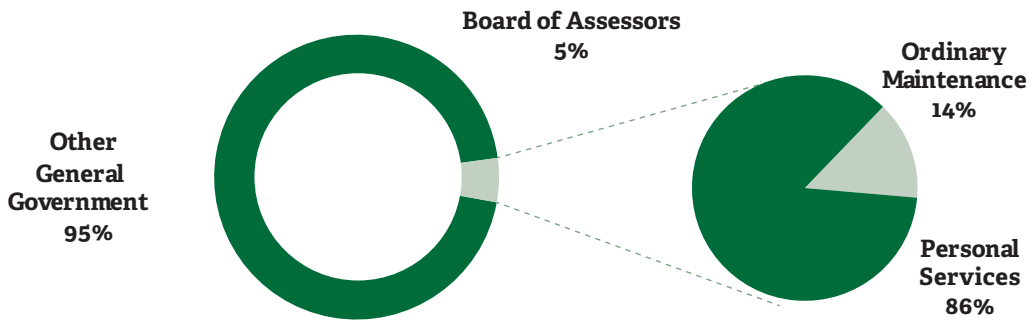
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PURCHASING DIRECTOR	ANGELA ALLEN	1,282.45	66,943.89	66,943.89
ASSISTANT PURCHASING DIRECTOR	KAREN MANCINI	1,057.69	55,211.42	55,211.42
CONSTRUCTION PROCUREMENT MGR	ORAZIO DELUCA	1,019.23	53,203.81	53,203.81
ADMINISTRATIVE ASSISTANT	ANGELA J. KOERBER	933.20	48,713.04	51,031.36
PRINCIPAL CLERK	BONNIE TANNER	781.10	40,773.42	42,201.53
				268,592.00

BOARD OF ASSESSORS

➤ **MISSION STATEMENT:**

To provide taxpayers and the general public with the best professional service and information available. Efficient and effective assistance allows taxpayers, the public, other city departments, and state agencies to maintain the highest level of confidence in the Assessors and their data.

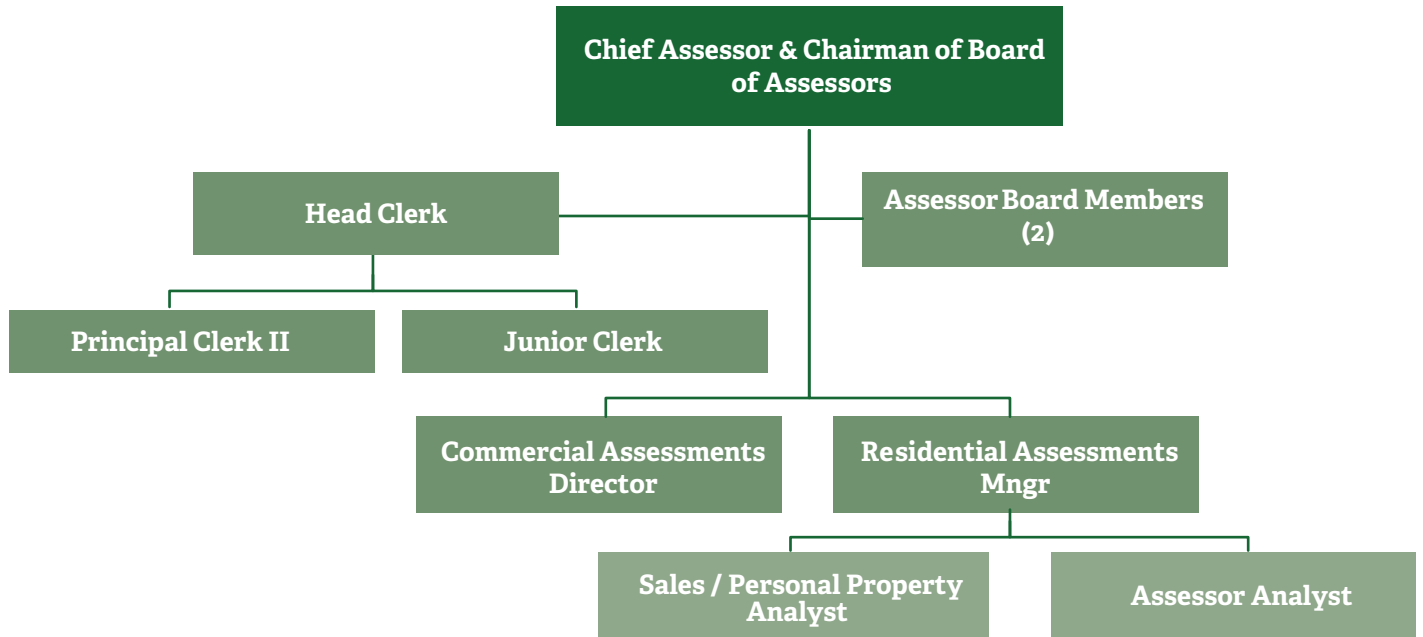
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 483,119	\$ 435,434	\$ 446,279	2.49%
ORDINARY MAINTENANCE	\$ 90,288	\$ 75,000	\$ 75,000	0.00%
GENERAL FUND EXPENDITURES	\$ 573,408	\$ 510,434	\$ 521,279	2.12%



➤ **CHANGES BETWEEN FY2011 AND FY2012:**

- No significant changes

➤ **DEPARTMENT ORGANIZATION:**



› **FY2011 ACCOMPLISHMENTS:**

- Successful completion of DOR required interim year adjustment on all values
- Made smooth and successful transition regarding complete staff reorganization
- Reviewed and certified the residential exemption status of 1800 new and existing residents
- Sponsored update to the senior work-off exemption increasing eligibility for seniors-approved by Board of Aldermen
- Added ownership records to Assessors data base improving access to public information

› **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Increase efficiency, accuracy and confidence in the State required interim year property adjustments.	Review about 700 sales, determine arms-length status and adjust rates from previous year. Review about 1,200 building permits and determine impact on growth leading to DOR approval of form LA-13 Re-measure & relist about 1,500 properties last inspected in 2003 or 2004 Send out, review, and process about 1,600 income & expense forms Send out, review, and process about 1,200 forms of list	Y
2	Increase public awareness, confidence, and accuracy in the residential exemption program and other statutory exemptions including seniors and veterans. .	Recertify the status of existing residents and send out, review, and process about 1,800 applications for exemptions Increase awareness of the statutory exemption through mass mailings, web site information, and cable TV notices and process about 600 applications	Y

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Increase efficiency, accuracy and confidence in the State required interim year property adjustments.	Review 700 sales, determine arms-length status and adjust rates from the previous year. Review 1,200 building permits and determine impact on growth leading to DOR approval of form LA-13. Re-measure & relist 1,500 properties last inspected in 2003, 2004, or 2005. Send out, review and process 1,600 income & expense forms. Send out, review, and process 1,200 forms of list. Coordinate with the City's Inspectional Services Division to flag discrepancies in building permits
Increase public awareness, confidence, and accuracy in the residential exemption program and other statutory exemptions including seniors and veterans.	Certify the status of 1800 new and existing residents. Increase awareness of the statutory exemption through mass mailings, web site information, and cable TV notices and process 600 applications

> BUDGET:

BOARD OF ASSESSORS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	462,728	415,123	347,717	426,306	
(511002)	SALARIES - MONTHLY	16,182	16,182	14,833	16,498	
(513000)	OVERTIME	-	500	-	500	
(514006)	LONGEVITY	2,450	1,700	1,450	1,700	
(515011)	HOLIDAYS - S.M.E.A.	560	879	634	225	
(515012)	PERFECT ATTENDANCE	500	-	600	-	
(519004)	UNIFORM ALLOWANCE	700	1,050	700	1,050	
SUB-TOTAL PERSONAL SERVICES		483,119	435,434	365,934	446,279	2.5%
(524007)	R&M - OFFICE EQUIPMENT	-	300	265	300	
(524015)	R&M - COMPUTER	12,985	12,900	11,992	12,900	
(524034)	R&M - SERVICE CONTRACT	455	500	438	500	
(530000)	PROFESS. SERVICES	30,825	15,500	586	30,000	
(530010)	LEGAL SERVICES	-	-	-	-	
(530011)	ADVERTISING	640	500	60	500	
(530016)	PROPERTY DATA	35,987	35,000	30,963	20,500	
(530024)	TUITION	1,253	2,000	785	2,000	
(542000)	OFFICE SUPPLIES	2,537	2,500	1,794	2,500	
(542001)	STATIONERY	2,140	1,500	1,222	1,500	
(542007)	COMPUTER EQUIPMENT	-	-	-	-	
(542008)	BOOKS & BOOKBINDING	915	650	447	650	
(558004)	MAGAZINES/SUBSCRIPTS	248	550	248	550	
(571000)	IN STATE TRAVEL	1,823	2,500	1,159	2,500	
(571001)	IN STATE CONFERENCES	-	-	-	-	
(572001)	OUT OF STATE CONFEREN	-	-	250	-	
(573000)	DUES AND MEMBERSHIPS	480	600	440	600	
(578010)	RECORDINGS	-	-	75	-	
SUB-TOTAL ORDINARY MAINTENANCE		90,288	75,000	50,722	75,000	0.0%
BOARD OF ASSESSORS		573,408	510,434	416,657	521,279	2.1%

> PERSONNEL LIST:

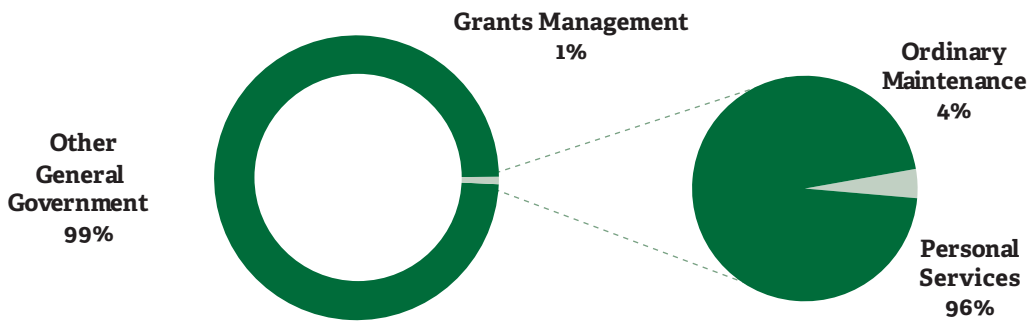
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ASSESSOR	LEVYE, MARC A	1,560.22	81,443.48	81,443.48
ASSESSOR	MOYNIHAN, H.	687.40	8,248.80	8,248.80
ASSESSOR	FLYNN, MICHAEL	687.40	8,248.80	8,248.80
DIRECTOR OF COMMERCIAL ASSESSMENTS	SWARTZ, LYNDA	1,307.69	68,261.42	68,261.42
MANAGER OF RESIDENTIAL ASSESSMENTS	IRELAND, MARY LOU	1,115.38	58,222.84	58,222.84
SALES/PERSONAL PROPERTY ANALYST	MATHEWS, DANIEL	1,033.21	53,933.56	53,933.56
ASSESSOR ANALYST	D'AURIA, RUSSELL	903.69	47,172.62	47,172.62
HEAD CLERK	HALEY, CAROL	854.16	44,587.15	45,872.57
PRINCIPAL CLERK II	NUNZIATO, TERESA	781.10	40,773.42	42,051.53
JR CLERK	LANDRY, THERESA	611.34	31,911.95	32,323.08
				445,778.70

GRANTS MANAGEMENT

> MISSION STATEMENT:

To provide support to City Departments seeking grant funding in order to make Somerville the best community in which to live, work and play.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 94,456	\$ 102,529	\$ 106,531	3.90%
ORDINARY MAINTENANCE	\$ 3,676	\$ 4,436	\$ 4,456	0.45%
GENERAL FUND EXPENDITURES	\$ 98,133	\$ 106,965	\$ 110,987	3.76%



> CHANGES BETWEEN FY2011 AND FY2012:

No significant changes.

> DEPARTMENT ORGANIZATION:

- Grants Administration is a division of the Finance Department. The Department is made up of a Grants Administrator and a Contracted Grant Writer.

> FY2011 ACCOMPLISHMENTS:

- Supported 18 City departments and divisions in identifying, evaluating, developing, writing and submitting grant proposals.
- 100% of proposals submitted by City departments with Grants Management assistance were submitted complete and on-deadline.
- \$6,600,000+ grants awarded.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Ensure City Departments are pursuing all available Grant funding	Maintain institutional knowledge of grant funding. Ensure that City Departments have needed information to act on potential funding opportunities Explore non-traditional funding streams for emerging innovative City projects.	Y
2	Increase the City's success in receiving grants	Support key city departments in writing and submitting grants.	Y

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Ensure City Departments are pursuing all available Grant funding.	
	Maintain institutional knowledge of grant funding
	Monitor websites and other sources of information on potential grant opportunities.
	Inform City departments about grants that could support new or ongoing projects.
	Help departments to evaluate grant opportunities they have identified on their own.
	Explore non-traditional funding streams for emerging innovative City projects.
Optimize the City's ability to obtain grant funding.	
	Connect City departments with information needed to act on potential funding opportunities.
	Advise and assist City departments in developing, writing, editing and submitting grant proposals.
	Support City departments' development of strategic partnerships, project and program budgets, and supplemental materials.
Ensure that City Departments are fully aware of Grants Management as an internal resource.	
	Continue to develop and enhance a departmental grants manual that informs City departments about Grants Management resources.
	Continue to develop and enhance the Grants Management page on the City's website.
	Continue to update departments on best practices in Grants Management.

> **BUDGET:**

GRANTS MANAGEMENT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	94,456	102,529	83,644	106,531	
SUB-TOTAL PERSONAL SERVICES		94,456	102,529	83,644	106,531	3.9%
(530000)	PROFESSIONAL & TECHNICAL	-	1,000	-	1,000	
(542000)	OFFICE SUPPLIES	1,690	750	-	1,000	
(542001)	STATIONERY	-	500	-	-	
(542004)	COMPUTER SUPPLIES	-	200	-	440	
(542005)	OFFICE EQUIPMENT	-	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	1,711	1,711	-	1,700	
(573000)	DUES AND MEMBERSHIPS	275	275	-	316	
SUB-TOTAL ORDINARY MAINTENANCE		3,676	4,436	-	4,456	0.5%
GRANTS MANAGEMENT		98,133	106,965	83,644	110,987	3.8%

> **PERSONNEL LIST:**

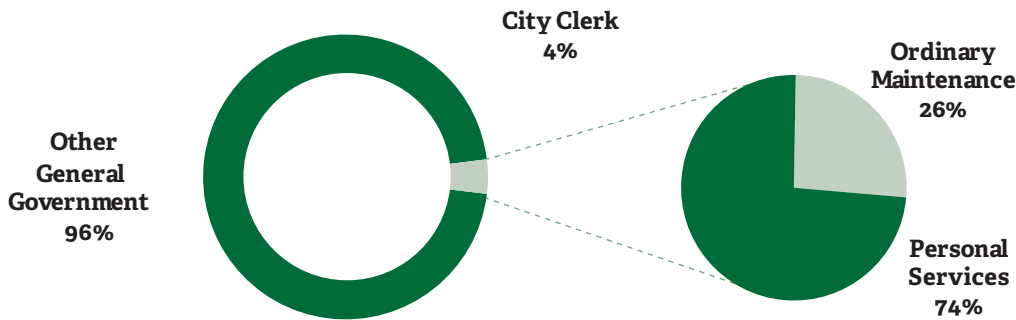
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
GRANT ADMINISTRATOR	KATE ASHTON	1,040.82	54,330.80	54,330.80
GRANT WRITER	LAURA HAAS	1,000.00	52,200.00	52,200.00
				106,530.80

CITY CLERK

> MISSION STATEMENT:

The City Clerk’s Office is the City’s keeper of records, vital statistics, and general information. The mission of the Office is to record, maintain, and certify municipal records, including resident vital statistics, business licenses and permits, and legislative acts. To that end, we provide technical assistance to individuals and businesses, and professional support to public officials. We also provide professional and clerical support to the Board of Aldermen and Licensing Commission, including meeting preparation, interdepartmental communication, license and permit processing, and document management.

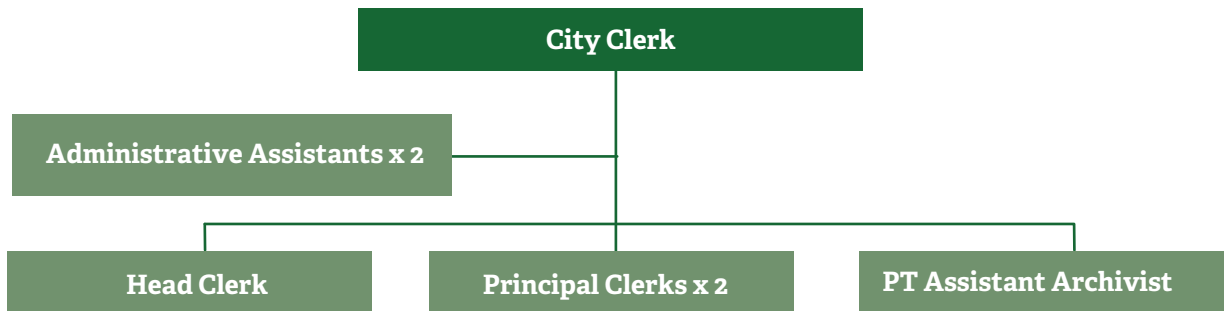
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 312,932	\$ 318,128	\$ 318,728	0.19%
ORDINARY MAINTENANCE	\$ 77,435	\$ 111,649	\$ 113,677	1.82%
GENERAL FUND EXPENDITURES	\$ 390,367	\$ 429,777	\$ 432,405	0.61%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION

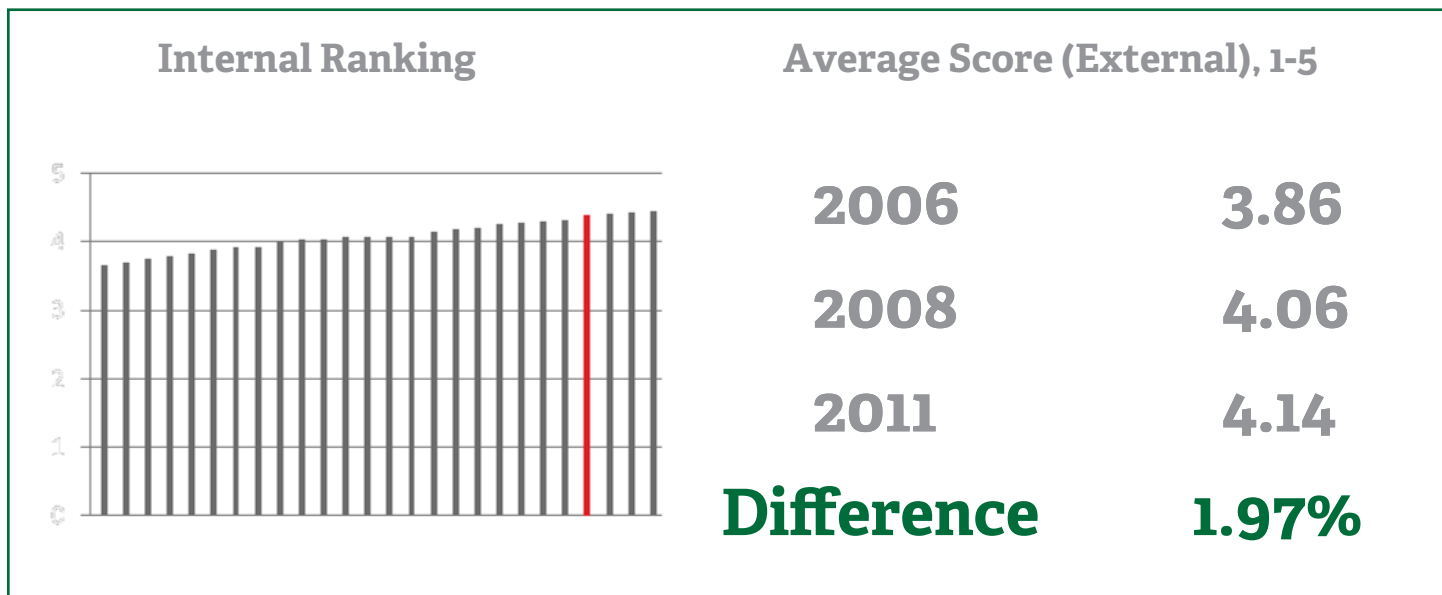


> FY2011 ACCOMPLISHMENTS:

- Provided prompt, accurate, and cordial customer service to 10,000 customers.
- Supported dog ownership by updating and distributing the “Responsible Dog Ownership in Somerville” brochure and by staffing the city’s Annual Rabies Clinic.
- Completed the configuration of the Munis Business Licensing module, which will provide more robust support for approximately 1,000 business licenses maintained by the City Clerk’s Office.

- Completed the conversion to the MinuteTraq agenda management software, providing live web-streaming of Board of Aldermen meetings, and greater transparency for BOA actions.
- Enhanced the audibility of Licensing Commission meetings by installing an amplified podium for the use of applicants and other speakers at Commission meetings.

➤ **ACE CUSTOMER SERVICE SCORE:**



➤ **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Provide prompt, accurate, and cordial customer service with respect to vital records, dog licenses, and other residential services.	Implement the State Vitals Information Processing System for births.	Ongoing
2	Provide prompt, accurate, and cordial customer service with respect to business licenses, business certificates, and other business services.	Install and implement the MUNIS Business Licensing module for all BOA-issued business licenses.	Ongoing
3	Provide ongoing administrative support for the Board of Aldermen.	Implement MinuteTraq.	Y
4	Provide ongoing administrative support for the Licensing Commission.	Enhance the audibility of Licensing Commission meetings	Y
5	Provide administrative support for municipal government	Improve residents' experience of the Municipal Hearing process by evaluating the noncriminal ticketing process and developing recommendations	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Provide accurate, courteous and easy customer service with respect to vital records, dog licenses, and other residential services.						
	Put City Clerk's Office information online	# of phone requests to 311 requesting info	approx. 1,000		FY2011	
	Implement the Munis Business Licensing module for City Clerk, BOA, and Licensing Commission licenses	% of project completed	33%	67%	FY2011	34.00%
Modernize payment options						
	Expand payment options at the window (i.e. credit card)	# of payment options	3 (cash, check, money order)		FY2011-FY2012	
	Offer online transactions	# of transactions online	40 transactions (downloading only)		FY2011-FY2012	
Provide consistent administrative support for municipal government						
	Stream BOA meetings online and post minutes and video links within 2 business days	% meetings posted within 2 days	14%	100%	FY2011	86%
	Promptly inform departments of relevant BOA actions using MinuteTraq	% of BOA actions forwarded via MinuteTraq	20%	100%	FY2011	80%

> BUDGET:

CITY CLERK		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	301,900	307,087	268,646	308,741	
(513000)	OVERTIME	2,046	2,160	1,431	2,160	
(514006)	LONGEVITY	4,900	5,425	5,550	5,650	
(515011)	HOLIDAYS - S.M.E.A.	836	1,706	1,706	426	
(515012)	PERFECT ATTENDANCE	1,500	-	1,500	-	
(519004)	UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
(519005)	SICK LEAVE BUYBACK	-	-	-	-	
(519013)	OTHER LUMP SUM PAYMENT	-	-	-	-	
SUB-TOTAL PERSONAL SERVICES		312,932	318,128	280,583	318,728	0.2%
(524007)	R&M - OFFICE EQUIPMENT	2,183	1,500	562	1,600	
(524033)	R&M - SOFTWARE	-	-	-	16,040	
(527006)	LEASE - PHOTOCOPIER EQUIP	179	2,500	1,793	2,500	
(527013)	RENTAL - STORAGE SPACE	2,277	2,900	2,105	3,000	
(527018)	POSTAGE MACHINE RENTAL	724	3,519	643	3,608	
(530000)	PROFESSIONAL & TECHNICAL	630	16,840	-	1,300	
(530011)	ADVERTISING	969	480	190	480	

CITY CLERK		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(534003)	POSTAGE	59,900	59,900	40,360	61,039	
(542000)	OFFICE SUPPLIES	2,927	5,000	4,270	5,000	
(542001)	STATIONERY	1,365	3,500	794	3,600	
(542005)	OFFICE EQUIPMENT	843	1,600	-	1,600	
(542008)	BOOKS & BOOKBINDING	4,749	12,610	1,156	12,610	
(549000)	FOOD SUPPLIES & REFRESH	-	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	93	-	25	-	
(571001)	IN STATE CONFERENCES	24	500	-	500	
(573000)	DUES AND MEMBERSHIPS	292	500	242	500	
(574000)	INSURANCE PREMIUMS	282	300	100	300	
SUB-TOTAL ORDINARY MAINTENANCE		77,435	111,649	52,237	113,677	1.8%
CITY CLERK		390,367	429,777	332,820	432,405	0.6%

> PERSONNEL LIST:

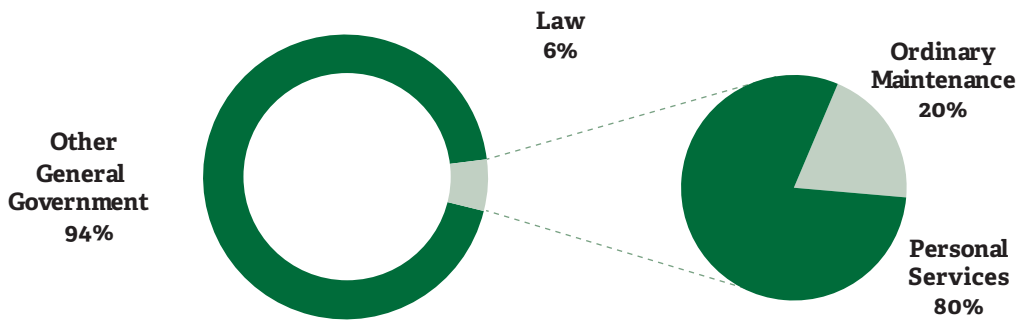
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CITY CLERK	LONG, JOHN J	1,311.62	68,466.56	68,466.56
RECORDS RETENTION CLERK	DIXSON, NADIA	16.00	17,308.80	17,308.80
ADMN ASST	DEPRIZIO, JO-ANN	933.20	48,713.04	50,706.36
ADMN ASST	PAGLIARO, JENNEEN	915.16	30,200.28	31,891.80
		933.20	17,917.44	17,917.44
HEAD CLERK	JAMES, MAUREEN	854.18	44,588.20	46,423.61
PRINCIPAL CLERK II	CASSIDY, NANCY	781.10	40,773.42	42,051.53
PRINCIPAL CLERK II	STONE, MARY	781.10	40,773.42	41,801.53
				316,567.63

LAW

> MISSION STATEMENT:

To provide high quality, cost effective legal services to the Mayor, Board of Aldermen, Department Heads, Boards and Commissions. The Law Department strives to be knowledgeable, efficient, creative, and successful in prosecuting and defending actions before state and federal courts and administrative agencies, in responding to requests for legal opinions and information, in advocating for the City in matters before the state legislature, and in facilitating the lawful implementation of programs, technologies, and best practices, many of which are innovative - even the first of their kind - within the Commonwealth of Massachusetts.

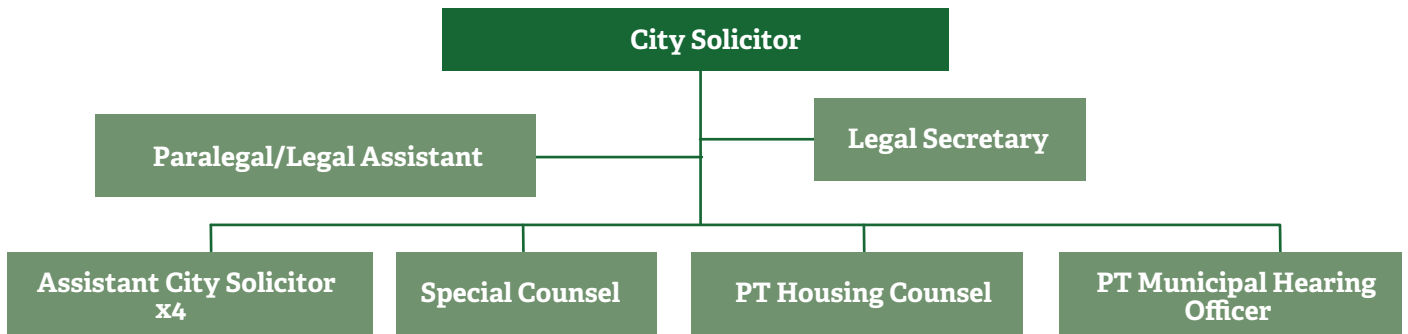
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 535,103	\$ 518,368	\$ 535,959	3.39%
ORDINARY MAINTENANCE	\$ 113,646	\$ 124,850	\$ 131,700	5.49%
GENERAL FUND EXPENDITURES	\$ 648,749	\$ 643,218	\$ 667,659	3.80%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Assembly Square - DIF approval by Commonwealth of Massachusetts; facilitated private acquisition of Central Steel.
- Recovered approximately Two Million (\$2,000,000.00) Dollars for the City by agreement, settlements and insurance proceeds.

- Code Enforcement – implementation of receivership as a tool for improving blighted properties.
- Affordable Housing – successfully maintained affordability of residential property and avoided repayment of funding previously received from HUD.
- Initiated monthly personnel meetings w/School Dept to address mutual labor and finance issues.
- Assembly Square - Successfully negotiated agreement between Massachusetts Department of Transportation, Federal Realty Investment Trust and City for the construction of the Orange Line station, development of Blocks 1, 3 and 4 and infrastructure.

› **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Increase staff productivity and accountability through improved processes	Continue to work with the city archivist to develop and implement plans for storage and retention of law department files Scan and index legal documents to preserve the quality of the documents and provide greater accessibility Develop improved boilerplates for key departments that establish a clear understanding of who is responsible for which sections of contracts, bids, requests for proposals, and prevailing wage requirements. Establish protocol with SPD as to reviewing complaints submitted regarding officers/SPD. Establish improved process for code violation enforcement	Yes (exception: establish protocol with SPD regarding complaints ongoing)
2	Encourage continuing education to provide the city a well informed legal staff	Attend seminars related to municipal legal issue; Undertake training in computer programs, such as Microsoft Access and Adobe Acrobat that will improve law department functions.	Yes
3	Provide the best possible customer service and communication with “clients” and claimants	Vet items internally and discuss legal and practical ramifications prior to submission to client, i.e. BOA, dept heads, etc. Efficiently and effectively communicate opinions to BOA members, including in executive session; Provide prompt responses to claims against the city; Educate clients on the importance of researched opinions.	Yes
4	Provide the most efficient and effective legal services to the city	Handle as much legal work in-house as possible, to avoid incurring outside counsel fees to the extent it is in the city’s best interest to do so; Advance the Assembly on the Mystic project to the next stage with in-house legal work, i.e., re: 1) PUD Preliminary Master Plan soon to be submitted; 2) acquisition of Central Steel; 3) on-site and off-site infrastructure improvements. Support process to transfer employee health insurance coverage to the Group Insurance Commission through coalition bargaining. Provide legal advice regarding possible reducing costs to the city by way of competitive sourcing of city services.	Yes

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Continually improve the skill set of all staff	
	Encourage staff to routinely attend legal seminars and take courses in computer programs
Strive for excellent customer service according to A.C.E	

FY2012 Goal	Strategic Objective
	Continue to provide prompt responses to law claims.
Advance the Assembly Row project	
	Contract execution w/MBTA
	Facilitate development of Blocks 1, 3 and 4
Increase the efficiency of city-wide contract and procurement process.	
	Develop improved boilerplates for Purchasing and to establish a clear understanding of who is responsible for which sections of contracts, bids, RFP's, and prevailing wage requirements
Code violation enforcement Implementation	
	Maintain efficient code enforcement
	Assisting NIT team and using Receivership
Improve client communication	
	Vet items internally before submitting to BOA, dept heads, etc
	Efficiently and effectively communicate opinions to BOA members
	Educate clients on importance of including law department in decision-making
Continually strive to develop cost effective and prudent legal strategies	
	Retain litigation against the City in-house to avoid incurring outside counsel fees
Continue process to transfer Employee Health Coverage to the Group Insurance Commission	
	Reduce City and Employee and Retiree premium costs while maintaining or improving health insurance premium costs
Continue to work with the City archivist to develop and implement plans for storage and retention of law department files	
	Box files according to archivist's guidelines
Scan and index legal documents to preserve the quality of the documents and to provide greater accessibility	
	Scanning and indexing continues throughout the year

> BUDGET:

LAW		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	514,937	506,798	443,866	524,580	
(511002)	SALARIES - MONTHLY	9,808	9,808	8,991	10,000	
(514006)	LONGEVITY	850	1,250	1,450	1,250	
(515011)	HOLIDAYS - S.M.E.A.	255	512	514	129	
(515012)	PERFECT ATTENDANCE	-	-	-	-	
(519013)	OTHER LUMP SUM	9,253	-	-	-	
SUB-TOTAL PERSONAL SERVICES		535,103	518,368	454,820	535,959	3.4%
(524007)	R&M - OFFICE EQUIPMENT	768	400	288	800	
(530000)	PROFESS. SERVICE	3,187	7,000	7,603	16,000	
(530010)	LEGAL SERVICES	79,931	85,000	-	75,000	
(530024)	TUITION	1,380	3,000	380	3,000	
(534003)	POSTAGE	-	150	-	-	
(538005)	PHOTOGRAPHY	-	100	-	-	
(542000)	OFFICE SUPPLIES	537	1,600	372	2,500	
(542001)	STATIONERY	60	400	140	400	
(542002)	PHOTOCOPYING	6	500	-	-	
(542005)	OFFICE EQUIPMENT	299	700	-	8,000	
(542008)	BOOKS & BOOKBINDING	22,489	19,000	8,265	19,000	
(558004)	MAGAZINES/SUBSCRIPTS	603	500	360	500	
(571000)	IN STATE TRAVEL	134	1,000	354	1,000	
(573000)	DUES AND MEMBERSHIPS	2,930	4,000	1,790	4,000	
(578010)	RECORDINGS	1,323	1,500	1,615	1,500	
SUB-TOTAL ORDINARY MAINTENANCE		113,646	124,850	21,167	131,700	5.5%
LAW		648,749	643,218	475,987	667,659	3.8%

> PERSONNEL LIST:

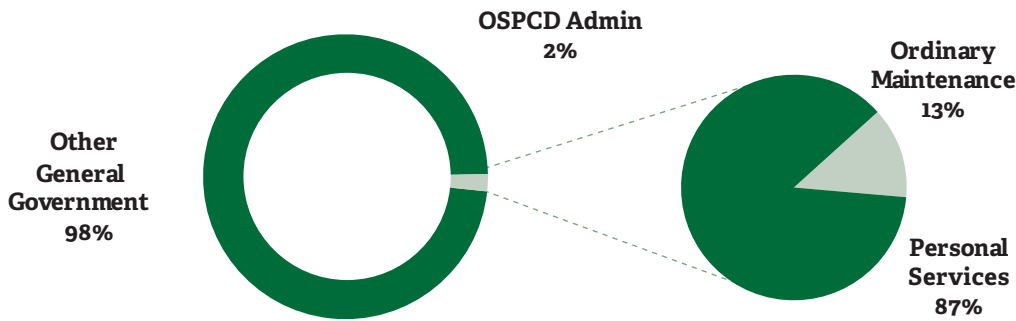
<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR BASE</u>	<u>TOTAL</u>
CITY SOLICITOR	FRANCIS X. WRIGHT, JR.	1,809.05	94,432.41	94,432.41
ASSISTANT CITY SOLICITOR	MATTHEW J. BUCKLEY	1,488.00	77,673.60	77,673.60
ASSISTANT CITY SOLICITOR	ROBERT V. COLLINS	1,490.52	77,805.14	77,805.14
ASSISTANT CITY SOLICITOR	DAVID P. SHAPIRO	1,485.53	77,544.67	77,544.67
ASSISTANT CITY SOLICITOR	JASON GROSSFIELD	1,250.00	65,250.00	65,250.00
LEGAL COUNSEL	ANNE M. THOMAS	1,497.43	78,165.85	19,541.46
PARALEGAL/LEGAL ASSISTANT	SUSAN M. TKACZUK	635.05	33,149.61	33,149.61
LEGAL ASSISTANT	PAULA GARTLAND	1,289.79	54,171.18	55,550.16
		1,293.64	13,195.13	13,195.13
PROGRAM MANAGER HOUSING	ELAM, KELLY	1,191.43	62,192.65	11,816.60
MUNICIPAL HEARING OFFICER	KENNETH JOYCE	833.33	9,999.96	9,999.96
				535,958.74

OFFICE OF STRATEGIC PLANNING AND COMMUNITY DEVELOPMENT

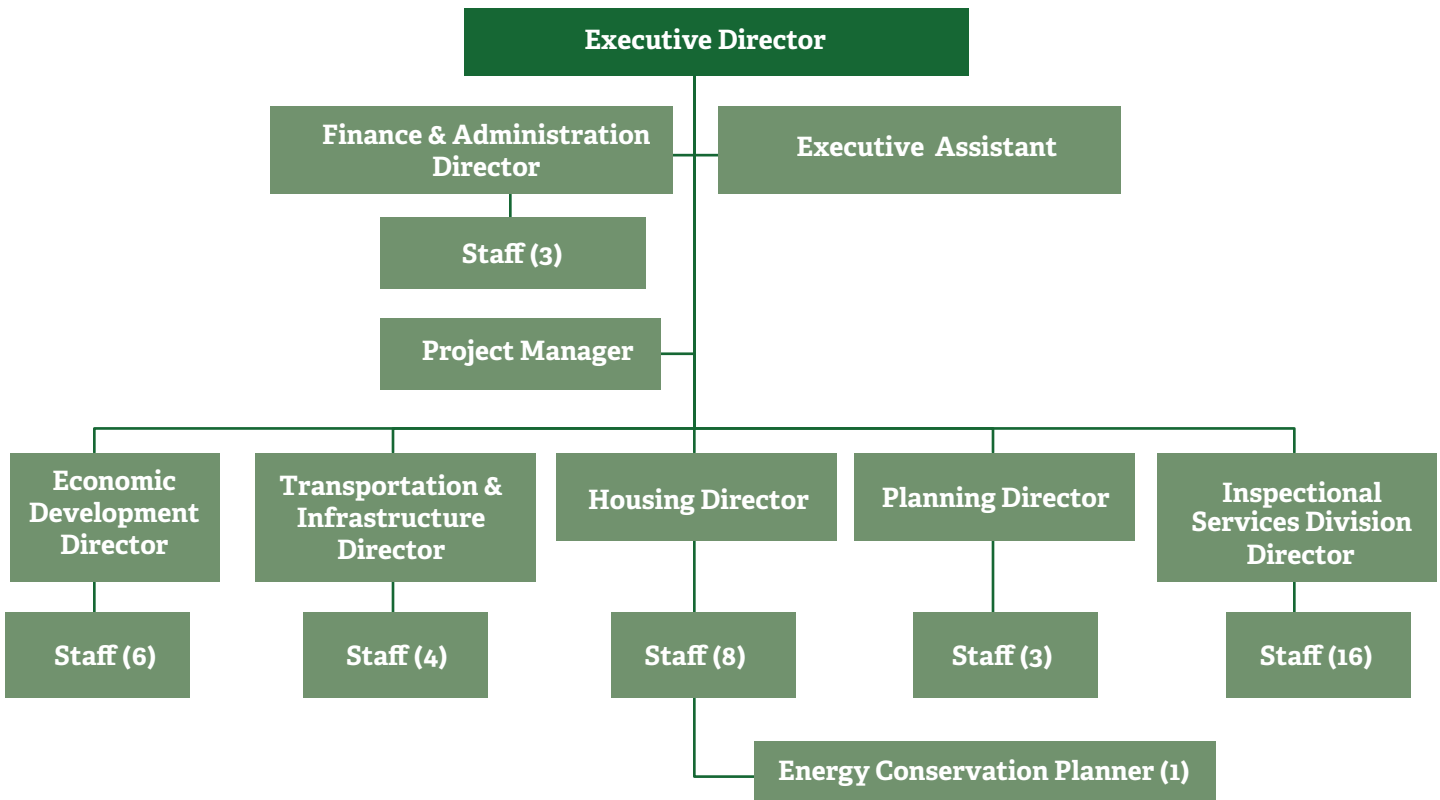
> MISSION STATEMENT:

The Mayor’s Office of Strategic Planning and Community Development (OSPCD) is committed to improving the quality of life for Somerville’s residents. Toward this end, OSPCD is dedicated to enhancing low and moderate-income areas, improving transportation access across the City, and attracting economic development to increase job opportunities and commercial tax revenue. OSPCD’s activities are focused on planning for current development opportunities and identifying and creating future development opportunities. The department seeks to emphasize the importance of: public participation, sound urban design, environmental preservation/enhancement, transportation access, and diverse housing choice.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 133,328	\$ 134,059	\$ 145,149	8.27%
ORDINARY MAINTENANCE	\$ 33,737	\$ 21,551	\$ 21,551	0.00%
GENERAL FUND EXPENDITURES	\$ 167,065	\$ 155,610	\$ 166,700	7.13%



DEPARTMENT ORGANIZATION:



➤ **CHANGES BETWEEN FY2011 AND FY2012:**

- A vacant Program Analyst position has been eliminated.

➤ **FY2011 ACCOMPLISHMENTS:**

- Implemented and monitored appropriation and grants budgets
- Implemented new MUNIS financial system for OSPCD
- Provided financial support to the Lead Grant, Community Challenge Grant, and HUD Healthy Homes Grant, and Public Service Grants to ensure success.
- Worked with Steering Committee to prepare goals, policies, and actions, and draft Land Use Map for Comprehensive Master Plan, SomerVision; facilitated community involvement in process
- Secured \$1.8 million HUD Community Challenge Grant for the planning around the Green Line Extension including creation of a Land Bank fund

➤ **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Work with the Somerville community to strategically plan for its future	Prepare draft Comprehensive Master Plan for review and approval	Ongoing
2	Ensure that OSPCD revenues and expenditures are within annual budget parameters	Submit annual HUD Action Plan in timely manner Expend HPRP and CDBG-R funds within HUD timeframes Implement MUNIS financial system for OSPCD programs Submit City budget proposal in timely manner Monitor OSPCD revenues on regular basis	Y
3	Implement Public Service Grants and other sub grants to meet the needs of residents and business persons.	Hold annual RFP process to select Public Service grant recipients. Actively monitor performance of sub-grantees Identify opportunities for professional development	Y

➤ **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Work with the Somerville community to strategically plan for its future	Prepare draft Comprehensive Master Plan (SomerVision) for review and approval by Planning Board and Board of Aldermen
	Prepare Implementation Program for Comprehensive Plan
	Work with Planning staff to initiate Citywide rezoning study
Ensure that OSPCD revenues and expenditures are within annual budget parameters	Submit annual HUD Action Plan in timely manner
	Expend HPRP and CDBG-R funds within HUD timeframes
	Submit City budget proposal in timely manner
Implement Public Service Grants and other sub grants to meet the needs of residents and business persons	Hold annual RFP process to select Public Service grant recipients
	Actively monitor performance of subgrantees

FY2012 Goal	Strategic Objective
	Identify opportunities for professional development
Administer funds from HUD Community Challenge Grant	
	Work with Housing Director to identify parcels to create land bank for affordable housing
	Work with Economic Development staff to prepare Area Plans around future Green Line Stations
	Work with Planning Director to hire Senior Planner for citywide rezoning study

> **BUDGET:**

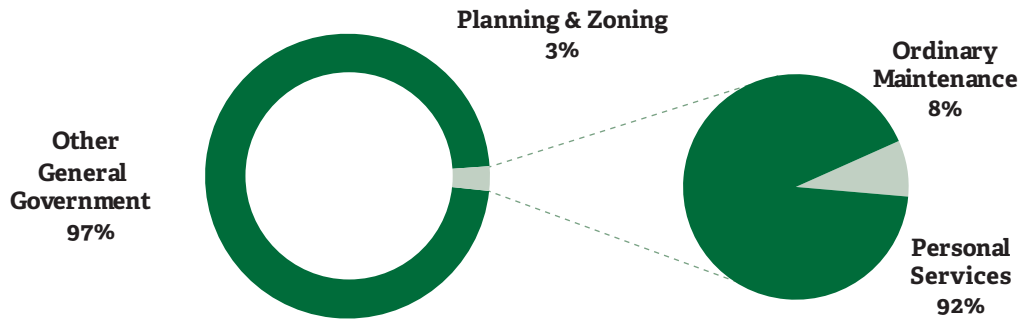
OSPCD-ADMINISTRATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	133,328	134,059	115,988	145,149	
SUB-TOTAL PERSONAL SERVICES		133,328	134,059	115,988	145,149	8.3%
(527000)	RENTALS	270	-	-	-	
(527006)	LEASE-PHOTOCOPY	4,856	5,551	4,378	7,771	
(530000)	PROFESS. SERVICEL	25,894	13,500	6,033	11,280	
(530011)	ADVERTISING	-	1,250	1,682	1,250	
(530023)	STAFF DEVELOPMENT	565	-	-	-	
(534003)	POSTAGE	-	500	-	500	
(542000)	OFFICE SUPPLIES	794	500	275	500	
(542001)	STATIONERY	1,137	-	135	-	
(542007)	COMPUTER EQUIPMENT	220	-	-	-	
(549000)	FOOD SUPPLIES	-	-	386	-	
(558004)	MAGAZINES/SUBSCRIPTS	-	250	-	250	
SUB-TOTAL ORDINARY MAINTENANCE		33,737	21,551	12,888	21,551	0.0%
(584001)	SITE IMP - PARK RECONS	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	0.0%
OSPCD-ADMINISTRATION		167,065	155,610	128,876	166,700	7.1%

> **PERSONNEL LIST:**

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	GLAVIN, MICHAEL	2,115.38	110,422.84	39,752.22
DIRECTOR FIN & ADMIN	FEDERICO, DANIEL	1,346.15	70,269.03	14,756.50
ASSISTANT DIRECTOR OF FINANCE	MENGESTU,ZEWDITU	1,104.81	57,671.08	10,957.51
PROJECT MANAGER	VACANT	1,153.85	60,230.97	30,115.49
SENIOR ACCOUNTANT	VACANT	1,104.81	57,671.08	11,534.22
ADMINSTRATIVE ASST	LYNCH, NANCY	769.24	40,154.33	14,054.01
ADMINSTRATIVE ASST PT	VACANT	504.81	26,351.08	23,979.48
ADMINSTRATIVE ASST PT	SNYDER, PENELOPE	550.12	28,716.26	0.00
				145,149.42

OSPCD PLANNING & ZONING

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 246,894	\$ 296,258	\$ 279,661	-5.60%
ORDINARY MAINTENANCE	\$ 13,395	\$ 23,634	\$ 23,637	0.01%
GENERAL FUND EXPENDITURES	\$ 260,289	\$ 319,892	\$ 303,298	-5.19%



› CHANGES BETWEEN FY2011 AND FY2012:

- A part-time Senior Draftsman position has been eliminated.

› FY2011 ACCOMPLISHMENTS:

- Completed and implemented the ordinance that updated the process for ZBA and Planning Board project review, including updated rules and regulations, to create more clarity and predictability in the hearing process
- Prepared reports and staff recommendations for over 120 cases before the ZBA and Planning Board; facilitated review of more than 15 cases before the Design Review Committee
- Completed and implemented the ordinance allowing for expanded options for re-use of Historic Carriage Houses
- Processed major amendment to the Assembly Square Preliminary Master Plan that will serve to guide future Special Permit projects in Assembly Square
- Completed review and amendments to the Maxwell's Green (Max Pak) project that will bring the project to the point of construction.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Develop a transparent, streamlined, fair, efficient and effective permit review process.	Submit amendment to SZO to remove dual review by Planning Board and ZBA Continue to post zoning reports, plans, and decisions on city website for easy review	Y (report posting ongoing)
2	Overhaul the SZO to reflect the vision and goals of the Comprehensive Plan, clearly establishing the City's expectations for development.	Complete analysis of RA and RB zoning districts. Initiate citywide rezoning study Prepare ordinance for use of Historic Carriage Houses	Ongoing (Carriage Houses ordinance completed)
3	Increase information flow with other divisions, departments and the public.	Continue to coordinate with ISD on project review Continue to improve coordination with Housing Division Continue to improve coordination with Historic Preservation Commission Implement MUNIS permit and inspections module.	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Develop a transparent, streamlined, fair, efficient and effective permit review process						
	Continue to serve Planning Board and ZBA with an orderly system that allows projects to be scheduled and advertised and allows staff recommendations to be available to the public for comment as soon as projects are complete					
	Continue to post zoning reports, plans and decisions on the city website for easy review					
Overhaul the SZO to reflect the vision and goals of the Comprehensive Plan, and clearly establish the City's expectations for development						
	Complete city-wide analysis of zoning objectives from the comprehensive plan and identify challenges with the SZO to plan implementation and proposed solutions					
	Continue to monitor stormwater and permeable pavement issues and propose effective strategies to encourage the reduction of impervious surfaces					
	Hire Senior Planner to prepare new zoning ordinance in accordance with HUD Community Challenge Grant					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Increase information flow with other divisions, departments and the public						
	Establish a cross departmental pre-application meeting to review cases prior to preparing staff report, including ISD, Fire, T&P, DPW Highways, DPW Engineering, Housing, and Historic Preservation, as needed	# pre-application meetings held per month	1app/ yr		FY2011-FY2012	
	Continue to coordinate with ISD on project review					
	Continue to improve coordination with Housing Division					
	Continue to improve coordination with Historic Preservation Commission					
	Implement MUNIS permit module					

> BUDGET:

OSPCD-PLANNING & ZONING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	183,722	230,479	201,012	212,715	
(511002)	SALARIES - MONTHLY	63,173	65,779	56,813	66,946	
(514006)	LONGEVITY	-	-	-	-	
(519004)	UNIFORM ALLOWANCE	-	-	-	-	
(519015)	AUTO ALLOWANCE	-	-	-	-	
SUB-TOTAL PERSONAL SERVICES		246,894	296,258	257,825	279,661	-5.6%
(527001)	RENTAL - BUILDINGS	-	-	500	-	
(527014)	RENTAL - TABLES & CHAIRS	-	-	220	-	
(530000)	PROFESSIONAL & TECHNICAL	3,850	14,346	5,475	14,349	
(530011)	ADVERTISING	815	2,210	200	2,210	
(530028)	SOFTWARE SERVICES	500	1,000	1,020	1,000	
(534003)	POSTAGE	-	400	-	400	
(538010)	ADMINISTRATION COSTS	-	-	-	-	
(542000)	OFFICE SUPPLIES	3,376	1,250	927	1,250	
(542001)	STATIONERY	4,730	1,800	258	1,800	
(542004)	COMPUTER SUPPLIES	-	-	-	-	
(542007)	COMPUTER EQUIPMENT	123	500	-	500	
(542008)	BOOKS & BOOKBINDING	-	2,000	-	2,000	
(558004)	MAGAZINES/SUBSCRIPTS	-	28	-	28	
(571001)	IN STATE CONFERENCES	-	100	-	100	

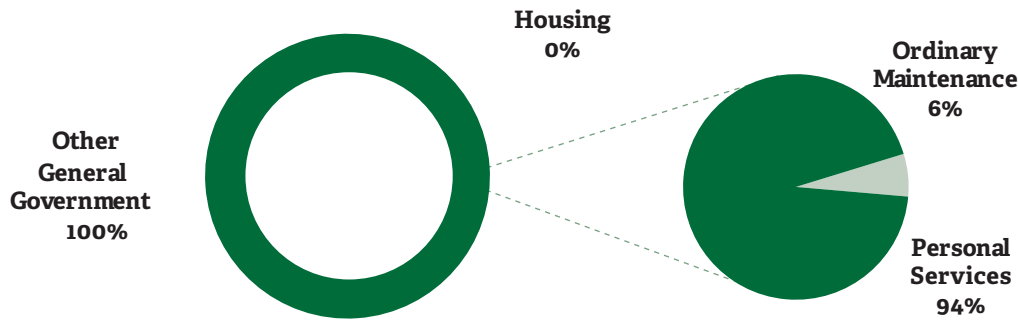
OSPCD-PLANNING & ZONING	FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
SUB-TOTAL ORDINARY MAINTENANCE	13,395	23,634	8,600	23,637	0.0%
OSPCD-PLANNING & ZONING	260,289	319,892	266,424	303,298	-5.2%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF PLANNING	PROAKIS GEORGE	1,403.85	73,280.97	73,280.97
PLANNER	DUCHESNEAU, ADAM	865.38	45,172.84	45,172.84
SENIOR PLANNER ZBA ADMIN	MASSA , LORI	1,038.46	54,207.61	54,207.61
ADMINISTRATIVE ASSISTANT	PEREIRA, DAWN	767.31	40,053.58	40,053.58
BOARD MEMBER PLANNING	PRIOR, KEVIN	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING	MORONEY, ELIZABETH	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING	KIRYLO, JAMES	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING	FAVALORO, JAMES	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING	VACANT	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING	CAPUANO, MICHAEL	423.23	5,078.76	5,078.76
BOARD MEMBER PLANNING MPO REP	BENT, THOMAS	500.00	6,000.00	6,000.00
BOARD MEMBER ZBA	ROSSETTI, RICHARD	423.24	5,078.88	5,078.88
BOARD MEMBER ZBA	FOSTER J. HERBERT	423.24	5,078.88	5,078.88
BOARD MEMBER ZBA	DARLING III, T.F.SCOTT	423.24	5,078.88	5,078.88
BOARD MEMBER ZBA	FILLIS, DANIELLE	423.24	5,078.88	5,078.88
BOARD MEMBER ZBA	FONTANO, ORSOLA	423.24	5,078.88	5,078.88
ASSOC BOARD MEMBER ZBA	SOFDIE, JOSHA	211.62	2,539.44	2,539.44
ASSOC BOARD MEMBER ZBA	SEVERINO, ELAINE	211.62	2,539.44	2,539.44
				279,660.84

HOUSING

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 14,129	\$ 23,096	\$ 23,546	1.95%
ORDINARY MAINTENANCE	\$ 1,890	\$ 1,600	\$ 1,600	0.00%
GENERAL FUND EXPENDITURES	\$ 16,020	\$ 24,696	\$ 25,146	1.82%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> FY2011 ACCOMPLISHMENTS:

- Initiated implementation of \$790,000 HUD Healthy Homes Technical grant for a three-year project to study the impact of I-93 air-borne small particle contaminants that may be impacting the health and safety of tenants at the Mystic Avenue Public Housing
- Provided support towards the completion of the 29-unit St. Polycarp's Village Phase II affordable rental project
- Provided support for the completion of the Walnut Street Center Home for severely handicapped individuals at 27 Jackson Road
- Provided support for the modernization of the Clarendon Hills Tower (501) unit project. As part of this project (25) new units of handicapped housing units were created where none had existed before.
- Provided organizational support for the completion of the 2010 Federal Census
- Applied for and was granted a 42-month \$1.9 million renewal of the Lead Hazard Abatement Demonstration Grant
- Provided support for the awarding of a HUD Community Challenge Grant for the creation of a \$1.3 million Land Bank to assist in reducing the effects of the Green Line extension on displacement of low income individuals and families along the transit corridors
- Conditionally reserved \$250,000 in HOME funds for the Volunteers of America Veterans project at 1323 Broadway for formerly homeless veterans with substance abuse problems and a conditional award of \$150,000 in Affordable Housing Trust Funds which will result in a project consisting of (22) transitional and (7) permanent housing units with supportive services
- Conducted a comprehensive Senior survey to study and evaluate the needs of our residents over 50 years old.

> **FY2011 GOALS:**

Goal	Strategic Objective	Was Goal Met?	
1	Maintain & improve the existing housing stock	Provide assistance to individuals or families to rehabilitate or de-lead housing units Participate in implementation of DOE Energy Efficiency & Conservation Block Grant	Ongoing (EECBG completed)
2	Increase affordable housing opportunities for rental, homeownership and special needs residents	Provide assistance to individuals, families and developers of affordable housing	Ongoing
3	Prevent and address homelessness	Provide assistance to individuals or families at risk of homelessness Work with service providers to implement the Continuum of Care	Ongoing
4	Help reduce incidents of foreclosure	Provide education and outreach information to individuals or families at risk of being evicted or foreclosed upon Provide information or referrals to assist individuals with landlord or tenant issues	Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Increase affordable housing opportunities for rental, homeownership and special needs residents						
	Facilitate construction of 29-units at St. Polycarp Village Phase II					
	Facilitate funding and zoning approval of 24+ units of senior housing at former MWRA pumping station					
Prevent and address homelessness						
	Provide financial support for an 8 unit rental housing project for formerly homeless individuals and families					
Energy Efficiency and Weatherization program						
	Work with Office of Sustainability and Energy and utilities that service Somerville to implement program for residential property owners					
Finalize plans and market new affordable units						
	Ensure compliance with affordable housing implementation plans (AHIP) for residential developments including Avalon Bay (Assembly Square), Maxwell's Green (MaxPak), 380 Somerville Avenue, 343 Summer Street					
	Work with developers and Planning staff to develop new AHIPs for residential projects	# new AHIPs developed per year	5 AHIPs/yr	5 AHIPs/yr	FY2011-FY2012	0%

> BUDGET:

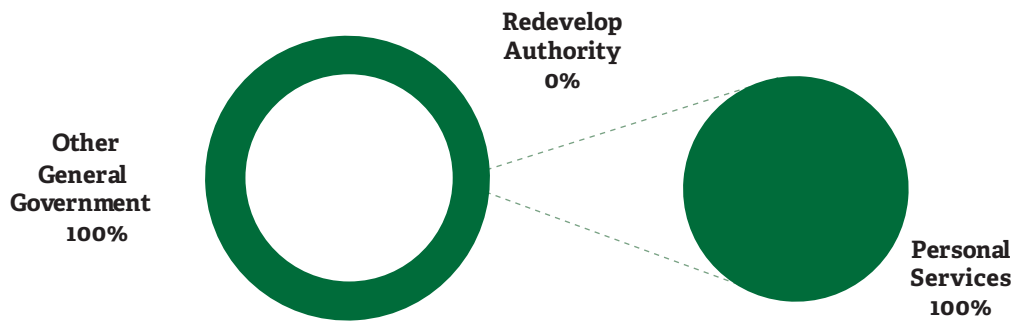
OSPCD-HOUSING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	5,164	14,131	12,180	14,405	
(511002)	SALARIES - MONTHLY	8,965	8,965	8,218	9,140	
SUB-TOTAL PERSONAL SERVICES		14,129	23,096	20,398	23,546	1.9%
(524034)	R&M - SERVICE CONTRACT	-	-	-	-	
(530011)	ADVERTISING	-	750	-	750	
(530023)	STAFF DEVELOPMENT	-	-	-	-	
(542000)	OFFICE SUPPLIES	706	100	-	100	
(542001)	STATIONERY	40	250	25	250	
(542007)	COMPUTER EQUIPMENT	924	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	-	-	-	-	
(573000)	DUES AND MEMBERSHIPS	220	500	220	500	
SUB-TOTAL ORDINARY MAINTENANCE		1,890	1,600	245	1,600	0.0%
OSPCD-HOUSING		16,020	24,696	20,643	25,146	1.8%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR		TOTAL
			BASE		
DIRECTOR HOUSING	LEWINTER, DANA	1,538.46	80,307.61		0.00
HOUSING COUNSEL	DONATO, KELLY	961.54	50,192.39		0.00
PROGRAM MANAGER LEAD	HAUCK, DANIEL	961.54	50,192.39		0.00
HOUSING GRANTS MANAGER	PERSOFF, EVELYN	1,057.69	55,211.42		0.00
OUTREACH AND EDUCATION	WIARI, VICKI	788.46	41,157.61		14,405.16
PROJECT COORDINATOR	BEAUZILE, MARIO	740.17	38,636.87		0.00
REHABILITATION SPECIALIST	WHITNEY, WALTER	961.54	50,192.39		0.00
COORD LEAD PROGRAMS	RICHARSON, FLOYD	788.46	41,157.61		0.00
OUTREACH & EDUCATION	OWUSU, EMMANUEL	769.23	40,153.81		0.00
LEAD PROJECT COORDINATOR	HOGAN, MICHAEL	769.23	40,153.81		0.00
BOARD MEMBER	MEDEIROS, WILLIAM	253.9	3,046.80		3,046.80
BOARD MEMBER	MEDEIROS, ELIZABETH	253.9	3,046.80		3,046.80
BOARD MEMBER	SMITHERS, MARLENE	253.9	3,046.80		3,046.80
					23,545.56

REDEVELOPMENT AUTHORITY

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 10,675	\$ 10,675	\$ 10,883	1.95%
GENERAL FUND EXPENDITURES	\$ 10,675	\$ 10,675	\$ 10,883	1.95%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> FY2011 ACCOMPLISHMENTS:

- Acquisition of Central Steel by Federal Realty Investment Trust underway
- Completion of construction of Assembly Square Drive and off-site improvements in summer 2011

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Further the development of the Assembly Square Urban Renewal Area	Update ASQ Urban Renewal Plan Acquisition of Central Steel	Ongoing (acquisition completed)

> FY2012 GOALS:

FY2012 Goal	Strategic Objective
Further development of the Assembly Square Urban Renewal Area	Demolition of Central Steel buildings
	Initiation of construction on blocks 1, 3, and 4 including approximately 400 units of housing, retail, cinema and structured parking

> BUDGET:

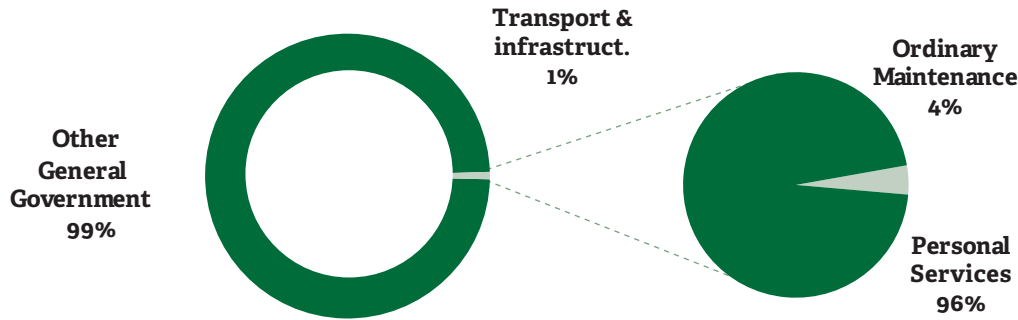
REDEVELOPMENT AUTHORITY	FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511002) SALARIES - MONTHLY	10,675	10,675	9,785	10,883	
SUB-TOTAL PERSONAL SERVICES	10,675	10,675	9,785	10,883	1.9%
REDEVELOPMENT AUTHORITY	10,675	10,675	9,785	10,883	1.9%

> PERSONNEL LIST:

<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR BASE</u>	<u>TOTAL</u>
BOARD MEMBER	MCCARTHY, JAMES	181.38	2,176.56	2,176.56
BOARD MEMBER	BUSNACH, ANN NANCY	181.38	2,176.56	2,176.56
BOARD MEMBER	BONNEY, IWONA	181.38	2,176.56	2,176.56
BOARD MEMBER	GAGE, WILLIAM	181.38	2,176.56	2,176.56
BOARD MEMBER	LEVINE, JEFF	181.38	2,176.56	2,176.56
				10,882.80

TRANSPORTATION & INFRASTRUCTURE

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 100,033	\$ 122,271	\$ 125,666	2.78%
ORDINARY MAINTENANCE	\$ 4,771	\$ 5,212	\$ 5,212	0.00%
GENERAL FUND EXPENDITURES	\$ 104,805	\$ 127,483	\$ 130,878	5.70%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> FY2011 ACCOMPLISHMENTS:

- Worked closely with residents and MassDOT officials to ensure successful completion of Green Line Extension’s environmental review process; implemented numerous design improvements.
- Completed “10 in 2010” campaign to paint 10+ miles of bike lanes and sharrows on City streets; thereby more than doubling existing length.
- Hired City’s first Green Infrastructure Planner; planted over 100 new street trees.
- Completed construction of new Hodgkins-Curtin Park and Zero New Washington Off-Leash Recreational Area and Park
- Completed design of Morse-Kelley, Dickerman, North and Quincy Street Parks.
- Completed acquisition of 46 Pearl /o Florence Street and 15-25 Cross Street East for an increase of nearly 1/2 acre of parkland
- Secured over \$1 million in PARC grants for land acquisition and to renovate 2 parks

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Improve rail and bus transit service to improve connectivity throughout the region for residents and businesses.	Work with Commonwealth to complete environmental and funding processes to advance a well-designed Green Line project. Together with MIT, prepare comprehensive review of bus network and identify short and long term fixes	Ongoing

Goal	Strategic Objective	Was Goal Met?	
2	Enhance streetscapes, roads and intersections to increase safety, active use, accessibility and environmental quality, while also reducing barriers that divide neighborhoods.	Add bike markings, ADA ramps, and improved sidewalks across the city. Initiate McGrath Highway infrastructure and access study. Complete 100% design of Community Path. Complete 100% design of Broadway streetscape and begin construction. Explore Low-Impact-Design options for Somerville's streets.	Ongoing (markings/ramps/ Sidewalks and Community Path design completed)
3	Ensure infrastructure for all utilities is sufficient in capacity and quality, takes advantage of best available green technologies, has redundancy, and supports the desired level of future growth.	Hire Green Infrastructure Planner Plant 100+ street trees	Y
4	Improve and increase Somerville's open and recreational spaces.	Complete design of Morse Kelly, Dickerman, North Street, and Quincy Street parks Complete construction of Hodgkins-Curtin and Zero New Washington Parks Implement MET grant for Blessings of the Bay and the Blue Back Herring Route	Y (MET grant ongoing)

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improve rail and bus transit service to improve connectivity throughout the region for residents and businesses						
	Work with Commonwealth and community to advance the Green Line Extension to 30% design and prepare for design/build bid					
	Together with MIT and MBTA, implement recommendations for improved bus service citywide					
Enhance streetscapes, roads and intersections to increase safety, active use, accessibility and environmental quality, while also reducing barriers that divide neighborhoods						
	Add 11 miles of bike markings across the City of Somerville	Miles of bike markings added per year	10 miles/ yr		FY2011- FY2012	
	Continue to add ADA ramps to increase mobility					
	Along with MassDOT, complete the McGrath De-Elevation Study					
	Complete design and begin construction of Community Path (Cedar to Lowell)					
	Begin construction of Broadway Streetscape					
Ensure infrastructure for all utilities is sufficient in capacity and quality, takes advantage of best available green technologies, has redundancy, and supports the desired level of future growth						
	Implement plan to significantly increase <u>street tree cover citywide</u>					
	Encourage the reduction in impervious surfaces that currently contribute to storm <u>water runoff and flooding</u>					
	Support innovative green technologies for businesses, residences, and nonprofits					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improve and increase Somerville's open and recreational spaces						
	Begin construction of Morse Kelly, Dickerman, North Street, and Quincy Street parks					
	Complete design of Harris Park and initiate construction					
	Complete improvements for Blessings of the Bay and the Blue Back Herring Route Install new boat dock and ADA accessibility improvements at Blessings of the Bay Boathouse					
	Begin construction of Mystic River Path Extension underneath the Wellington Bridge					

> BUDGET:

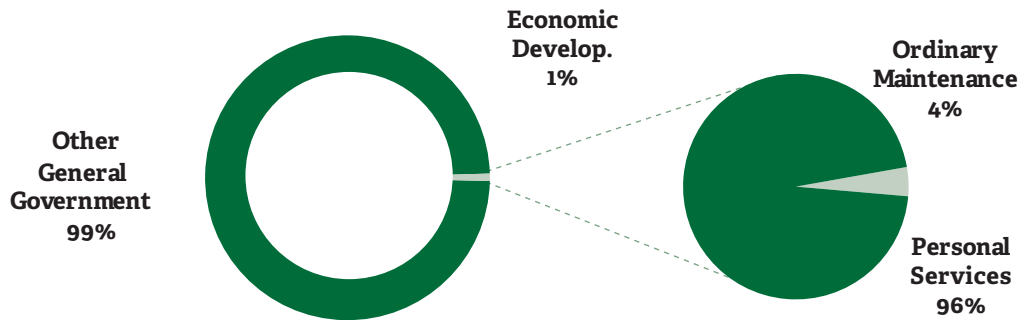
OSPCD-TRANS & INFRA STRUCTURE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	100,033	122,271	103,271	125,666	
SUB-TOTAL PERSONAL SERVICES		100,033	122,271	103,271	125,666	2.8%
(530000)	PROFESSIONAL & TECHNICAL	2,449	2,967	1,000	2,967	
(530011)	ADVERTISING	-	400	-	400	
(530023)	STAFF DEVELOPMENT	250	-	-	-	
(530028)	SOFTWARE SERVICES	-	-	-	-	
(534003)	POSTAGE	14	100	-	100	
(542000)	OFFICE SUPPLIES	-	100	-	100	
(542001)	STATIONERY	402	-	25	-	
(542002)	PHOTOCOPYING	-	30	-	30	
(542005)	OFFICE EQUIPMENT	500	-	-	-	
(571000)	IN STATE TRAVEL	-	-	217	-	
(571001)	IN STATE CONFERENCES	759	300	100	300	
(573000)	DUES AND MEMBERSHIPS	397	1,315	-	1,315	
SUB-TOTAL ORDINARY MAINTENANCE		4,771	5,212	1,342	5,212	0.0%
OSPCD-TRANS & INFRASTRUCTURE		104,805	127,483	104,613	130,878	2.7%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR TRANS AND INFRASTRCT	MORRISON, HAYES	1,538.46	80,307.61	37,744.58
DIRECTOR OF PARKS & OPEN SPACE	FRANZEN, ARN	1,180.55	61,624.71	15,406.18
LANDSCAPE PROJECT MANAGER	VACANT	1,057.69	55,211.42	24,845.14
SENIOR PLANNER	ZIEGENFUSS KATHLEEN	1,038.46	54,207.61	24,935.50
GREEN INFRASTRUCTURE PLANNER	KELLY, RACHEL	871.06	45,469.33	22,734.67
				125,666.06

ECONOMIC DEVELOPMENT

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 167,940	\$ 152,244	\$ 147,817	-2.91%
ORDINARY MAINTENANCE	\$ 3,473	\$ 5,420	\$ 5,417	-0.06%
GENERAL FUND EXPENDITURES	\$ 171,413	\$ 157,664	\$ 153,234	-2.81%



> CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> FY2011 ACCOMPLISHMENTS:

- Completed Davis Square Visioning
- Initiated Teele Square Visioning
- Prepared historic survey of Union Square commercial buildings
- Worked with the Board of Aldermen to secure approval for Local Historic District groups B, C, and D, all or in part
- Worked with Somerville Library to submit Public Library Construction grant application
- Received approval for 43D Priority Development Site at Waste Transfer Station site
- Received approval from the Board of Aldermen and the Commonwealth for the designation of 3 blocks in Assembly Row as a District Improvement Financing (DIF) District
- Completed draft of Municipal Facilities Needs Study and Master Plan
- Completed four Community Profile information sheets to market various commercial districts in Somerville
- Reviewed over 120 cases at the Historic Preservation Commission

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Facilitate investment and development in key opportunity areas	Assembly Square Drive under construction Initiate Boynton Yards Transportation and Infrastructure Study Initiate Inner Belt/Brickbottom Land Use and Infrastructure Master Plan Complete 25% design of Union Square Transportation and Infrastructure Plan District Improvement Financing Plan submitted	Ongoing (DIF submission completed)

	Goal	Strategic Objective	Was Goal Met?
2	Enhance the vitality of existing commercial corridors and squares	Complete Davis Square Visioning and Streetscape study Complete Teele Square Visioning Continue business support Initiatives – SIP, Retail Best Practices, Workshops Implement Business Visitation Program and survey	Ongoing
3	Create a business-friendly environment to attract and retain a diverse mix of businesses	Complete Boynton Yards II Rezoning Study Prepare study of future of industry and manufacturing in Somerville	Ongoing
4	Preserve and promote Somerville’s history and historic assets	Complete Union Square Commercial Buildings Survey Submit LHD Groups D-J for review and approval Implement Historic Façade Grant Program Complete Prospect Hill Tower engineering study Initiate Historic Rehabilitation Workshops	Ongoing (USQ survey completed)

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Facilitate investment and development in key opportunity areas	
	Complete construction of Assembly Square Drive and off-site infrastructure
	Preparation of concept plan for Boynton Yards Transportation and Infrastructure Study
	Continued review by Board of Aldermen for Somerville District Improvement Financing Plan
	Work with community members to prepare Area Plans around Green Line Stations consistent with the HUD Community Challenge Grant with particular focus on the transformational opportunity in Inner Belt and Brickbottom Districts
Enhance the vitality of existing commercial corridors and squares	
	Preparation of concept plan for Union Square Transportation and Infrastructure Study
	Complete Davis Square Streetscape Study
	Submit Union Square commercial properties to National Register of Historic Places for consideration
	Continue Business Support Initiatives – SIP, Workshops, Retail Best Practices
Create a business-friendly environment to attract and retain a diverse mix of businesses	
	Submit draft proposal for Boynton Yards Rezoning pt. II
	Submit draft proposal for Teele Square Rezoning
	Submit draft proposal for Porter Square Rezoning
Preserve and promote Somerville’s history and historic assets	
	Complete Local Historic District Survey of commercial properties along Broadway
	Submit Prospect Hill Park to National Register of Historic Places for consideration
	Submit Union Square Post Office for designation as a Local Historic District
	Develop additional Historic Rehabilitation Workshops and public information materials
	Continue to work with BOA to review additional properties recommended as Local Historic Districts
	Continue to implement Milk Row Cemetery Master Plan

> BUDGET:

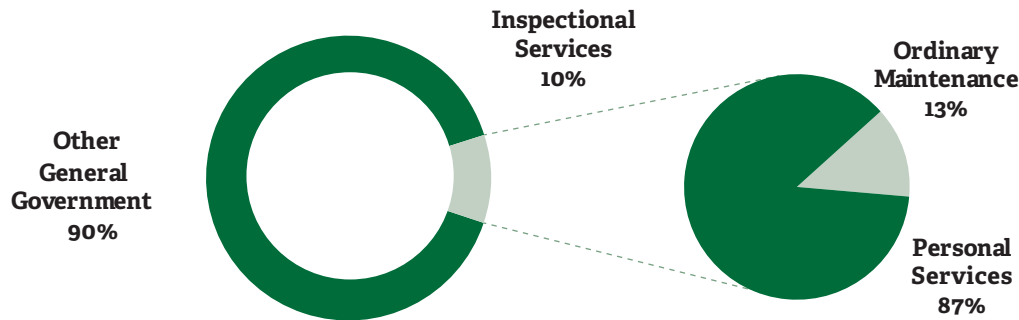
OSPCD-ECONOMIC DEVELOPMENT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	167,940	152,244	132,919	147,817	
SUB-TOTAL PERSONAL SERVICES		167,940	152,244	132,919	147,817	-2.9%
(530000)	PROFESSIONAL & TECHNICAL	847	2,892	84	2,342	
(530011)	ADVERTISING	-	-	-	-	
(530023)	STAFF DEVELOPMENT	375	-	-	-	
(534003)	POSTAGE	-	400	-	400	
(542000)	OFFICE SUPPLIES	62	103	413	650	
(542001)	STATIONERY	-	300	205	300	
(542005)	OFFICE EQUIPMENT	500	-	-	-	
(542007)	COMPUTER EQUIPMENT	1,179	-	-	-	
(558004)	MAGAZINES/SUBSCRIPTS	394	-	359	-	
(558011)	FLOWERS & FLAGS	-	100	-	100	
(571001)	IN STATE CONFERENCES	-	500	-	500	
(573000)	DUES AND MEMBERSHIPS	115	1,125	820	1,125	
SUB-TOTAL ORDINARY MAINTENANCE		3,473	5,420	1,881	5,417	-0.1%
OSPCD-ECONOMIC DEVELOPMENT		171,413	157,664	134,800	153,234	-2.8%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR ECONOMIC DEVELOPMENT	VACANT	1,538.46	80,307.61	14,455.37
EXECUTIVE DIRECTOR (PART TIME)	WILSON, BRANDON	938.82	49,006.40	49,006.40
PRINCIPAL PLANNER	VACANT	1,250.00	65,250.00	9,787.50
SENIOR PLANNER	HOUDLETTE, STEPHEN	1,038.46	54,207.61	5,420.76
SENIOR PLANNER	AZAR, STEVEN	1,038.46	54,207.61	5,420.76
PLANNER	GUZMAN, DAVID	884.62	46,177.16	9,235.43
PLANNER	RAWSON, BRAD	884.62	46,177.16	25,859.21
PLANNER (PART TIME)	CHASE, KRISTI	548.50	28,631.70	28,631.70
				147,817.14

INSPECTIONAL SERVICES

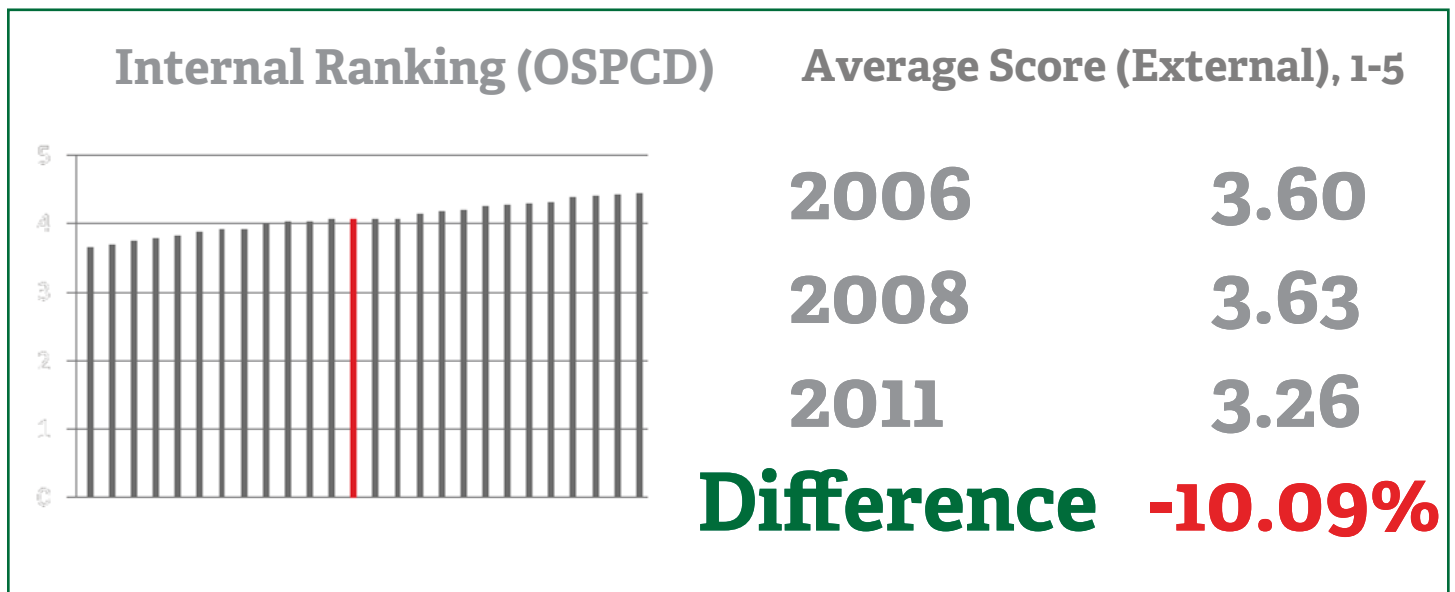
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 969,624	\$ 911,021	\$ 958,023	5.16%
ORDINARY MAINTENANCE	\$ 54,715	\$ 109,872	\$ 149,422	36.00%
GENERAL FUND EXPENDITURES	\$ 1,024,339	\$ 1,020,893	\$ 1,107,445	8.48%



> CHANGES BETWEEN FY2011 AND FY2012:

- An ISD Operations Manager has been added to this year's budget.
- \$40,000 was included for professional services related to the inspection of buildings planned for Assembly Square.

> ACE CUSTOMER SERVICE REPORT SCORE:



> FY2011 ACCOMPLISHMENTS:

- Completed ISD organizational study.
- Managed plan review, permitting and/or inspection of the following major building projects: 100 Fellsway West, St Polycarps Village Phase II, Clarendon Towers, Max Pak.
- Issued over 1,300 building permits in ten months for Somerville construction projects.
- Developed and implemented rodent control action plan.

- On schedule to implement MUNIS licensing module in summer 2011.
- Collaborated with NIT and the Law Department to initiate a receivership program with the Attorney General's office for derelict/vacant properties throughout the City.

> **FY2011 GOALS:**

Goal	Strategic Objective	Was Goal Met?
1 Streamline and improve ISD permits, inspection, and code enforcement processes	Work with consultant on ISD organizational study Implement MUNIS module for permitting and code enforcement. Provide clear, accurate and easily understood information on the City website and in other public info materials.	Ongoing (ISD org study completed)
2 Ensure that all permits issued are in compliance with applicable local, state and federal codes.	Standardize policies and procedures for permit issuance. Issue over 1,700 building permits for work in Somerville	Y (procedure standardization ongoing)
3 Ensure that all uses and construction activities are in compliance with the city, state, and federal requirements.	Perform pre-scheduled inspections in a timely manner. Meet weekly with NIT to review and inspect properties needing multi-departmental attention. Schedule time for proactive and comprehensive inspection process.	Ongoing
4 Enforce health, housing, sanitary and food codes to ensure that Somerville is a healthy and safe place to live, work and play.	Prepare and implement a rodent abatement action plan. Ensure that all food establishments are inspected twice a year.	Ongoing
5 Ensure ISD meets annual revenue expectations.	Examine revenue projection methods and make changes as needed. Closely monitor revenues and ensure that all fees for licenses and permits are accurately and promptly collected.	Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Streamline and improve ISD permits, inspection, and code enforcement processes	Create action plan and implement ISD organizational study Implement MUNIS module for permitting, inspections, and code enforcement Provide clear, accurate and easily understood information on the City website and in other public info materials
Ensure that all permits issued are in compliance with applicable local, state and federal codes and that information is conveyed in a consistent manner	Standardize policies and procedures for permit issuance Issue over 1,700 building permits for work in Somerville
Ensure that all uses and construction activities are in compliance with the city, state, and federal requirements	

FY2012 Goal	Strategic Objective
	Perform pre-scheduled inspections in a timely and professional manner
	Utilize NIT and AG Receivership Program to review, inspect and close out critical properties needing multi-departmental attention
	Schedule time for proactive and comprehensive inspection process
Enforce health, housing, sanitary and food codes to ensure that Somerville is a healthy and safe place to live, work and play	
	Monitor and evaluate the rodent abatement action plan
	Ensure that all food establishments are inspected twice a year
Ensure ISD meets annual revenue expectations	
	Examine revenue projection methods and make changes as needed
	Closely monitor revenues and ensure that all fees for licenses and permits are accurately and promptly collected

> BUDGET:

OSPCD-ISD		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	892,052	826,625	731,517	882,938	
(513000)	OVERTIME	23,511	26,000	21,463	26,000	
(514006)	LONGEVITY	14,000	13,700	13,500	13,650	
(514008)	OUT OF GRADE	1,513	1,873	1,150	1,873	
(514015)	OTHER DIFFERENTIALS	20,968	25,349	20,791	21,454	
(515011)	HOLIDAYS - S.M.E.A.	3,081	5,828	5,410	1,459	
(515012)	PERFECT ATTENDANCE	-	-	2,140	-	
(519004)	UNIFORM ALLOWANCE	4,400	4,400	4,150	3,950	
(519005)	SICK LEAVE BUYBACK	3,400	-	-	-	
(519015)	AUTO ALLOWANCE	6,700	7,246	6,095	6,700	
SUB-TOTAL PERSONAL SERVICES		969,624	911,021	806,217	958,023	5.2%
(524007)	R&M - OFFICE EQUIPMENT	306	-	-	-	
(524034)	R&M - SERVICE CONTRACT	889	500	295	50	
(527006)	LEASE - PHOTOCOPIER EQUIP	1,880	3,110	2,217	3,110	
(529011)	DEMOLITION SERVICES	-	2,500	-	2,500	
(530000)	PROFESSIONAL & TECHNICAL	13,716	60,960	22,641	100,960	
(530011)	ADVERTISING	150	-	-	-	
(530023)	STAFF DEVELOPMENT	1,795	1,750	900	1,750	

OSPCD-ISD		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(534007)	PSTN-USAGE	-	-	-	-	
(538004)	EXTERMINATION	25,547	22,000	16,226	22,000	
(542000)	OFFICE SUPPLIES	2,583	4,000	2,119	4,000	
(542001)	STATIONERY	4,248	10,590	4,297	10,590	
(542005)	OFFICE EQUIPMENT	593	700	-	700	
(542006)	OFFICE FURNITURE	-	-	-	-	
(542008)	BOOKS & BOOKBINDING	2,290	3,262	-	3,262	
(558006)	UNIFORMS	-	-	-	-	
(558010)	INSPECTION SVC SUPPLIE	-	-	-	-	
(573000)	DUES AND MEMBERSHIPS	720	400	150	400	
(578007)	REIMB OF LICENSES	-	100	300	100	
SUB-TOTAL ORDINARY MAINTENANCE		54,715	109,872	49,145	149,422	36.0%
OSPCD-ISD		1,024,339	1,020,893	855,362	1,107,445	8.5%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR		TOTAL
			BASE		
ISD SUPERVISOR	NUZZO ED	1,292.30	67,458.06		67,458.06
ISD OPERATIONS MANAGER	COLLINS, ELLEN	1,230.77	54,030.80		54,030.80
BUILDING INSPECTOR	AURILLO JAMES	960.51	50,138.62		53,644.38
BUILDING INSPECTOR	BARGOOT ALBERT	960.51	50,138.62		54,044.38
BUILDING INSPECTOR	WARDON LUIS	851.98	44,473.36		46,925.08
BUILDING INSPECTOR	DRISCOLL JOHN	960.51	50,138.62		53,294.38
BUILDING INSPECTOR	KARAPETIAN LEO	960.51	50,138.62		53,644.38
BUILDING INSPECTOR	NONNI PAUL	1,293.52	67,521.74		72,253.56
PLUMBING & GAS INSPECTOR	SILLARI ANTHONY	1,029.10	53,719.02		57,753.73
CHIEF CODE EXAMINER	KEOHANE FRANK	1,122.05	58,571.01		62,830.46
CODE ENFORCEMENT OFFICER	KOTY RUSSELL	895.09	46,723.70		49,756.47
CODE ENFORCEMENT OFFICER	OLIVEIRA JOSEPH	895.09	46,723.70		50,506.47
ADMIN ASSISTANT	PICKETT DONNA	933.20	48,713.04		50,406.36
PRINCIPAL CLERK	COMO KELLY	848.56	44,294.83		45,229.69
SANITARY INSPECTOR	SELFRIEDGE GUY	1,061.84	55,428.05		59,524.31
SENIOR CLERK	BELYEA PATRICIA	752.84	39,298.25		39,973.53
SR CODE ENFORCEMENT OFFICER	BOWLER MICHELLE	1061.84	55,428.05		58,874.31
					930,150.35

PUBLIC SAFETY



FIRE

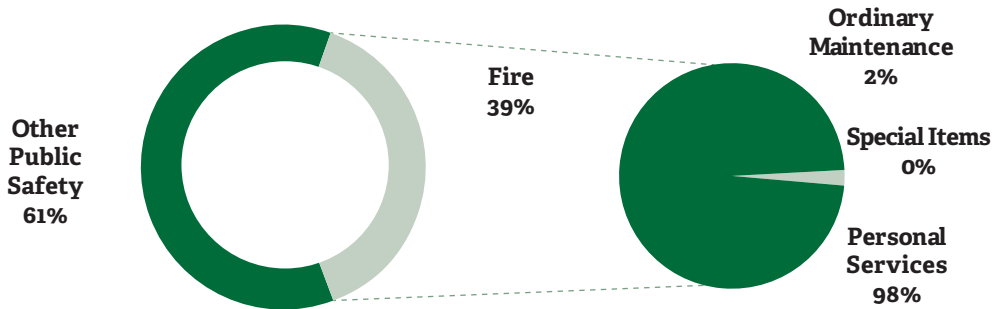
> MISSION STATEMENT:

The Somerville Fire Department is committed to protecting the people and property of our City. We will be responsive to the needs of our residents by providing rapid, professional, and humanitarian services essential to the health, safety, and well being of the City.

We will achieve our mission through prevention, education, fire suppression, emergency medical services, disaster response, and defense against terrorist attacks. We will strive to provide a work environment that values cultural diversity and is free of harassment and discrimination.

We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the resources at our command to provide a quality of service deemed excellent by our residents with “Courage, Integrity and Honor.”

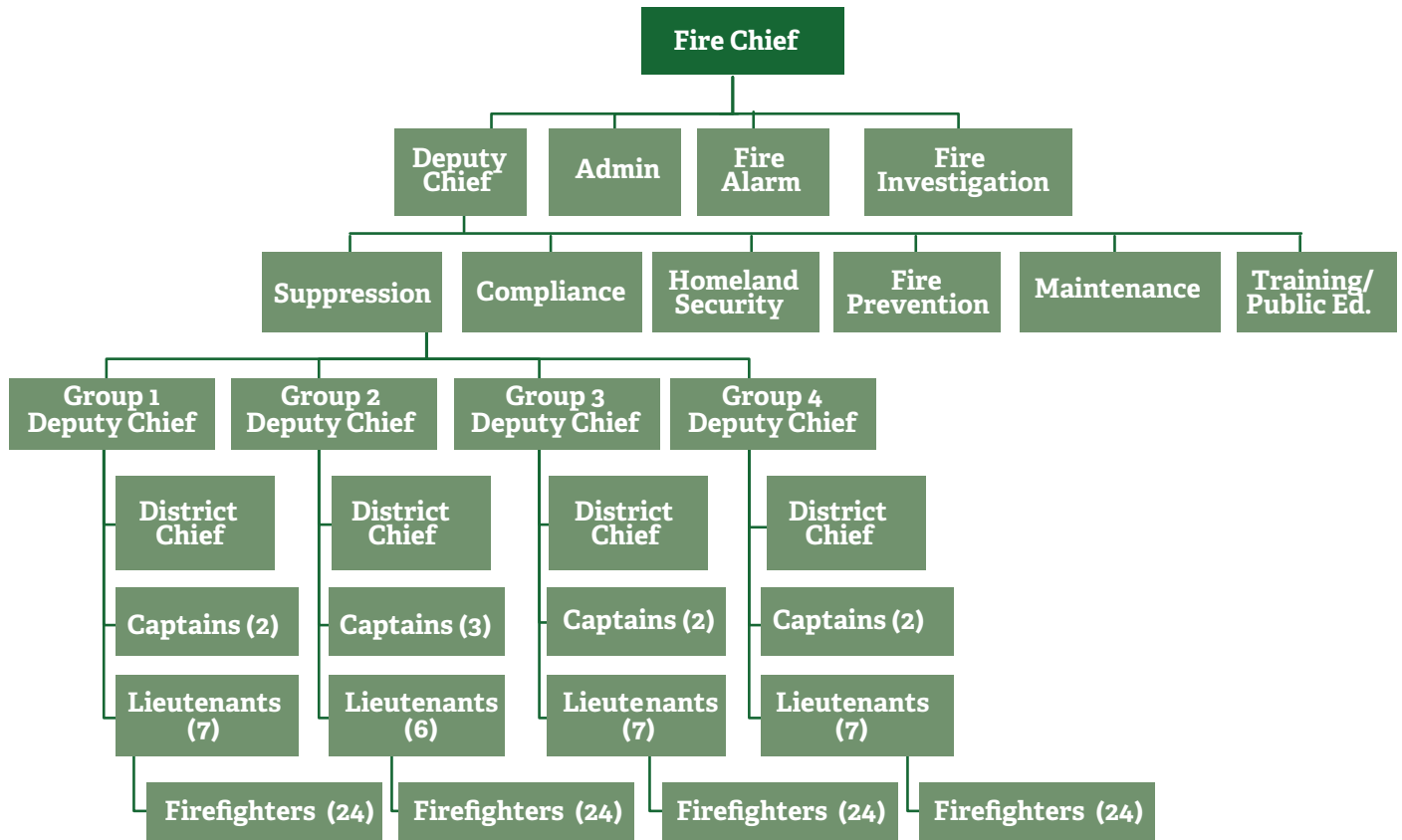
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 11,885,657	\$ 12,145,297	\$ 12,251,253	0.87%
ORDINARY MAINTENANCE	\$ 233,410	\$ 240,462	\$ 282,262	17.38%
SPECIAL ITEMS	\$ -	\$ 26,339	\$ 50,923	93.34%
GENERAL FUND EXPENDITURES	\$ 12,119,067	\$ 12,412,098	\$ 12,584,438	1.39%



> CHANGES BETWEEN FY2011 AND FY2012:

- \$15,800 was budgeted for bunker gear for new hires to the Department.
- \$35,123 was budgeted as a grant match to replace the Department’s current wide-band radio system to a FCC-regulated narrow-band system.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Implementation of the Matrix Consulting fire study recommendations.
- 16 Firefighters received technician level training in confined space, surface ice and rope rescue through a federal grant.
- Established an ongoing EMS training program for first responders and EMT's through Cataldo Ambulance.
- Requested through emergency management \$127,924.00 in funds related to the December 2010 snowstorm.
- Placed a new heavy rescue company in service in April 2011.

> FY2011 GOALS:

Goal	Strategic Objective	Was Goal Met?
1 Protect Somerville residents from threats to their health, safety and property from fire	Maintain adequate staffing levels of fire suppression force Hire and train sufficient numbers of applicants to replace those lost to retirement Establish electronic record keeping for tracking all emergency responses and for maintaining complete training records Improve data analysis of fire suppression responses so as to improve strategic deployment of resources Improve department performance with a more efficient utilization of Department buildings	Y (Data analysis is Ongoing)
2 Protect Somerville residents from threats to their health, safety and property from natural and man-made disasters.	Establish and maintain a Technical Rescue Company to respond to all structure collapses, confined space rescues, trench rescues and high angle rescues in addition to fire and emergency medical incidents	Y

3	Improve the efficiency of the Fire Prevention Bureau	Digitalize Fire Prevention records	Y
4	Improve Apparatus Maintenance	Increase the number of hours maintenance personnel are available to respond for apparatus breakdowns Establish electronic maintenance recordkeeping and scheduling of routine preventive maintenance.	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Protect Somerville residents from threats to their health, safety and property from fire						
	Review Department protocol at monthly Chiefs meetings	Response time before and after implementation of monthly Chiefs meetings	3 Minutes 13 Seconds		FY 2011	
	Sufficiently train Department personnel	Percentage of EMT certified personnel	56%		FY 2011	
		Percentage of personnel completing training exercises	100%		FY 2011	
		Percentage of personnel completing pump training				
	Improve department performance with a more efficient utilization of Department data	Call creation time in CAD system - 85% of calls in 180 seconds	100% under 109 seconds		FY 2011	
	Implement the recommendations of the fire management study in a timely manner based upon priority.					
	Complete a total revision of the fire department rules and regulations and standard operating guidelines utilizing committees with participation from all ranks.					
	Continue certified pump training for all firefighters.					
	Begin certified emergency vehicle operator training for apparatus drivers.					
	Increase emphasis on fire education for school age population with the use of the S.A.F.E. Program.	# of SAFE presentations made	84		FY 2011	
	Convert a single Deputy Chief position to that of a non-union Assistant Chief.					
	Create a Management Analyst position to support management and analysis similar to the Crime Analyst position found in police departments.					
	Assist in the regionalization of emergency response (E-911) services.					
Protect Somerville residents from threats to their health, safety and property from natural and man-made disasters.						
	Increase specialized training for the members assigned to the rescue company	# of Rescue Company training exercises			FY2012	

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Continue participation in the Local Emergency Planning Committee (LEPC) and the Mystic Region, Regional Emergency Planning Committee (REPC).					
	Continue participation in the Urban Area Security Initiative (UASI) to secure training and equipment to address natural and man-made disasters.					
Improve Apparatus Maintenance						
	Establish electronic maintenance record keeping.					
	Utilize factory service facilities for routine small vehicle maintenance.					
	Work to establish an alternate facility for apparatus maintenance that is sufficiently large enough for the apparatus to be tested and worked on with the necessary space.					
Improve Fire Department Facilities						
	Replace the existing trailer at the Public Safety Building with a more suitable facility.					
	Review existing facilities for needed improvements.					
	Work towards the potential establishment of a fire station in the Assembly Square development area.					
	Develop a long range plan for the fire department and city to follow					

► BUDGET:

FIRE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	9,278,585	9,514,657	8,198,350	9,614,415	
(513000)	OVERTIME	599,741	700,000	527,335	700,000	
(513001)	TRAINING-OVERTIME	36,830	35,000	21,775	60,000	
(514006)	LONGEVITY	190,500	185,475	185,500	166,400	
(514008)	OUT OF GRADE	116,620	56,200	92,910	65,000	
(515004)	HOLIDAYS	638,435	632,485	622,593	636,775	
(515011)	HOLIDAYS - S.M.E.A.	-	655	654	164	
(515012)	PERFECT ATTENDANCE	46,350	-	43,742	-	
(519002)	CAREER/ED. INC	158,000	153,000	155,000	147,000	
(519003)	IN SERVICE TRAINING	10,110	12,000	18,706	32,000	
(519004)	UNIFORM ALLOWANCE	171,050	169,550	172,792	169,000	
(519008)	E.M.T.'S STIPEND	175,000	189,500	10,500	176,000	
(519009)	DEFIBRILLATOR STIPEND	114,375	114,275	117,063	114,000	

FIRE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(519010)	HAZARD DUTY STIPEND	152,500	152,500	156,083	152,000	
(519011)	REIMBURSE FOR INJU	142,037	155,000	21,044	155,000	
(519012)	PHYSICAL EXAMINATION	-	14,500	-	14,500	
(519013)	OTHER LUMP SUM	55,524	60,500	61,700	49,000	
SUB-TOTAL PERSONAL SERVICES		11,885,657	12,145,297	10,405,746	12,251,253	0.9%
(524003)	R&M - VEHICLES	-	-	50,338	130,000	
(524013)	R&M - TOOLS & EQUIPMEN	114,827	125,462	34,725	20,462	
(524030)	R&M - RADIO ALARM	11,675	7,500	4,309	7,500	
(524034)	R&M - SERVICE	4,883	4,500	565	4,500	
(530011)	ADVERTISING	102	200	-	200	
(530021)	TOWING	425	1,800	1,625	1,800	
(530025)	IN SERVICE TRAINING OM	1,236	1,600	-	2,100	
(534000)	COMMUNICATIONS	1,275	1,200	1,375	1,500	
(534003)	POSTAGE	273	300	264	300	
(534006)	EXPRESS/FREIGHT	99	150	33	150	
(538003)	LAUNDRY SERVICES	1,034	1,800	411	1,800	
(538005)	PHOTOGRAPHY	96	150	-	150	
(542000)	OFFICE SUPPLIES	4,474	4,550	3,343	4,550	
(542001)	STATIONERY	570	800	618	800	
(542004)	COMPUTER SUPPLIES	810	2,400	833	3,400	
(542005)	OFFICE EQUIPMENT	2,092	2,000	1,183	2,000	
(542007)	COMPUTER EQUIPMENT	1,916	4,000	3,311	9,000	
(542008)	BOOKS & BOOKBINDING	1,090	800	1,356	800	
(543011)	HARDWARE & TOOLS	5,977	3,800	7,219	6,800	
(548001)	MOTOR GAS AND OIL	1,815	1,000	-	1,000	
(548002)	ANTI-FREEZE	-	500	-	500	
(548003)	BATTERIES	2,210	1,200	435	1,200	
(548004)	TIRES AND TUBES	6,919	8,000	4,138	8,000	
(549000)	FOOD SUPPLIES	108	200	40	200	
(550000)	MEDICAL & DENTAL SUPPL	17,988	18,300	6,562	20,300	
(558001)	FIRE HOSES-REPAIRS/PAR	2,840	5,000	-	5,000	
(558003)	PUBLIC SAFETY SUPPLIES	20,716	10,800	11,490	15,800	
(558011)	FLOWERS & FLAGS	615	-	-	-	

FIRE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(558015)	SUPPLIES MEN/WOMEN	20,814	25,500	14,232	25,500	
(558016)	COLORGUARD	3,250	3,250	3,250	3,250	
(571000)	IN STATE TRAVEL	-	100	23	100	
(573000)	DUES AND MEMBERSHIPS	3,284	3,600	3,584	3,600	
SUB-TOTAL ORDINARY MAINTENANCE		233,410	240,462	155,259	282,262	17.4%
(585001)	VEHICLES	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	0.0%
(513000)	OVERTIME	-	17,061	10,369	-	
(558003)	PUBLIC SAFETY SUPPLIES	-	9,278	9,278	15,800	
(558020)	FIRE GRANT MATCH	-	-	-	35,123	
SUB-TOTAL SPECIAL		-	26,339	19,647	50,923	93.3%
FIRE		12,119,067	12,412,098	10,580,651	12,584,438	1.4%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ENGN'R	KELLEHER, KEVIN	2177.80	113,867.83	129,540.13
DEPUTY CHIEF	MEMORY, JOHN	1854.00	96,937.71	115,476.71
DEPUTY CHIEF	LUCIA, JAMES	1854.00	96,937.71	111,476.71
DEPUTY CHIEF	HODNETT, JAMES	1854.00	96,937.71	109,476.71
DEPUTY CHIEF	LYONS, ROBERT JR	1854.00	96,937.71	109,476.71
DEPUTY CHIEF	LEE, WILLIAM	1797.04	95,871.75	112,368.03
		1854.00		
DEPUTY CHIEF	SULLIVAN, PATRICK 3D	1797.04	95,001.07	107,397.67
		1854.00		
DEPUTY CHIEF	HALLINAN, WILLIAM	1797.04	94,984.80	111,324.44
		1854.00		
DIST CHIEF	SORDILLO, JOHN	1640.73	85,786.74	99,579.30
DIST CHIEF	KING, JAMES	1640.73	85,786.74	97,579.30
DISTRICT CHIEF	MURPHY, DENNIS	1590.33	84,843.54	96,598.30
		1640.73		
DISTRICT CHIEF	LEE, FRANK J	1590.33	84,073.14	100,739.70
		1640.73		
CAPTAIN	BREEN, CHARLES JR	1451.94	75,915.72	89,047.51
WFAPPARRPMN	CROWLEY, JOSEPH E	1451.94	75,915.72	83,747.51
CAPTAIN	DOHENEY, JAMES	1451.94	75,915.72	89,047.51
CAPTAIN	KEANE, JOHN JR	1451.94	75,915.72	89,497.51
CAPTAIN	NORTON, JOHN JR	1451.94	75,915.72	87,047.51
CAPTAIN	MCCARTHY, ROBERT	1451.94	75,915.72	90,747.51
CAPTAIN	FORREST, WALLACE	1451.94	75,915.72	87,497.51
CAPTAIN	AVERY, MICHAEL	1407.35	75,081.25	90,629.60
		1451.94		

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CAPTAIN	MAJOR, CHRISTOPHER	1407.35 1451.94	75,081.25	89,879.60
CAPTAIN	FITZPATRICK, WILLIAM	1407.35 1451.94	75,081.25	90,629.60
CAPTAIN	WALL, MATTHEW	1407.35 1451.94	74,399.66	88,619.98
CAPTAIN	TEIRNEY, SEAN	1407.35 1451.94	73,991.98	88,190.00
LIEUTENANT	WILKER, ROBERT	1284.91	67,182.44	79,729.62
LIEUTENANT	LONGO, STEPHEN	1284.91	67,182.44	77,729.62
LIEUTENANT	VACANT	156.53	8,184.28	8,732.14
LIEUTENANT	NOLAN, JAMES	1284.91	67,182.44	79,729.62
LIEUTENANT	MACK, DENNIS	1284.91	67,182.44	81,729.62
LIEUTENANT	BYRNE, JOHN JR	1284.91	67,182.44	79,729.62
LIEUTENANT	HOUGHTON, CHARLES	1284.91	67,182.44	77,729.62
LIEUTENANT	GOVER, GIRARD	1284.91	67,182.44	79,729.62
LIEUTENANT	SICILIANO, CHARLES	1284.91	67,182.44	77,729.62
LIEUTENANT	GALLAGHER, JAMES	1284.91	67,182.44	79,729.62
LIEUTENANT	TRAHAN, ROBERT	1284.91	67,182.44	83,729.62
LIEUTENANT	O'DONOVAN, BRIAN	1284.91	67,182.44	78,179.62
LIEUTENANT	KEENAN, JAMES	1284.91	67,182.44	81,729.62
LIEUTENANT	DIPALMA, DANIEL R	1284.91	67,182.44	78,179.62
LIEUTENANT	TEIXEIRA, GARY	1284.91	67,182.44	77,429.62
LIEUTENANT	ANZALONE, MICHAEL	1284.91	67,182.44	79,429.62
LIEUTENANT	ORTOLANI, STEPHEN	1284.91	67,182.44	77,729.62
LIEUTENANT	MACLAUGHLAN, ROBERT	1284.91	67,182.44	79,729.62
LIEUTENANT	LAMPLEY, VINCENT	1284.91	67,182.44	80,929.62
LIEUTENANT	COLBERT, JOHN	1284.91	67,182.44	82,179.62
LIEUTENANT	TIERNEY, THOMAS	1284.91	67,182.44	76,929.62
LIEUTENANT	BAKEY, TIMOTHY	1245.43 1284.91	66,443.60	78,111.17
LIEUTENANT	FRENCH, GREGORY	1245.43 1284.91	66,443.60	80,161.17
LIEUTENANT	STILTNER, DAVID	1245.43 1284.91	66,443.60	76,161.17
LIEUTENANT	MAURAS, STEVEN	1245.43 1284.91	66,443.60	78,161.17
LIEUTENANT	MATTHEWS, MARK	1245.43 1284.91	66,443.60	80,161.17
LIEUTENANT	BELSKI, STEPHEN	1245.43 1284.91	66,404.12	76,111.82
LIEUTENANT	KERNER, ELLIOT	1245.43 1284.91	65,840.12	80,288.60
LIEUTENANT	ALCARAZ, BLANCA	1245.43 1284.91	65,840.12	75,488.60
LIEUTENANT	RICHARDSON, CHARLES D.	1245.43 1284.91	65,840.12	75,438.60

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIEUTENANT	KEANE, PATRICK	1245.43 1284.91	65,840.12	75,438.60
FIREFIGHTER	BECKWITH, JOHN	1088.90	56,933.91	68,795.06
FIREFIGHTER	SELIG, RONALD	1088.90	56,933.91	66,795.06
FIREFIGHTER	BARRY, JOSEPH	1088.90	56,933.91	66,795.06
FIREFIGHTER	BROWN, THOMAS	1088.90	56,933.91	68,795.06
FIREFIGHTER	FEHLAN, WILLIAM	1088.90	56,933.91	66,795.06
FIREFIGHTER	LAYTON, STEPHEN	1088.90	56,933.91	66,795.06
FIREFIGHTER	LEVESQUE, JOHN	1088.90	56,933.91	70,795.06
FIREFIGHTER	NICHOLSON, MARK	1088.90	56,933.91	66,795.06
FIREFIGHTER	POPKEN, KARL	1088.90	56,933.91	66,795.06
FIREFIGHTER	QUINN, ROBERT	1088.90	56,933.91	68,795.06
FIREFIGHTER	CAHILL, WILLIAM	1088.90	56,933.91	66,795.06
FIREFIGHTER	DORANT, PATRICK	1088.90	56,933.91	68,795.06
FIREFIGHTER	ELLIS, WILLIAM	1088.90	56,933.91	68,795.06
FIREFIGHTER	LOPEZ, THOMAS	1088.90	56,933.91	66,795.06
FIREFIGHTER	MATTERA, VINCENT	1088.90	56,933.91	66,795.06
FIREFIGHTER	MITCHELL, JOHN	1088.90	56,933.91	70,795.06
FIREFIGHTER	SCULLARI, JOSEPH	1088.90	56,933.91	66,795.06
FIREFIGHTER	BENNETT, MICHAEL	1088.90	56,933.91	70,795.06
FIREFIGHTER	POPKEN, FREDERICK	1088.90	56,933.91	66,795.06
FIREFIGHTER	SHARPE, FRANCIS	1088.90	56,933.91	66,795.06
FIREFIGHTER	CONNELLY, ROBERT	1088.90	56,933.91	68,795.06
FIREFIGHTER	GUELPA, CHRISTINE	1088.90	56,933.91	67,795.06
FIREFIGHTER	BARCLAY, RICHARD	1088.90	56,933.91	67,245.06
FIREFIGHTER	GILLIS, PAUL	1088.90	56,933.91	65,245.06
FIREFIGHTER	LAYTON, KENNETH	1088.90	56,933.91	71,245.06
FIREFIGHTER	ROSS, THOMAS	1088.90	56,933.91	67,245.06
FIREFIGHTER	SANCHEZ, GERMAN	1088.90	56,933.91	67,245.06
FIREFIGHTER	ALFANO, DAVID W	1088.90	56,933.91	67,245.06
FIREFIGHTER	MOORE, SYLVESTER	1088.90	56,933.91	67,245.06
FIREFIGHTER	SULLIVAN, PAUL M JR	1088.90	56,933.91	69,245.06
FIREFIGHTER	KELLEY, THOMAS F	1088.90	56,933.91	66,495.06
FIREFIGHTER	MACKINNON, PAUL	1088.90	56,933.91	66,495.06
FIREFIGHTER	DONOVAN, JOHN PAUL	1088.90	56,933.91	66,495.06
FIREFIGHTER	PIWINSKI, JAMES M	1088.90	56,933.91	64,495.06
FIREFIGHTER	REVILLA, RODOLFO	1088.90	56,933.91	64,495.06
FIREFIGHTER	KEANE, SEAN	1088.90	56,933.91	68,495.06
FIREFIGHTER	HOWARD, CHRISTIAN W	1088.90	56,933.91	64,495.06
FIREFIGHTER	JOHNSON, EARL	1088.90	56,933.91	65,995.06
FIREFIGHTER	WALL, MARK	1088.90	56,933.91	65,995.06
FIREFIGHTER	COSTA, WILLIAM	1088.90	56,933.91	63,995.06
FIREFIGHTER	PEREZ, ROGER	1088.90	56,933.91	65,995.06
FIREFIGHTER	CHEIMETS, STEVEN	1088.90	56,933.91	65,995.06
FIREFIGHTER	EPPS, RYAN	1088.90	56,933.91	65,995.06
FIREFIGHTER	FLYNN, TIMOTHY	1088.90	56,933.91	63,995.06
FIREFIGHTER	CLARK, JAMES	1088.90	56,933.91	63,995.06

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FIREFIGHTER	POWERS, MICHAEL	1088.90	56,933.91	65,995.06
FIREFIGHTER	DOMINIQUE, MELVIN	1088.90	56,933.91	63,995.06
FIREFIGHTER	ROSSI, JOSEPH	1088.90	56,933.91	63,995.06
FIREFIGHTER	DAVIS, JULIAN	1088.90	56,933.91	65,945.06
FIREFIGHTER	BARRY, PATRICK	1088.90	56,933.91	69,945.06
FIREFIGHTER	FITZGERALD, JOHN C.	1088.90	56,933.91	65,945.06
FIREFIGHTER	HODNETT, ROBERT	1088.90	56,933.91	65,945.06
FIREFIGHTER	MARANO, JOEY	1088.90	56,933.91	65,945.06
FIREFIGHTER	PAINTER, MELISSA	1088.90	56,933.91	63,895.06
FIREFIGHTER	SILVA, KENNETH	1088.90	56,933.91	67,895.06
FIREFIGHTER	THEOPHILE, CHRIST	1088.90	56,933.91	65,895.06
FIREFIGHTER	FRENCH, PAUL	1088.90	56,933.91	65,745.06
FIREFIGHTER	KIRYLO, MATTHEW	1088.90	56,933.91	63,745.06
FIREFIGHTER	FINNEGAN, MICHAEL	1088.90	56,933.91	63,745.06
FIREFIGHTER	GORMAN, THOMAS	1088.90	56,933.91	67,245.06
FIREFIGHTER	LIPPENS, KENNETH	1088.90	56,933.91	65,745.06
FIREFIGHTER	MARINO, MICHAEL	1088.90	56,933.91	65,745.06
FIREFIGHTER	MATTERA, MICHAEL	1088.90	56,933.91	67,745.06
FIREFIGHTER	NOLAN, DEREK	1088.90	56,933.91	65,745.06
FIREFIGHTER	O'HEARN, DANIELLE	1088.90	56,933.91	65,745.06
FIREFIGHTER	CASEY, PATRICK	1088.90	56,933.91	63,595.06
FIREFIGHTER	CURTIS, MICHAEL	1088.90	56,933.91	63,595.06
FIREFIGHTER	DONOVAN, TIMOTHY	1088.90	56,933.91	65,595.06
FIREFIGHTER	DORANT, JASON	1088.90	56,933.91	65,595.06
FIREFIGHTER	HAMILTON, BARRY	1088.90	56,933.91	65,895.06
FIREFIGHTER	JEFFERSON, MICHAEL	1088.90	56,933.91	63,595.06
FIREFIGHTER	KHOURY, MICHAEL	1088.90	56,933.91	65,595.06
FIREFIGHTER	LYONS, SHAUN	1088.90	56,933.91	65,595.06
FIREFIGHTER	MACMULLIN, BRIAN	1088.90	56,933.91	65,595.06
FIREFIGHTER	MOREIRA, PAUL	1088.90	56,933.91	67,595.06
FIREFIGHTER	VELNEY, JOCEYLN	1088.90	56,933.91	63,745.06
FIREFIGHTER	VIVEIROS, FERNANDO	1088.90	56,933.91	65,595.06
FIREFIGHTER	VELNEY, JOSUE	937.15	53,812.20	60,321.60
		1088.90		
FIREFIGHTER	RUF, JASON	937.15	53,053.45	59,486.98
		1088.90		
FIREFIGHTER	CLARK, CHRISTOPHER	937.15	51,210.77	59,454.61
		1088.90		
FIREFIGHTER	FARINO, DAVID	937.15	51,210.77	57,454.61
		1088.90		
FIREFIGHTER	GALVIN, ROBERT	937.15	51,210.77	59,454.61
		1088.90		
FIREFIGHTER	McINNIS, KEITH	937.15	51,210.77	57,454.61
		1088.90		
FIREFIGHTER	O'HEARN, TIMOTHY	937.15	51,210.77	61,454.61
		1088.90		
FIREFIGHTER	MCKENZIE, JAY	907.13	48,656.47	54,771.49

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
		937.15		
FIREFIGHTER	MEDEIROS, THOMAS	907.13	48,656.47	54,771.49
		937.15		
FIREFIGHTER	PANTANELLA, DAVID	907.13	48,656.47	60,771.49
		937.15		
FIREFIGHTER	HALLORAN, PATRICK	907.13	48,656.47	54,748.97
		937.15		
FIREFIGHTER	BONNER, JUSTIN	907.13	47,837.35	53,884.82
		937.15		
FIREFIGHTER	CARROLL, CHRISTOPHER	907.13	47,837.35	53,884.82
		937.15		
FIREFIGHTER	CICOLINI, ANTONIO	907.13	47,837.35	55,884.82
		937.15		
FIREFIGHTER	COSTA, DANIEL	907.13	47,837.35	53,884.82
		937.15		
FIREFIGHTER	NOONAN, BRENDAN	907.13	47,837.35	53,884.82
		937.15		
FIREFIGHTER	PATRIGNIN, ANDREW	907.13	47,837.35	53,884.82
		937.15		
FIREFIGHTER	SULLIVAN, DENNIS	907.13	47,837.35	55,884.82
		937.15		
FIREFIGHTER	VACANT	907.13	47,429.94	54,363.03
FIREFIGHTER	VACANT	907.13	47,429.94	54,363.03
FIREFIGHTER	VACANT	907.13	47,429.94	54,363.03
FIREFIGHTER	VACANT	907.13	47,429.94	54,363.03
ADMIN2A	CICCARIELLO, JANET	933.20	48,713.04	50,406.36
SENIOR CLERK	SANBORN, FRANCES	702.38	36,664.24	38,334.48
MANAGEMENT ANALYST	VACANT	1250.00	32,500.00	32,500.00
				11,217,713.42

FIRE ALARM

> BUDGET:

FIRE - ALARM		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	630,921	543,998	484,855	550,788	
(513000)	OVERTIME	186,866	119,000	159,228	170,000	
(514006)	LONGEVITY	9,750	6,850	6,850	7,050	
(514008)	OUT OF GRADE	5,404	2,000	4,082	4,500	
(515004)	HOLIDAYS	40,189	43,771	31,682	44,316	
(515012)	PERFECT ATTENDANCE	1,100	-	1,300	-	
(519002)	CAREER/ED.INC	258	-	-	-	
(519004)	UNIFORM ALLOWANCE	11,550	9,900	9,900	9,900	
(519005)	SICK LEAVE BUYBACK	12,140	-	-	-	

FIRE - ALARM		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(519013)	OTHER LUMP SUM	14,950	12,600	11,800	12,600	
SUB-TOTAL PERSONAL SERVICES		913,128	738,119	709,697	799,154	8.3%
FIRE - ALARM		913,128	738,119	709,697	799,154	8.3%

> **PERSONNEL LIST:**

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF FIRE ALARM OPER	DOHERTY, DAVID	1,359.69	70,975.82	81,986.52
SR FIRE ALARM OPER	SWANTON, JAMES	1,214.01	63,371.32	73,770.16
SR FIRE ALARM OPER	ATHERTON, CAROL	1,214.01	63,371.32	72,220.16
SR FIRE ALARM OPER	BREEN, TODD	1,214.01	63,371.32	71,070.16
FIRE ALARM OPER	SLOANE, STEPHEN	1,214.01	63,371.32	70,970.16
FIRE ALARM OPER	HERMAN, BRIAN	1,083.94	56,581.67	63,734.22
FIRE ALARM OPER	KYLE, BRIEN	1,083.94	56,581.67	63,634.22
FIRE ALARM OPER	WALSH, DAVID	1,083.94	56,581.67	63,634.22
FIRE ALARM OPER	BREEN, SCOTT	1,083.94	56,581.67	63,634.22
				624,654.04

> **BUDGET:**

EMERGENCY MANAGEMENT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	18,432	18,433	16,344	18,792	
SUB-TOTAL PERSONAL SERVICES		18,432	18,433	16,344	18,792	1.9%
(524013)	R&M - TOOLS & EQUIPMEN	-	-	-	-	
(524030)	R&M - RADIO ALARM	-	-	650	-	
(543011)	HARDWARE & SMALL TOOLS	201	-	-	-	
(549000)	FOOD SUPPLIES & REFRESH	700	700	700	700	
(558003)	PUBLIC SAFETY SUPPLIES	1,549	2,400	-	2,400	
(558006)	UNIFORMS	2,124	2,000	2,088	2,000	
(574000)	INSURANCE PREMIUMS	600	600	413	600	
SUB-TOTAL ORDINARY MAINTENANCE		5,174	5,700	3,850	5,700	0.0%
EMERGENCY MANAGEMENT		23,606	24,133	20,194	24,492	1.5%

> **PERSONNEL LIST:**

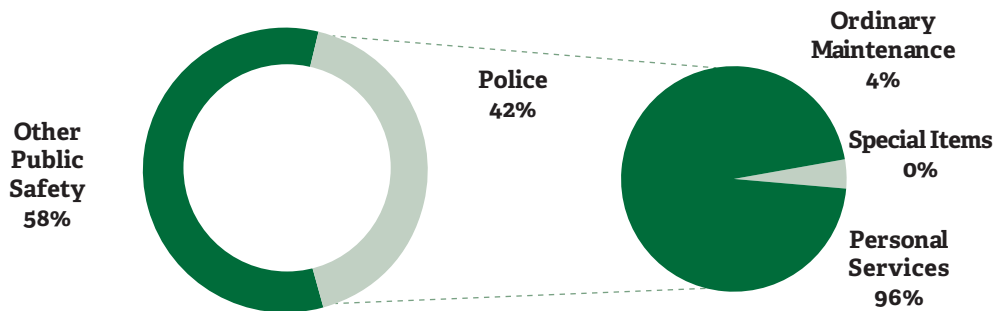
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HOMELAND SECURITY COORDINATOR	GRANEY, THOMAS	360.00	18,792.00	18,792.00

POLICE

> MISSION STATEMENT:

The Police Department’s mission is to provide effective and efficient law enforcement, emergency services, and community oriented non-criminal services that enhance the quality of life and reduce the fear of crime through compassionate and vigilant leadership in cooperation and conjunction with the citizens of Somerville. Our duty is to search beyond the call.

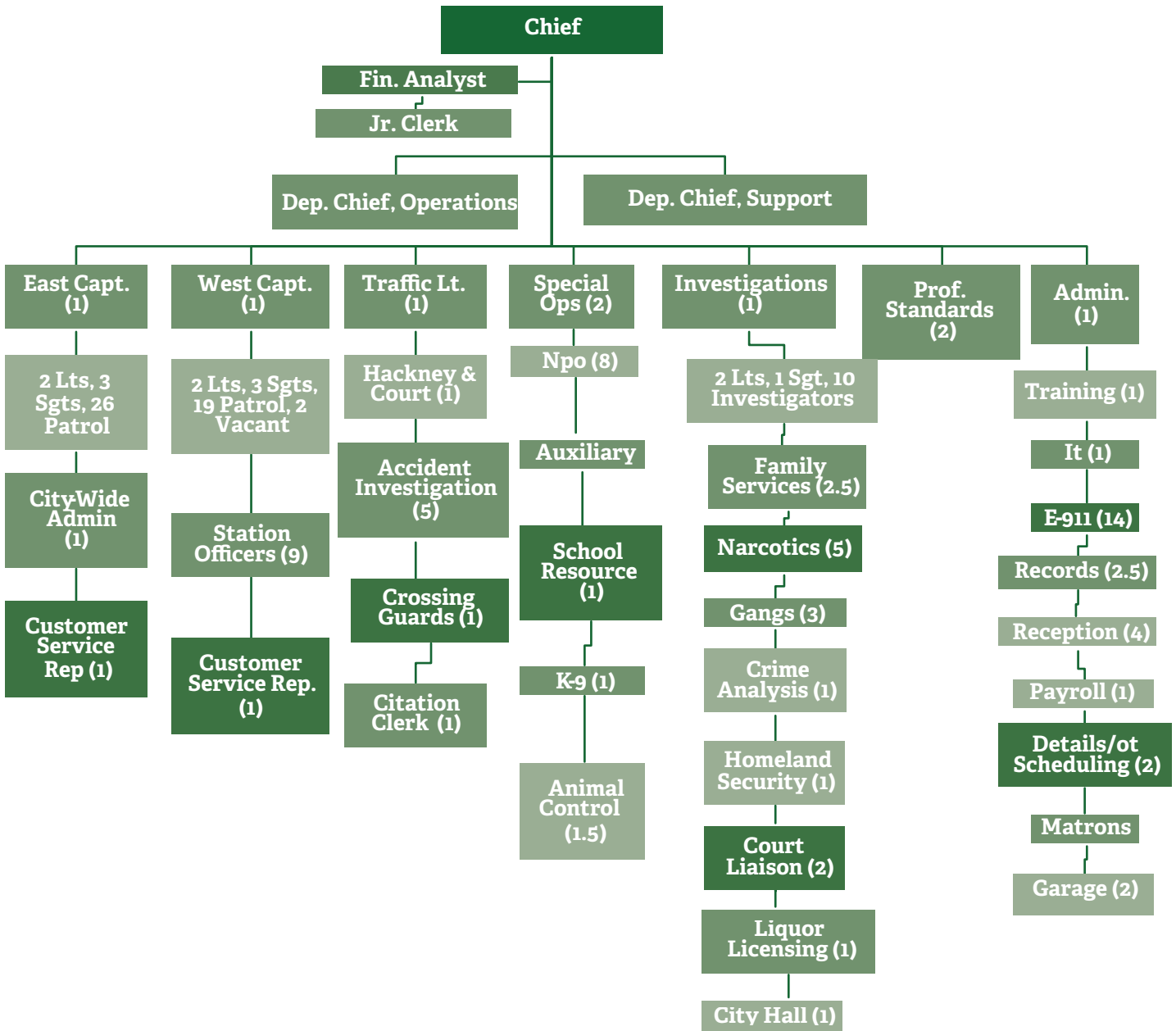
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 12,023,706	\$ 12,595,675	\$ 13,022,839	3.39%
ORDINARY MAINTENANCE	\$ 427,891	\$ 361,548	\$ 474,572	31.26%
SPECIAL ITEMS	\$ 48,636	\$ 51,314	\$ 51,314	0.00%
GENERAL FUND EXPENDITURES	\$ 12,500,233	\$ 13,008,537	\$ 13,548,725	4.15%



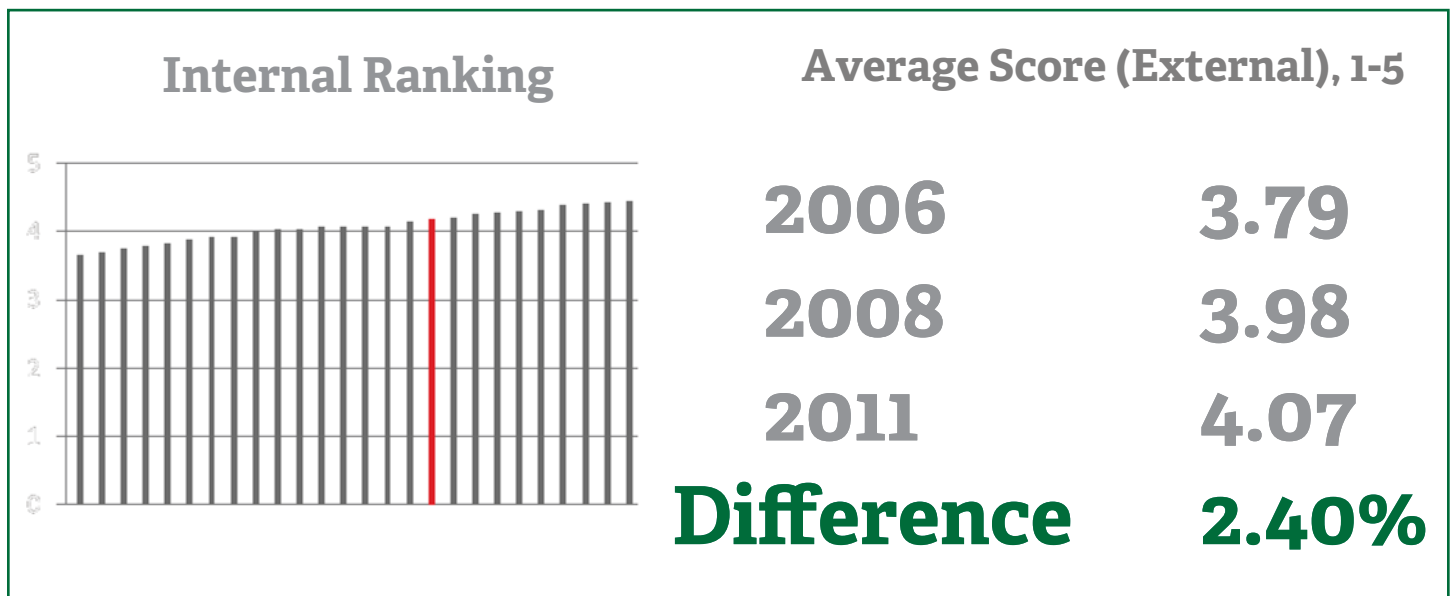
> CHANGES BETWEEN FY2011 AND FY2012:

- The budget includes 97 patrolmen; an increase over last year’s 93 budgeted patrol positions.
- A part-time junior clerk has been included. A full-time junior clerk was eliminated in last year’s budget.
- Medical and Dental Supplies is budgeted at \$125,000 in anticipation of continued medical bills due to officers’ injuries from last year’s shooting and stabbings.

> DEPARTMENT ORGANIZATION:



› ACE CUSTOMER SERVICE REPORT SCORE:



› FY2011 ACCOMPLISHMENTS:

- Through various crime control strategies and prevention efforts, Somerville experienced a reduction in violent crime by 18%.
- Hired and trained three police officers to add to our patrol ranks.
- Established directed patrols in hot spot areas, which resulted in multiple arrests and field interrogations that provide operational intelligence.
- Continued to implement certification and accreditation review of policies and procedures.
- Obtained grants from Homeland Security, Byrne, E911 to augment police resources. Continued to develop pro-active relationship with federal partners including Urban Area Security Network.
- Managed multiple catastrophic events including floods, record snow falls as well as the shooting and stabbing of Somerville Officers.

› FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	To provide in every neighborhood a sense of security that minimizes the fear of crime and improves the quality of life	Maintain community policing programs in each ward, delivering services and solving problems in an atmosphere of community partnership between police and residents Promptly issue neighborhood alerts and community notifications through connect CTY and local news media Maximize interactions, increase visibility and accessibility and establish a trusting relationship with the community through Neighborhood Policing, ResiStat and community activities. Increase delivery of services through our neighborhood stations Provide accurate information to the community concerning matters of public record and concern while maintaining an individual's right to privacy	Y

	Goal	Strategic Objective	Was Goal Met?
2	Continue internal management best practices to foster a more efficient, collaborative and responsive police force	<p>Continue to hold weekly internal PoliceStat meetings to exchange information, intelligence, ideas, and solutions relative to crime trends, budgetary matters and staffing/deployment needs</p> <p>Continue to institute a “written directive system” to codify Memoranda, General Orders and Special Orders</p> <p>Maximize use of available technologies to improve efficiency</p> <p>Continue to prudently monitor expenses and manage the finances of the Police Department</p> <p>Provide career development opportunities for all personnel through specialized training, executive training and LeaderStat sessions</p> <p>Maintain partnerships with other agencies and regional organizations by assignment of personnel to Federal Task Forces and Regional Councils.</p> <p>Continue to seek grant funding that will benefit the police department and the community</p>	Y (Use of technology, managing finances and seeking grants are Ongoing)

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
To provide in every neighborhood a sense of security that minimizes the fear of crime and improves the quality of life						
	Maintain community policing programs in each ward, delivering services and solving problems in an atmosphere of community partnership between police and residents	Number of Violent Crimes	282	232	CY 2009 - CY 2010	18% Decrease
		Number of Property Crimes	1917	2022	CY 2009 - CY 2010	5% Increase (this was primarily due to B&E's of motor vehicles)
		# of civilians trained in the Civilian Academy			FY 2012	
	Promptly issue neighborhood alerts and community notifications through connect CTY and local news media					
	Maximize interactions, increase visibility and accessibility and establish a trusting relationship with the community through Neighborhood Policing, ResiStat and community activities.					
	Increase delivery of services through our neighborhood stations					
	Provide accurate information to the community concerning matters of public record and concern while maintaining individual's right to privacy					
Continue internal management best practices to foster a more efficient, collaborative and responsive police force						

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Continue to hold weekly internal PoliceStat meetings to exchange information, intelligence, ideas, and solutions relative to crime trends, budgetary matters and staffing/ deployment needs					
	Continue to institute a "written directive system" to codify Memoranda, General Orders and Special Orders	# of General Orders codified			FY 2012	
		# of Special Orders codified			FY 2012	
	Maximize use of available technologies to improve efficiency					
	Conduct a comprehensive evaluation of overtime and develop corresponding strategies to ensure proper use	Number of sick leave OT hours			FY 2012	
	Provide career development opportunities for all personnel through specialized training, executive training and LeaderStat sessions					
	Maintain partnerships with other agencies and regional organizations by assignment of personnel to Federal Task Forces and Regional Councils.					
	Continue to seek grant funding that will benefit the police department and the community					
Improve police performance by establishing increased accountability and transparency.						
	Revision to Table of Organization, which places community police officers under the command of area Commanders.	# of hours Patrol Unit is participating in Community Policing				
	Establish supervisory position responsible for developing and maintaining community policing policy and procedures.					
	Delegate accreditation standards to special operations supervisor.					
Provide quality educational opportunities to staff that will enhance job performance.						
	Establish on-line training program, at no cost to the department.	# of officers participating in online training			FY 2012	
	Increase use of technology to allow officers to receive in-service training from the laptops installed in the cruisers.					
	Support training programs that "train the trainer", particularly in community responsive areas, such as dealing with cultural issues, policing the emotionally disturbed and other programs that apply to the diverse community represented in the city.					

> BUDGET:

POLICE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	9,211,438	9,674,971	8,363,493	9,863,138	
(511003)	CROSSING GUARDS	247,295	273,000	190,941	273,000	
(512000)	SALARIES TEMPORARY	-	2,000	-	2,000	
(513000)	OVERTIME	586,340	598,000	1,078,952	795,000	
(513001)	TRAINING-OVERTIME	60,029	84,000	40,409	54,000	
(514004)	SHIFT DIFFERENTIALS	783,158	818,332	663,313	837,100	
(514006)	LONGEVITY	78,500	75,700	76,500	74,950	
(514007)	COURT TIME	229,348	252,000	169,015	289,800	
(514008)	OUT OF GRADE	6,509	10,806	13,600	10,806	
(514015)	OTHER DIFFERENTIALS	945	1,495	1,376	1,485	
(515004)	HOLIDAYS	590,594	618,740	578,779	626,754	
(515011)	HOLIDAYS - S.M.E.A.	658	1,660	1,349	413	
(515012)	PERFECT ATTENDANCE	6,400	-	4,300	-	
(519002)	CAREER/EDUCATIONAL INC	500	500	-	500	
(519004)	UNIFORM ALLOWANCE	123,325	66,225	62,825	68,350	
(519005)	SICK LEAVE BUYBACK	-	-	-	-	
(519007)	5/2 BUYBACK	54,301	56,246	54,554	61,543	
(519013)	OTHER LUMP SUM	700	62,000	58,550	64,000	
(519014)	LUMP SUM SETTLEMENT	43,666	-	-	-	
SUB-TOTAL PERSONAL SERVICES		12,023,706	12,595,675	11,357,956	13,022,838	3.4%
(524003)	R&M - VEHICLES	77,796	50,000	17,860	50,000	
(524007)	R&M - OFFICE EQUIPMENT	5,213	7,332	2,124	7,000	
(524017)	R&M - OTHER EQUIPMENT	12,797	16,500	16,332	16,500	
(524030)	R&M - RADIO ALARM	9,064	15,040	9,926	15,000	
(524033)	R&M - SOFTWARE	35,720	37,480	30,468	37,480	
(527015)	RENTALS EQUIPMENT	1,424	1,500	936	1,500	
(530000)	PROFESS.SERV	15,000	22,737	17,675	22,737	
(530001)	MEDICAL & DENTAL SERVI	123,259	60,000	62,517	125,000	
(530011)	ADVERTISING	-	1,180	-	1,180	
(530019)	DETENTION ATTENDANTS	13,508	15,000	10,272	15,000	
(530025)	IN SERVICE TRAINING OM	1,424	10,000	10,160	30,000	
(534003)	POSTAGE	2,640	2,000	2,000	2,000	

POLICE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(534007)	PSTN-USAGE	14,065	21,900	12,929	21,900	
(542000)	OFFICE SUPPLIES	16,345	13,200	7,238	13,200	
(542001)	STATIONERY	8,239	5,429	2,613	5,500	
(542004)	COMPUTER SUPPLIES	3,341	13,000	714	13,000	
(542005)	OFFICE EQUIPMENT	6,171	3,500	-	3,500	
(542006)	OFFICE FURNITURE	-	-	-	-	
(542007)	COMPUTER EQUIPMENT	3,341	-	-	-	
(542008)	BOOKS & BOOKBINDING	-	-	-	-	
		-	-	-	-	
(549000)	FOOD SUPPLIES	-	-	-	-	
(551010)	AUDIO VISUAL SUPPLIES	115	-	-	-	
(558003)	PUBLIC SAFETY SUPPLIES	21,069	22,000	21,240	40,000	
(558004)	MAGAZINES/SUBSCRIPTS	-	-	1,788	-	
(558006)	UNIFORMS	-	-	-	-	
(558012)	BADGES	-	-	-	4,000	
(558014)	PHOTOGRAPHIC SUPPLIES	5,869	900	-	900	
(558015)	SUPPLIES MEN/WOMEN	20,602	20,000	12,368	20,000	
(558016)	COLORGUARD	1,500	1,500	-	1,500	
(558017)	TRAFFIC SUPV SUPPLIES	1,996	2,000	-	2,000	
(572001)	OUT OF STATE CONFER	3,785	-	1,783	2,000	
(573000)	DUES AND MEMBERSHIPS	4,715	9,675	9,015	14,000	
(573001)	BAPERN MEMBERSHIP	2,624	2,675	2,624	2,675	
(578013)	CARE OF PRISONERS	-	7,000	-	7,000	
SUB-TOTAL ORDINARY MAINTENANCE		411,623	361,548	252,580	474,572	31.3%
(585001)	VEHICLES	-	-	-	-	
(585015)	ATHLETIC EQUIPMENT	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	
(527001)	RENTAL - BUILDINGS	48,636	51,314	35,646	51,314	
SUB-TOTAL SPECIAL		48,636	51,314	35,646	51,314	0.0%
POLICE		12,483,964	13,008,537	11,646,181	13,548,724	4.2%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR	
			BASE	TOTAL
CHIEF	PASQUARELLO, THOMAS	3,557.69	185,711.42	185,711.42
DEPUTY CHIEF	CABRAL, MICHAEL	2,750.00	143,550.00	143,550.00
DEPUTY CHIEF	UPTON, PAUL J	2,750.00	143,550.00	143,550.00
CAPTAIN	OCONNOR, JOHN T	2,309.02	120,530.84	133,219.98
CAPTAIN	FEMINO, CHARLES	2,309.02	120,530.84	133,119.98
CAPTAIN	TRANT, PAUL R	2,309.02	120,530.84	137,933.97
CAPTAIN	FALLON, DAVID	2,309.02	120,530.84	138,033.97
LIEUTENANT	HYDE, DANIEL J	1,965.13	102,579.79	117,640.27
LIEUTENANT	POLITO, JAMES	1,965.13	102,579.79	113,700.78
LIEUTENANT	STANFORD, JAMES J	1,965.13	102,579.79	117,640.27
LIEUTENANT	COTTER, BERNARD D	1,965.13	102,579.79	113,700.78
LIEUTENANT	VIVOLO, CARMINE C	1,965.13	102,579.79	117,285.23
LIEUTENANT	RYMILL, GERARD J	1,965.13	102,579.79	117,237.23
LIEUTENANT	CARRABINO, STEPHEN	1,965.13	102,579.79	117,425.23
LIEUTENANT	DONOVAN, JAMES	1,965.13	102,579.79	117,409.23
LIEUTENANT	RYMILL, A WILLIAM	1,886.52	98,476.34	113,194.65
LIEUTENANT	MULCAHY, MICHAEL	1,965.13	102,579.79	113,700.78
LIEUTENANT	REARDON, GERALD	1,965.13	102,579.79	113,600.78
SERGEANT	ROONEY, JAMES R	1,605.55	83,809.71	93,291.02
SERGEANT	MCCAIN, JOSEPH E	1,672.45	87,301.89	100,283.10
SERGEANT	MARINO, JOHN A	1,605.55	83,809.71	96,651.98
SERGEANT	AUFIERO, JOHN T	1,337.96	69,841.51	81,847.21
SERGEANT	MACARELLI, JOSEPH	1,605.55	83,809.71	96,363.98
SERGEANT	BRENNAN, NEIL P	1,672.45	87,301.89	97,088.26
SERGEANT	ISIDORO, RICO J	1,672.45	87,301.89	100,138.31
SERGEANT	GOBIEL, JOHN J	1,672.45	87,301.89	101,455.10
SERGEANT	CAMPBELL, BRUCE B	1,672.45	87,301.89	100,138.31
SERGEANT	WHALEN, SCOTT	1,672.45	87,301.89	100,138.31
SERGEANT	MITSAKIS, TIMOTHY	1,672.45	87,301.89	96,988.26
SERGEANT	SHEEHAN, SEAN	1,672.45	87,301.89	100,462.31
SERGEANT	MONTE, DAVID	1,605.55	83,809.71	93,291.02
SERGEANT	DIGREGORIO, JEFFREY	1,672.45	87,301.89	100,378.31
SERGEANT	CHAILLE, WARREN	1,471.76	76,825.87	89,347.87
SERGEANT	LAVEY, RICHARD	1,672.45	87,301.89	96,988.26
PATROLO4	AMERAL, MICHAEL A	1,354.21	70,689.76	85,339.80
PATROLO4	ANKENBAUER, ROBER	1,300.04	67,862.09	80,728.30
PATROLO4	BARNARD, EDWARD	1,083.37	56,551.91	66,877.03
PATROLO4	BERROUET, WOLFF E	1,354.21	70,689.76	84,564.80
PATROLO4	BRIOSO, DOUGLAS	1,083.37	56,551.91	69,404.65
PATROLO4	BROWN, MICHAEL D	1,300.04	67,862.09	82,784.30
PATROLO4	CAPASSO JR., MICHAEL R.	1,300.04	67,862.09	82,409.45
PATROLO4	CAPOBIANCO, ALESSANDRO	1,300.04	67,862.09	81,526.26
PATROLO4	CARR, WILLIAM F	1,191.70	62,206.74	77,073.18
PATROLO4	CICERONE, FERNANDO	1,354.21	70,689.76	84,668.80
PATROLO4	COLLAZO, ARIEL I	1,083.37	56,551.91	69,533.03
PATROLO4	COLLETTE, WALTER , JR.	1,300.04	67,862.09	81,526.26

POSITION	NAME	CURRENT BASE	FISCAL YEAR	
			BASE	TOTAL
PATROLo4	COLLINS, NEIL F	1,354.21	70,689.76	86,256.80
PATROLo4	COSTA, KATHRYN M	1,300.04	67,862.09	79,128.30
PATROLo4	COSTA, MARTHA F	1,300.04	67,862.09	82,326.26
PATROLo4	COVERT, LANCE S	1,083.37	56,551.91	73,877.03
PATROLo4	DEOLIVEIRA, DIOGO	1,191.70	62,206.74	75,465.18
PATROLo4	DERVISHIAN, GEORGE	1,083.37	56,551.91	77,487.84
PATROLo4	DIAZ, HENRY	1,083.37	56,551.91	69,516.65
PATROLo4	DIFAVA, MARC	1,157.69	60,431.42	74,549.68
PATROLo4	DOTTIN, DERRICK	1,191.70	62,206.74	75,473.18
PATROLo4	DOTTIN, SHANNON N	1,083.37	56,551.91	67,577.03
PATROLo4	DRISCOLL, ROBERT	1,300.04	67,862.09	83,209.45
PATROLo4	DUFFY, PAUL C	1,354.21	70,689.76	85,568.80
PATROLo4	ELPIDOFOROS,PATRICIA	1,354.21	70,689.76	82,216.26
PATROLo4	FARIA, MICHAEL	1,300.04	67,862.09	81,534.26
PATROLo4	GAMBLE, SCOTT	1,191.70	62,206.74	77,173.18
PATROLo4	GARDNER, THOMAS	1,083.37	56,551.91	69,616.65
PATROLo4	GEE, ALBERT	1,300.04	67,862.09	82,509.45
PATROLo4	GILBERTI, RICHARD	1,191.70	62,206.74	76,152.38
PATROLo4	GOMES, CHRISTOPHER	1,083.37	56,551.91	70,391.84
PATROLo4	HICKEY, ROBERT W	1,300.04	67,862.09	82,509.45
PATROLo4	HODGDON, JAMES W	1,083.37	56,551.91	76,368.65
PATROLo4	HOLLAND, MICHAEL	1,191.70	62,206.74	75,565.18
PATROLo4	HOWE, JOHN J	1,300.04	67,862.09	82,509.45
PATROLo4	HYDE, JAMES P	1,300.04	67,862.09	83,484.30
PATROLo4	ISAACS, RANDY R	1,300.04	67,862.09	82,409.45
PATROLo4	JEAN-JACQUES JR., YVON	1,083.37	56,551.91	69,412.65
PATROLo4	JOHNSON, STEVEN	1,083.37	56,551.91	70,577.03
PATROLo4	JONES, STEPHEN	1,083.37	56,551.91	69,404.65
PATROLo4	KELLEHER, ROBERT	1,354.21	70,689.76	85,220.80
PATROLo4	KENNELLY, MICHAEL	1,300.04	67,862.09	80,028.30
PATROLo4	KIELY, MICHAEL R	1,354.21	70,689.76	84,556.80
PATROLo4	LEGROS, GUERDY	1,083.37	56,551.91	69,516.65
PATROLo4	LEGUISAMON DEL ROSARIO, KILSARYS	1,191.70	62,206.74	72,952.38
PATROLo4	LEUCHTER, JOHN W	1,191.70	62,206.74	78,777.18
PATROLo4	MANFRA, MARYANNE	1,300.04	67,862.09	81,509.26
PATROLo4	MANZELLI, ANTHONY	1,300.04	67,862.09	82,334.26
PATROLo4	MARTINEZ, OSWALDO	1,191.70	62,206.74	75,677.18
PATROLo4	MARTINI, LEO D	1,300.04	67,862.09	82,426.26
PATROLo4	MCCARTHY, WILLIAM	1,354.21	70,689.76	87,039.99
PATROLo4	MCGRATH, MICHAEL	1,083.37	56,551.91	71,291.84
PATROLo4	MCNALLY, JAMES	1,354.21	70,689.76	88,172.26
PATROLo4	MELO, CARLOS P	1,083.37	56,551.91	70,287.84
PATROLo4	MONACO, ALAN	1,191.70	62,206.74	75,577.18
PATROLo4	MONTINA-GARCIA, NATACHA	1,300.04	67,862.09	79,128.30
PATROLo4	NADILE, ERNEST J	1,191.70	62,206.74	77,073.18
PATROLo4	NARDONE, DOROTHY	1,354.21	70,689.76	85,643.99
PATROLo4	OLIVEIRA, JOHN L	1,083.37	56,551.91	70,553.03

POSITION	NAME	CURRENT BASE	FISCAL YEAR	
			BASE	TOTAL
PATROL04	OLIVEIRA, MARIO	1,083.37	56,551.91	70,561.03
PATROL04	OMEARA, ROSS D	1,354.21	70,689.76	86,204.26
PATROL04	PASQUALINO, ROBERT	1,083.37	56,551.91	69,616.65
PATROL04	PEFINE, DOMINIC, JR.	1,083.37	56,551.91	69,404.65
PATROL04	RADOCHIA, JAMES	1,083.37	56,551.91	70,287.84
PATROL04	RAMIREZ, JOSE	1,083.37	56,551.91	70,387.84
PATROL04	REDDIN, EDWARD R	1,083.37	56,551.91	76,604.65
PATROL04	REGO, DANIEL	1,300.04	67,862.09	82,613.45
PATROL04	REMIGIO, LOUIS M	1,300.04	67,862.09	82,394.26
PATROL04	SHACKELFORD, KEVIN	1,354.21	70,689.76	85,072.26
PATROL04	SHAH, LISA	1,354.21	70,689.76	84,668.80
PATROL04	SLATTERY, JAMES, JR.	1,083.37	56,551.91	69,368.65
PATROL04	SOARES, EDUARDO	1,300.04	67,862.09	81,634.26
PATROL04	ST HILAIRE, STEVE	1,191.70	62,206.74	75,577.18
PATROL04	STILES, NICHOLAS	1,083.37	56,551.91	76,616.65
PATROL04	SULLIVAN, TIMOTHY F.	1,191.70	62,206.74	75,465.18
PATROL04	SYLVESTER, SEAN	1,191.70	62,206.74	72,952.38
PATROL04	TAM, JOHN Q	1,354.21	70,689.76	84,420.80
PATROL04	THERMIDOR, JONATHAN	1,354.21	70,689.76	84,564.80
PATROL04	UBEDA, ERICK	1,083.37	56,551.91	70,287.84
PATROL04	WARD, CHRISTOPHER	1,354.21	70,689.76	85,468.80
PATROL04	WYATT, MICHAEL J	1,083.37	56,551.91	69,177.03
PATROL03	DiFRONZO, DANTE	1,315.56	29,994.77	86,328.89
		1,354.21	39,813.77	
PATROL01	FUSCO, SALVATORE	880.44	13,382.69	60,678.34
		908.83	33,626.71	
PATROL01	TILLEY, BRIAN	880.44	17,080.54	60,543.56
		908.83	29,809.62	
PATROL01	VanNOSTRAND, TIMOTHY	880.44	17,080.54	60,543.56
		908.83	29,809.62	
PATROL01	BOURQUE, DANIEL	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	CATATAO, ASHLEY	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	COLLETTE, CHRISTOPHER	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	COSTA, JASON	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	GUILLEN, GRAVIN	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	HAYNES, NAZA	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	McCAREY, MICHAEL	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	NEVIN, MARK	880.44	30,287.14	58,601.85
		908.83	16,177.17	
PATROL01	PERRONE, MARK	880.44	30,287.14	58,601.85

POSITION	NAME	CURRENT BASE	FISCAL YEAR		TOTAL
			BASE		
		908.83	16,177.17		
PATROL01	SCHNEIDER, DEVIN	880.44	30,287.14		58,601.85
		908.83	16,177.17		
PATROL01	TEVES, JOSEPH	880.44	30,287.14		58,601.85
		908.83	16,177.17		
PATROL01	VACANT	880.44	34,337.16		44,043.62
FINANCIAL ANALYST	VACANT	1,177.21	61,450.36		61,450.36
MECHANIC	HARTSGROVE, FRED	1,039.41	54,257.20		54,257.20
CRIME ANALYST	BATES, FRANCIS	673.08	35,134.78		35,134.78
RECORDS CLERK	CARANFA, JENNIFER	769.23	40,153.81		40,153.81
RECORDS CLERK	COLLIER, SEAN	769.23	40,153.81		40,153.81
RECORDS CLERK	VITIELLO, THOMAS M	358.10	18,692.82		18,692.82
CLERK-SUBSTATION	ROMANO, PATRICIA	615.38	32,122.84		32,122.84
CLERK-SUBSTATION	VACANT	615.38	32,122.84		32,122.84
MOTOREQUIPRPMN	CAPASSO, MICHAEL	843.60	44,035.92		45,955.02
HEAD/ADM. CLERK	BATZEK, LORI J	854.17	44,587.67		46,273.09
JR./ADM. CLERK	CASSESSO, DOROTHY	648.22	33,837.08		34,751.91
DETAIL CLERK	ROCHE, ELIZABETH	1,070.80	55,895.76		56,852.84
JR. DETAIL CLERK	VACANT	716.29	27,935.31		28,723.23
					11,615,731.73

> BUDGET:

POLICE - ANIMAL CONTROL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	60,498	61,854	55,229	62,242	
(513000)	OVERTIME	1,377	5,000	763	5,000	
(514006)	LONGEVITY	-	250	250	500	
(514015)	OTHER DIFFERENTIALS	1,381	1,381	1,381	1,429	
(515004)	HOLIDAYS	161	321	321	80	
(519004)	UNIFORM ALLOWANCE	500	500	500	500	
SUB-TOTAL PERSONAL SERVICES		63,916	69,306	58,443	69,751	0.6%
(524003)	R&M - VEHICLES	267	1,000	-	1,000	
(529010)	KENNELS	785	2,000	-	1,000	
(530000)	PROFESSIONAL & TECHNICAL	3,425	6,000	3,964	8,000	
(530011)	ADVERTISING	-	400	-	400	
(530025)	IN SERVICE TRAINING OM	-	200	-	200	
(542000)	OFFICE SUPPLIES	1,717	357	197	357	
(542001)	STATIONERY	-	500	595	500	
(558003)	PUBLIC SAFETY SUPPLIES	1,374	1,000	944	1,000	
(558006)	UNIFORMS	759	1,000	-	1,000	

(558012)	BADGES	-	-	-	50	
(571001)	IN STATE CONFERENCES	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		8,327	12,457	5,699	13,507	8.4%
POLICE - ANIMAL CONTROL		72,243	81,763	64,143	83,258	1.8%

> **PERSONNEL LIST:**

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ANIMAL CONTROL OFFICER	APRIL TERRIO	802.77	41,904.59	44,413.80
ANIMAL CONTROL OFFICER (PT)	RACHEL TAYLOR	389.60	20,337.12	20,337.12

> **BUDGET:**

POLICE - ENHANCED 911		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	449,879	548,091	323,245	542,972	
(513000)	OVERTIME	18,838	40,000	42,967	40,000	
(514004)	SHIFT DIFFERENTIALS	12,210	14,652	10,595	14,652	
(515004)	HOLIDAYS	25,447	27,300	21,890	27,045	
(519004)	UNIFORM ALLOWANCE	7,000	7,000	7,000	7,000	
(519013)	OTHER LUMP SUM	-	-	-	-	
SUB-TOTAL PERSONAL SERVICES		513,373	637,043	405,696	631,669	-0.8%
POLICE - ENHANCED E911		513,373	637,043	405,696	631,669	-0.8%

> **PERSONNEL LIST:**

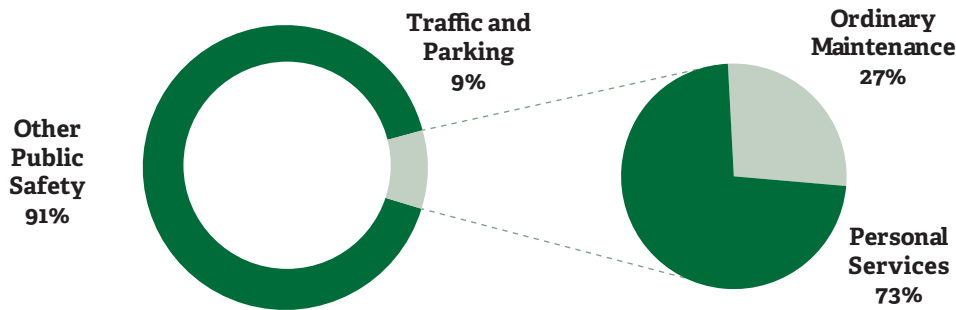
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
E-911 Operator	CORNELIO, CHRISTINE	758.57	39,597.35	43,006.09
E-911 Operator	DEFranzo, ROBYN	758.57	39,597.35	42,587.49
E-911 Operator	DESCHENES, JEANNE	736.48	38,444.26	42,225.42
E-911 Operator	DESOUSA, SUSAN	758.57	39,597.35	43,391.48
E-911 Operator	GROSSE, DENISE	758.57	39,597.35	43,399.06
E-911 Operator	KIELY, JULIE	758.57	39,597.35	42,599.63
E-911 Operator	LENNON, SCOTT	758.57	39,597.35	43,383.90
E-911 Operator	LEWON, MAUREEN	660.51	34,478.62	37,971.35
E-911 Operator	MCKENNA, JOAN	758.57	39,597.35	42,997.10
E-911 Operator	HARTSGROVE, ROBERT	660.51	34,478.62	38,143.05
E-911 Operator	MEDEIROS, THERESA	758.57	39,597.35	42,587.49
E-911 Operator	MILLIGAN, ALICE	758.57	39,597.35	43,338.42
E-911 Operator	VALLERY, KRISTINE	758.57	39,597.35	43,524.33
E-911 Operator	WARD, KENNETH	758.57	39,597.35	42,514.65
				591,669.42

TRAFFIC AND PARKING

> MISSION STATEMENT:

Traffic and Parking’s mission is to wisely manage the limited parking resources of our dense city in order to promote business growth and to protect resident parking needs. Traffic and Parking also must protect public safety by enforcing parking regulations that keep streets clear and safe for emergency vehicles and other drivers. Traffic and Parking aims to manage these resources and enforce needed regulations in a way that is as fair and easy as possible for all Somerville residents and businesses.

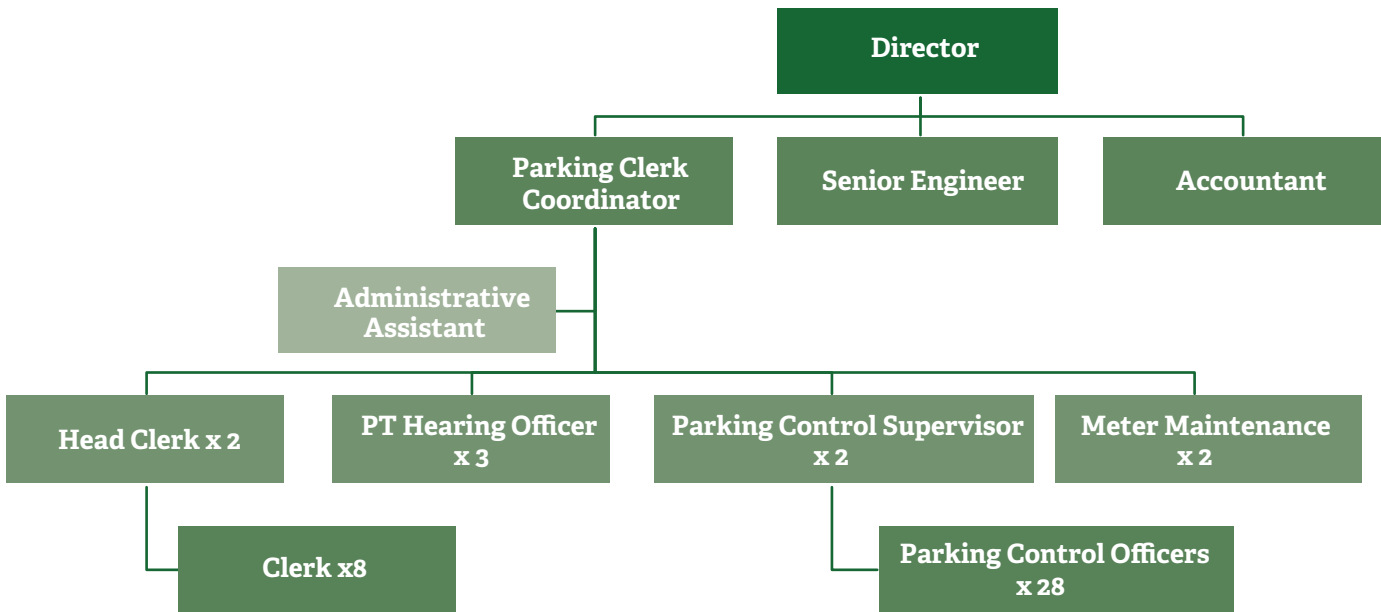
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 2,261,929	\$ 2,365,617	\$ 2,195,397	-7.20%
ORDINARY MAINTENANCE	\$ 513,157	\$ 701,100	\$ 812,100	15.83%
GENERAL FUND EXPENDITURES	\$ 2,807,086	\$ 3,066,717	\$ 3,007,497	-1.93%



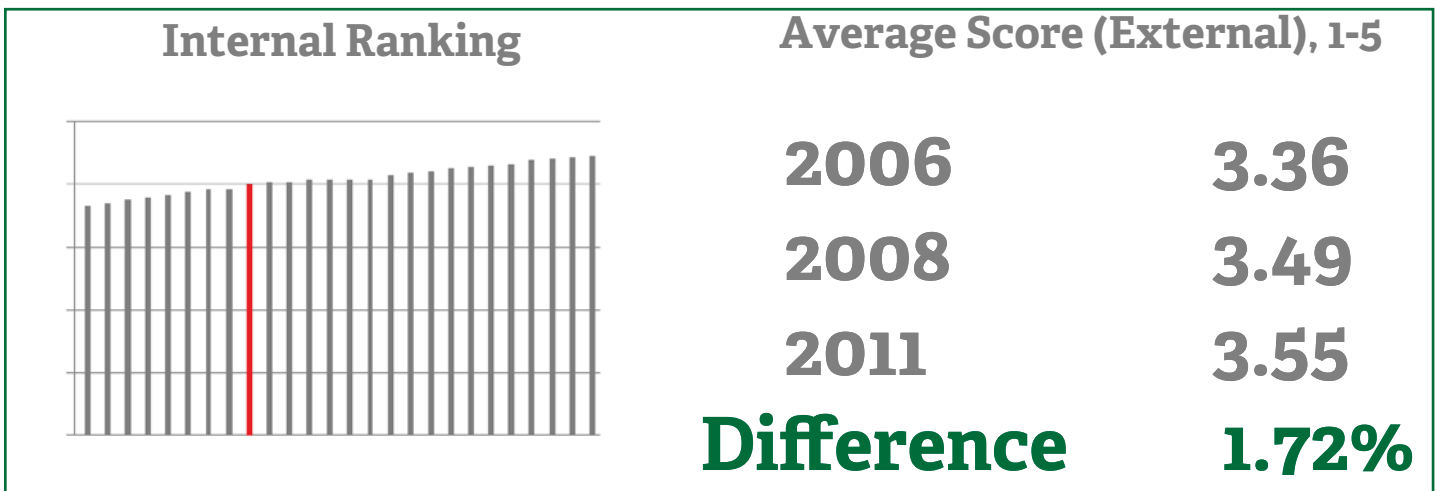
> CHANGES BETWEEN FY2011 AND FY2012:

- Seven PCO positions were eliminated; four of which were filled.
- An additional Jr. Clerk was included in the budget.
- An SHMEO Laborer and an HMEO Laborer were added to this year’s budget. The SHMEO Laborer was transferred from the Highway Department. The HMEO is a new position. These two employees will maintain the City’s street signs. This function was previously performed by the Highway Department.
- An additional \$64,000 is budgeted to purchase street signs.
- \$120,000 was budgeted to cover credit card fees associated with those paying parking tickets online.

› DEPARTMENT ORGANIZATION:



› ACE CUSTOMER SERVICE REPORT SCORE:



› FY2011 ACCOMPLISHMENTS:

- Overhauled T&P website, including streamlined permitting and application pages, updated all copy/editorial, and improved information on snow/street sweeping procedures, booting/towing, traffic advisories, regulations, visitor policies, FAQs, etc
- Rolled-out multi-space parking meter kiosks in off-street parking lots throughout the city and business squares
- Conducted a pilot program to test radar feedback signs in order to improve traffic calming measures in hot spot locations throughout the city
- Began implementing a single-space parking meter pilot program, whereby meters will accept credit cards
- Contracted with a collections company to pursue a growing amount of aged and difficult to recover receivables

> FY2011 GOALS:

Goal	Strategic Objective	Was Goal Met?
1 Increase customer service and become a more user friendly department	<p>Improve the website to include more information on services. Increase the types of transactions that can be completed online, by phone or by mail to decrease the need to physically visit the office Establish electronic responses to electronic ticket appeals to create a faster more efficient appeals process Add new customer friendly ways to pay parking meters such as kiosk that accept credit cards Improve the experience of visiting the T&P office through clearer signage and other customer service improvements</p>	Y (appeals process objective ongoing)
2 Create and support Traffic and Parking policies that make Somerville a good place to work, live and play	<p>Conduct a meter study to determine policies for parking in business districts that will maximize use and appropriate turnover Continue to improve policies and permits to address resident and commercial parking needs</p>	Y
3 Preserve public safety and protect residential / business parking as efficiently and effectively as possible	<p>Improve processes to increase staff efficiency Study data on route alignment to ascertain optimal deployment</p>	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improve face-to-face customer service for City residents and visitors						
	Improve the experience of visiting the T&P office with lobby renovations, including a new window and waiting area ticketing system					
	Improve customer service by providing mandatory service trainings twice per year					
	Be more responsive to resident requests for damaged/faded signs					
Use technology to improve service efficiency						
	Launch new department web site to enhance and streamline customer service for local residents, visitors and other City patrons					
	Increase customer web site usage	% tickets paid via internet			FY2012	
	Create an efficient, responsive and fair online appeals process	Avg. # online appeals per month	479.3 appeals/month		FY2011-FY2012	
	Work toward implementing online resident permit renewal process	Avg. # online permit requests processed per month	5,651 requests/month		FY2011-FY2012	
	Make available a booting program that allows for online and over the phone payment options for immediate boot removal					
	Respond to constituent concerns in a timely manner					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Increase customer convenience by adding parking meters that accept credit cards	# electronic meters installed per year	10 meters/ yr		FY2011	
	Use electronic work order system to promote internal efficiency and worker productivity					
Improve staff productivity						
	Monitor PCO activity through a 6-month evaluation of PCO routes and ticketing data				March-Sept 2011	
Improve the quality of life and safety for residents through the effective management of transportation resources						
	Improve condition of posted signage throughout the city					
Balance the diverse needs of residents, businesses, local organizations, visitors, and other stakeholders						
	Use ResiStat as a vehicle to gather input from residents					
	Use outside experts to foster collaboration and help clarify community messaging					

> BUDGET:

TRAFFIC AND PARKING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	2,032,080	2,165,245	1,770,912	1,997,865	
(511002)	SALARIES - MONTHLY	1,305	1,454	1,305	1,500	
(512000)	SALARIES & WAGES TEMPO	18,299	-	16,703	18,206	
(513000)	OVERTIME	89,649	67,000	53,363	67,000	
(514006)	LONGEVITY	22,375	23,700	22,550	25,075	
(514008)	OUT OF GRADE	-	-	648	-	
(514010)	OUT OF GRADE-LABOR	136	-	-	-	
(514015)	OTHER DIFFERENTIALS	47,579	50,710	48,992	45,261	
(515011)	HOLIDAYS - S.M.E.A.	4,424	14,608	10,257	3,340	
(515012)	PERFECT ATTENDANCE	2,800	-	2,300	-	
(519004)	UNIFORM ALLOWANCE	24,950	22,550	22,550	20,100	
(519015)	AUTO ALLOWANCE	18,332	20,350	17,965	17,050	
SUB-TOTAL PERSONAL SERVICES		2,261,929	2,365,617	1,967,544	2,195,397	-7.2%
(524003)	R&M - VEHICLES	1,191	1,000	250	3,000	
(524006)	R&M - COMMUN. EQUIP.	3,107	10,000	1,152	10,000	
(524007)	R&M - OFFICE EQUIPMENT	-	50	40	50	
(524028)	R&M - PARKING METERS	5,704	6,000	11,058	11,500	
(524029)	R&M - HIGHWAYS	56,996	55,000	35,345	55,000	

TRAFFIC AND PARKING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(524034)	R&M - SERVICE CONTRACT	1,319	2,000	1,572	2,000	
(527000)	RENTALS	17,746	23,000	16,324	23,000	
(530000)	PROFESSIONAL & TECHNICAL	377,567	547,000	273,003	470,000	
(530008)	EMPLOYEE TRAINING COUR	-	250	-	250	
(530011)	ADVERTISING	4,570	8,000	1,382	8,000	
(530018)	POLICE DETAIL	2,092	3,500	1,124	3,500	
(534003)	POSTAGE	5,180	1,000	48	1,000	
(542000)	OFFICE SUPPLIES	3,997	2,500	3,399	2,500	
(542001)	STATIONERY	31,021	34,500	27,123	29,000	
(542005)	OFFICE EQUIPMENT	305	250	-	250	
(542006)	OFFICE FURNITURE	-	-	-	-	
(542007)	COMPUTER EQUIPMENT	-	-	-	-	
(542008)	BOOKS & BOOKBINDING	112	300	-	300	
(543011)	HARDWARE & SMALL TOOLS	2,250	1,500	1,437	1,500	
(553001)	SIGNS AND CONES	-	4,000	9,384	70,000	
(558003)	PUBLIC SAFETY SUPPLIES	-	200	-	200	
(558006)	UNIFORMS	-	250	-	250	
(558012)	BADGES	-	-	-	500	
(571000)	IN STATE TRAVEL	-	50	-	50	
(571001)	IN STATE CONFERENCES	-	-	450	-	
(573000)	DUES AND MEMBERSHIPS	-	250	100	250	
(578001)	CREDIT CARD CONVEN FEE	-	-	-	120,000	
SUB-TOTAL ORDINARY MAINTENANCE		513,157	700,600	383,190	812,100	15.9%
(585001)	VEHICLES	32,000	-	-	-	
SUB-TOTAL CAP		32,000	-	-	-	0.0%
TRAFFIC AND PARKING		2,807,086	3,066,217	2,350,733	3,007,497	-1.9%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	MATT DIAS	1,538.46	80,307.61	80,307.61
PARKING CLERK COORDINATOR	SUZANNE RINFRET	1,017.31	53,103.58	53,103.58
ACCOUNTANT	DARREN COSTA	1,057.69	55,211.42	55,211.42
SENIOR ENGINEER	TERENCE SMITH	1,213.21	63,329.56	67,010.40
PT HEARING OFFICER	DIANE SHEPPARD	430.20	22,456.44	22,456.44
PT HEARING OFFICER	JOSEPH VIVOLO	452.18	23,603.80	23,603.80
PT HEARING OFFICER	DELIO SUSI	430.20	22,456.44	22,456.44
ADMINISTRATIVE ASSISTANT	LAURA ACCAPUTO	864.16	12,443.90	14,043.90
		915.16	34,593.05	34,684.56
HEAD CLERK	BARBARA SULLIVAN	798.62	17,889.09	18,964.09
		837.42	24,955.12	25,038.86
HEAD CLERK	DONNA AMENTA	854.16	44,587.15	45,872.57
PRINCIPAL CLERK	JOANNE BURNS	781.10	40,773.42	42,051.53
PRINCIPAL CLERK	MARY JO O'CONNOR	722.41	18,349.21	19,371.46
		765.79	20,523.17	20,523.17
JUNIOR CLERK	MARGARET PIWINSKI	635.51	33,173.62	33,587.17
JUNIOR CLERK	KIMBERLY FUCILE	648.22	33,837.08	34,851.91
JUNIOR CLERK	DANIEL RILEY	635.51	33,173.62	33,587.17
JUNIOR CLERK	MAUREEN SULLIVAN	648.22	33,837.08	34,446.36
JUNIOR CLERK	NANCY WARD	648.22	33,837.08	35,001.91
JUNIOR CLERK	VACANT	611.34	31,911.95	32,323.08
PARKING METER REPAIRMAN	JOSEPH COLLETTE	800.45	41,783.49	44,888.34
PARKING METER REPAIRMAN	EDWARD HALLETT	800.45	41,783.49	45,080.53
PCO WORKING SUPERVISOR	TAMMY DOE	841.80	43,941.96	47,824.54
PCO WORKING SUPERVISOR	LINDA SMITH	925.99	48,336.68	52,377.54
PARKING CONTROL OFFICER	LOUISA BARRON	687.63	35,894.29	38,902.02
PARKING CONTROL OFFICER	KATHERINE MAHAN PRATT	675.62	35,267.36	37,565.91
PARKING CONTROL OFFICER	STEPHANIE REED	742.82	38,775.20	41,197.94
PARKING CONTROL OFFICER	JEAN RICHARD LAINE	687.63	35,894.29	39,487.03
PARKING CONTROL OFFICER	THOMAS SMYTH	687.63	35,894.29	39,087.03
PARKING CONTROL OFFICER	RICHARD BRESCIA	687.63	35,894.29	38,837.03
PARKING CONTROL OFFICER	MARY KILLORAN	756.38	39,483.04	42,455.03
PARKING CONTROL OFFICER	HELEN HUSSEY MAHONEY	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	ANNE COLLETTE	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	JOHN MORANI	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	ALBERT TOPPI	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	ANTHONY SILVESTRI	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	ANA SOARES	687.63	35,894.29	38,737.03
PARKING CONTROL OFFICER	WALTER MANNIX	756.38	39,483.04	42,555.03
PARKING CONTROL OFFICER	PAUL GOODE	675.32	21,340.11	23,484.13
PARKING CONTROL OFFICER		687.63	14,165.18	14,893.96
PARKING CONTROL OFFICER	MCCARROLL WARD	756.38	39,483.04	42,555.03
PARKING CONTROL OFFICER	DALVIR SINGH	756.38	39,483.04	42,605.03
PARKING CONTROL OFFICER	MARY RONAN	756.38	39,483.04	42,455.03
PARKING CONTROL OFFICER	JASON MASCI	756.38	39,483.04	42,555.03
PARKING CONTROL OFFICER	DEBRA ALDERMAN	756.38	39,483.04	42,455.03

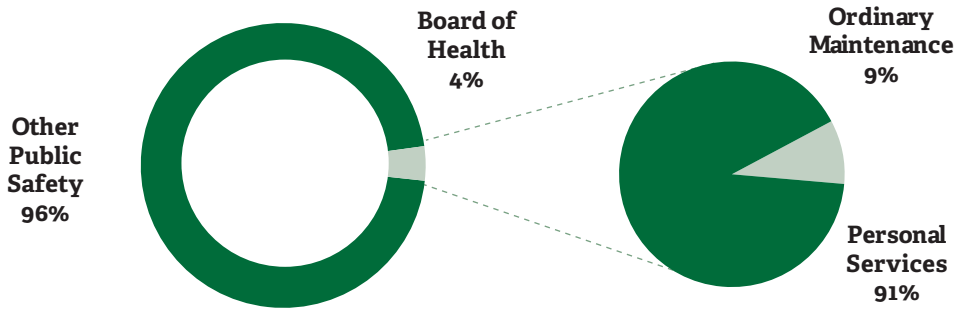
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PARKING CONTROL OFFICER	JASON PACHECO	756.38	39,483.04	42,455.03
PARKING CONTROL OFFICER	GREGG PAIVA	687.63	35,894.29	38,987.03
PARKING CONTROL OFFICER	BRIAN ANALETTO	687.63	35,894.29	38,987.03
PARKING CONTROL OFFICER	JOHN FILOSI	756.38	39,483.04	42,705.03
PARKING CONTROL OFFICER	DELINCE DODIN	756.38	39,483.04	42,455.03
PARKING CONTROL OFFICER	MICHAEL LAPIANA	756.38	39,483.04	41,955.03
PARKING CONTROL OFFICER	PAUL MORRIS	756.38	39,483.04	41,955.03
SHMEO\PWL	ZAMBAKIS, THEOFANIS	765.79	39,974.24	41,763.92
HMEO\PWL	VACANT	694.00	36,226.80	37,881.52
				2,111,325.47

BOARD OF HEALTH

> MISSION STATEMENT:

Provide health and wellness services to the City of Somerville to effectively maintain the health and wellness of those who live, work and play in Somerville through related policymaking, school health programs, vaccine distribution, public health education campaigns, communicable disease investigation, and public health regulation. (PHN: Public Health Nursing; SN: School Nursing; CYS: Clinical Youth Specialist; TRN: Trauma Response Network; SCAP: Somerville Cares About Prevention; SUS: Shape Up Somerville)

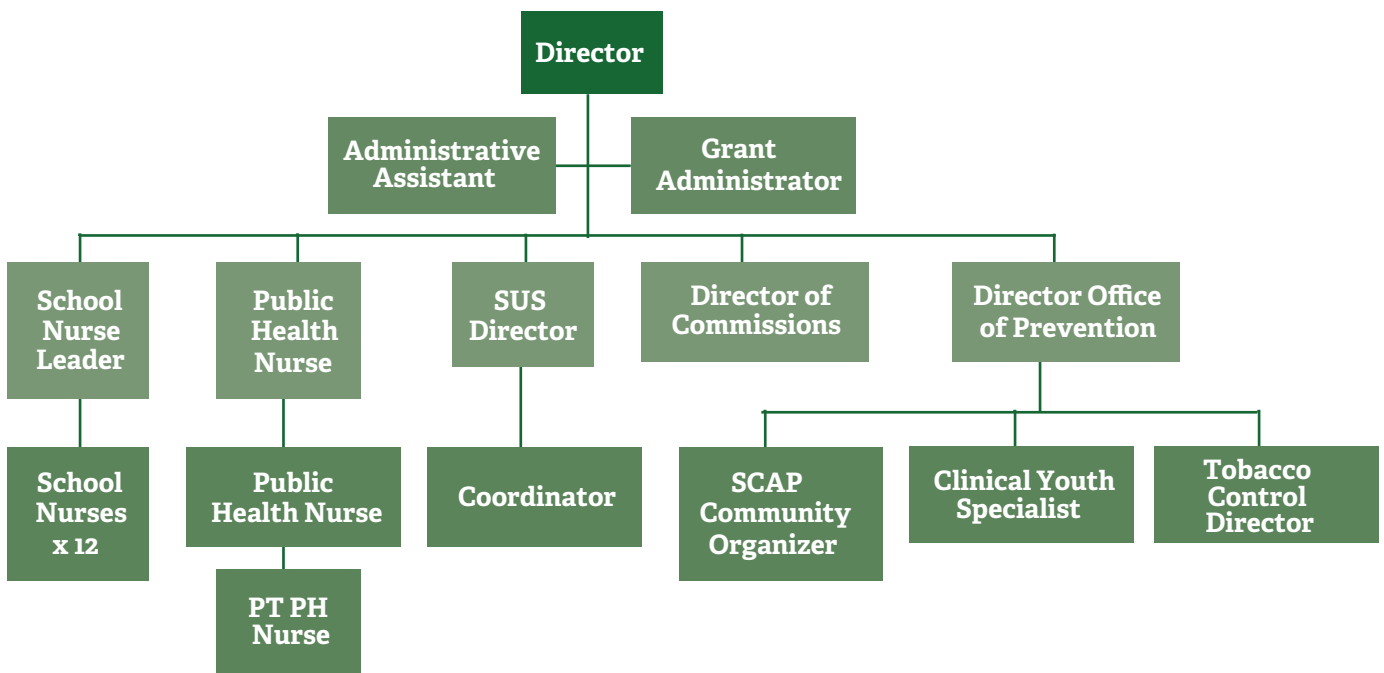
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 988,151	\$ 1,179,216	\$ 1,226,826	4.04%
ORDINARY MAINTENANCE	\$ 84,218	\$ 115,459	\$ 115,459	0.00%
GENERAL FUND EXPENDITURES	\$ 1,072,369	\$ 1,294,675	\$ 1,342,285	3.68%



> CHANGES BETWEEN FY2011 AND FY2012:

A new Active Regional Transit Director has been included in the budget. This position will be 91% grant-funded.

> DEPARTMENT ORGANIZATION:



FY2011 ACCOMPLISHMENTS:

- Planned, developed, and implemented the City’s first farmers’ market; Implemented EBT and EBT incentive program at Somerville Farmers’ Markets; and was awarded Healthiest City in Massachusetts award by Massachusetts Health Council.
- Continued collaboration with First Lady Michelle Obama and the White House on the Let’s Move program.
- Awarded grant funding to support regional efforts lead by the City of Somerville Health Department in the areas of active transportation and tobacco control
- Conducted Emergency Preparedness exercises and trainings for community members in a variety of topics
- Received regional award for excellence in youth led video PSA development associated with substance abuse prevention and mental health and wellness
- Initiated 7 day a week/24 hour a day public disposal opportunities for unwanted medications and “sharps”

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Increase community-wide health and wellness services	<p>Department-wide: Increase access to tools and educational opportunities that support community health and wellness.</p> <p>Department-wide: Improve culturally and linguistically appropriate strategies for outreach.</p> <p>Commissions: Develop and conduct activities and events to increase Commission effectiveness and to recruit new members</p> <p>Tobacco: Conduct workplace and retail location education to prevent underage sales of tobacco and exposure to second hand smoke</p> <p>PHN and SN: develop outreach planning to increase attendance and participation in flu clinics using existing City and School Department communications mechanisms</p> <p>CYS: provide trainings for Mental Health First Aid to City and School Department staff as well as to interested community partners</p> <p>SCAP: Conduct social norms campaigns associated with alcohol and drug use.</p> <p>SUS: Further expand public participation in SUS Steering Committee.</p>	Y
2	Monitor and improve quality of health and wellness services	<p>Department-wide: Create and sustain data sharing with local, state and federal agencies as well as partners in the private sector to measure how well Somerville programs are performing</p> <p>SUS: continue work researching nutritional information associated with Shape Up Approved eating establishments</p> <p>SUS and SN: Further expand collaboration regarding healthy weight initiatives for school age children in Somerville</p> <p>SN and PHN: Monitor attendance to ascertain trends that may point to outbreaks of communicable disease</p> <p>SCAP: conduct YRBS; conduct compliance checks associated with illegal access to alcohol by minors. Conduct pre and post testing to those participating in educational and social norms activities</p> <p>Tobacco: conduct compliance checks associated with tobacco sales, signage, and permits.</p>	Y (Research for SUS-Approved restaurant is Ongoing)

	Goal	Strategic Objective	Was Goal Met?
3	Positively influence health and wellness policies	Increase the Board of Health's capacity to influence health and wellness policy by actively providing needed research and assistance in developing and implementing health and wellness policies, procedures and regulations Tobacco: work with all 5 local boards of health to update tobacco access regulations SCAP: assist in promulgation of regulations that limit alcohol and tobacco advertising specifically targeted at youth SUS: assist in the possible promulgation of regulations associated with trans fat, sodium, portion size, and menu postings. Provide Shape Up Approved information in all new and renewal paperwork for food service establishments	Y
4	Maximize effectiveness of the Emergency Preparedness Response	Increase interdepartmental communication via regular LEPC meetings Increase Medical Reserve Corps membership and training. Support language translation initiatives. PHN: conduct preparedness drills PHN, Commissions, and TRN: Collaborate to better integrate efforts to reach out and respond to special populations	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Improve Customer Service using A.C.E.						
	Standardization of Phone Greetings with staff persons' first names and identification as City of Somerville Health Department Staff					
	Creation of Department Policy to respond to all requests for information or service by same day COB if requests are received by 12:00 or on next business day if received after 12:00 Align all improvements with City of Somerville ACE initiative					
	Build partnerships with City departments and collaborate on various City-sponsored events					
SUS will work to increase access to healthy foods for residents at highest risk for obesity						
	Develop and launch Mystic Housing Development farmers market. Expansion of EBT and SNAP incentive program at all current and future Farmers' Markets	Average weekly EBT/ SNAP usage at farmers' markets	0	\$175	FY 2010 - FY 2011	-
SUS will work to increase opportunities for healthy eating outside of the home						
	Increase number of Shape Up Approved restaurants with point of purchase signage by providing ongoing technical assistance to restaurants and use of "Tastings" and accompanying social media campaign	# of Shape Up Approved restaurants with point of purchase signage	0	9	FY 2009 - FY 2011	-
SUS will work to increase opportunities for physical activity in everyday life for residents and businesses						
	Promote Walk/Ride Day with support from businesses and communication channels and social marketing to encourage active and green transportation use					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
SUS will work to increase Somerville's profile as a regional leader and innovative partner to spread practices to Greater Boston communities						
	Act as lead for the Greater Boston regionalization of Walk/Ride Day: promote good planning, carbon emissions reductions, and physical activity to other cities in MA					
The Prevention Unit will work to increase awareness and strategies to support children's mental health and build resiliency during a time of limited resources.						
	Offer bi-annual training in Mental Health First Aid for adults.					
	Develop prevention and intervention group programming to address the needs of at risk youth in collaboration with schools.	% of Somerville High School students feeling depressed	31%	26.9%	CY 2008 - CY 2010	4.1% Decrease
	Continue to maintain resources and information on the city web page.					
	Recruit new members for TRN and offer accompanying training					
The Prevention Unit will work to increase peer engagement around Alcohol, Tobacco and Other Drugs (ATOD) issues						
	Offer youth leadership opportunities via SPF 100 and SPF 100 Jr groups	% of tobacco sales to minors	11%	10%	FY 2009 - FY 2010	1% Decrease
The Prevention Unit will work to reduce youth access to alcohol from social sources						
	Conduct community education campaigns and engage in compliance activities with partners including SPD	% of high school students currently using alcohol	37%	33%	CY 2008 - CY 2010	4% Decrease
The Public Health Nurse will work to decrease incidence of Elder injury from falls						
	Conduct "Matter of Balance classes" for elders and those who support their independent living in the community					
	Offer content on this topic for COA publications					
The Public Health Nurse will work to decrease vaccine preventable illness among the underserved						
	Plan and conduct Tetanus & Flu vaccine clinics for day workers at Foss Park					
The Public Health Nurse will work to increase access to insurance and thus preventative services						
	Become a "one stop shop" for Health Insurance & Benefits by being designated as a registration point by MADPH					
The Health Department will work to increase awareness of ongoing and emerging health topics						
	Initiate a monthly "Did You Know" alert on www.somervillema.gov home page to educate the public on a variety of health topics					
SUS will work to coordinate healthy living efforts with other City departments						
	Work with OSPCD to promote walking in the City's many pedestrian-friendly neighborhoods					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Work with OSPCD to increase bicycling and capitalize on the upcoming "Hubway" regional bike sharing program					
	Partner with the Recreation Department to promote programs and activities					
SUS will work to evaluate the progress of ongoing programs and policies						
	Continue working with ICH to track and analyze childhood BMI trends					
	Continue developing a comprehensive, long-term strategy to reduce child and teen obesity rates					

> BUDGET:

BOARD OF HEALTH		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	923,100	1,102,682	854,095	1,115,904	
(511002)	SALARIES - MONTHLY	32,212	36,599	32,449	36,791	
(512000)	SALARIES & WAGES TEMPO	4,880	4,160	4,256	44,160	
(513000)	OVERTIME	1,892	4,500	4,560	5,000	
(514006)	LONGEVITY	10,575	8,400	8,125	8,300	
(515011)	HOLIDAYS - S.M.E.A.	2,213	5,877	4,779	1,461	
(515012)	PERFECT ATTENDANCE	1,800	-	1,800	-	
(519004)	UNIFORM ALLOWANCE	7,150	11,700	7,150	10,400	
(519015)	AUTO ALLOWANCE	4,329	5,298	3,813	4,810	
SUB-TOTAL PERSONAL SERVICES		988,151	1,179,216	921,026	1,226,826	4.0%
(524007)	R&M - OFFICE EQUIPMENT	1,947	1,500	1,574	1,960	
(524034)	R&M - SERVICE CONTRACT	450	-	-	-	
(530000)	PROFESSIONAL & TECHNICAL	55,230	88,844	14,884	88,939	
(530008)	EMPLOYEE TRAINING COUR	460	1,600	190	1,600	
(530011)	ADVERTISING	932	350	83	350	
(534003)	POSTAGE	225	400	-	400	
(542000)	OFFICE SUPPLIES	3,540	3,800	1,820	3,800	
(542001)	STATIONERY	645	460	589	460	
(542005)	OFFICE EQUIPMENT	1,578	750	-	750	
(550000)	MEDICAL & DENTAL SUPPL	16,786	14,000	5,365	14,000	
(551000)	EDUCATIONAL SUPPLIES	-	100	1,272	100	
(558004)	MAGAZINES/SUBSCRIPTS	179	230	33	230	
(571000)	IN STATE TRAVEL	-	150	5	150	

BOARD OF HEALTH		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(572000)	OUT OF STATE TRAVEL	-	-	764	-	
(573000)	DUES AND MEMBERSHIPS	1,465	1,415	1,325	1,700	
(578007)	REIMB OF LICENSES	780	1,860	820	1,020	
SUB-TOTAL ORDINARY MAINTENANCE		84,218	115,459	28,723	115,459	0.0%
BOARD OF HEALTH		1,072,369	1,294,675	949,749	1,342,285	3.7%

> **PERSONNEL LIST:**

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HEALTH DIRECTOR	RENAULT-CARAGIANES, PAULETTE	1,375.79	71,816.24	71,816.24
DIRECTOR OF COMMISSIONS	DARAI, SONJA	1,057.69	55,211.42	55,211.42
PUBLIC HEALTH NURSE	MONAGLE, MAUREEN	1,210.65	63,195.93	64,767.00
ADMINISTRATIVE ASSISTANT	HENKLE, KATHY	1,243.74	21,392.33	
		1,247.59	43,665.65	66,582.74
PUBLIC HEALTH NURSE	BARTLETT, MARLENE	941.91	49,167.70	51,061.89
SCHOOL NURSE PRACTITIONER	EMENS, THERESA	847.10	44,218.62	45,797.33
SCHOOL NURSE PRACTITIONER	VACANT	808.57	42,207.35	43,182.21
SCHOOL NURSE	BINGAY, WILLIAM	785.44	40,999.97	42,572.51
SCHOOL NURSE	BOYLE, NANCY	759.83	39,663.13	40,633.11
SCHOOL NURSE	CHAMALLAS, LYNN	759.83	39,663.13	41,133.11
SCHOOL NURSE	CANAVAN, MEREDITH	759.83	39,663.13	41,233.11
SCHOOL NURSE	BUTTON, SARAH	745.18	6,855.66	
		759.83	32,672.69	40,498.33
SCHOOL NURSE	JOAN BRENNAN	678.94	28,922.84	37,038.47
		745.18	7,153.73	
SCHOOL NURSE	VACANT	704.55	36,777.51	37,741.97
SCHOOL NURSE	SAVOY, DONNA	666.14	16,919.96	
		732.38	19,627.78	37,514.98
SCHOOL NURSE	CARNEY, BARBARA	747.03	38,994.97	41,363.67
SCHOOL NURSE	LEAVITT, MARGARET	747.03	38,994.97	41,213.67
SCHOOL NURSE	VACANT	704.55	36,777.51	37,741.97
SCHOOL NURSE	BROWN, VONETTA	678.94	20,639.78	
		745.18	16,244.92	38,353.22
SUB-NURSE	TULLY, MARIE	666.14	6,528.17	
		732.38	31,052.91	37,581.08
CLINICAL YOUTH SPECIALIST - PT - 20 hrs	CONTENTE, PATRICIA	480.77	25,096.19	25,096.19
PUBLIC HEALTH NURSE - PT - 32 hours	QUARATIELLO, ELIZABETH	803.07	41,920.25	41,920.25
SCHOOL NURSE LEADER - 80%	KOTY, GAY	1,250.00	65,250.00	52,200.00
SHAPE-UP-SOMERVILLE DIRECTOR - 75%	CORLISS, JAIME	1057.69	55,211.42	41,408.56
GRANTS ADMINISTRATOR - 32hrs - 15%	HOLLAND, DENISE	754.53	39,386.47	5,907.97
PROGRAM DIRECTOR SCAP - 22%	MASHBURN, CORY	1057.68	55,210.90	12,146.40
REGIONAL ACTIVE TRANSIT DIRECTOR 9%	RIOLES, NICOLE	1019.22	53,203.28	4,788.30
PUBLIC HEALTH NURSE INTERPRETER	APOLAYA, FLOR	161.20	8,414.64	8,414.64
SUS COORDINATOR - PT - 40 HRS - 100%	VACANT	923.08	48,184.78	48,184.78

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
GAY/LESBIAN/TRANSGENDER LIAISON	VACANT	500.00	6,000.00	6,000.00
BOARD OF HEALTH / CHAIRPERSON	GREEN, BRIAN	181.38	2,176.56	2,176.56
BOARD OF HEALTH / MEMBER	MELLO, BABETTE	181.38	2,176.56	2,176.56
BOARD OF HEALTH / MEMBER	MACHADO, PAULA	181.38	2,176.56	2,176.56
BOARD OF HEALTH / HEARING TESTER	PRENDERGAST, IRENE	654.47	7,853.64	7,953.64
BOARD OF HEALTH / DATA ENTRY CLERK	PRENDERGAST, IRENE	1,200.00	1,200.00	1,200.00
BOARD OF HEALTH / VISION TESTER	MCNEILL, COLLEEN	654.47	7,853.64	7,953.64
BOARD OF HEALTH / VISIONTESTER	SCHEIFFERN, MAUREEN	654.47	7,853.64	7,953.64
				1,190,695.69

CULTURE AND RECREATION

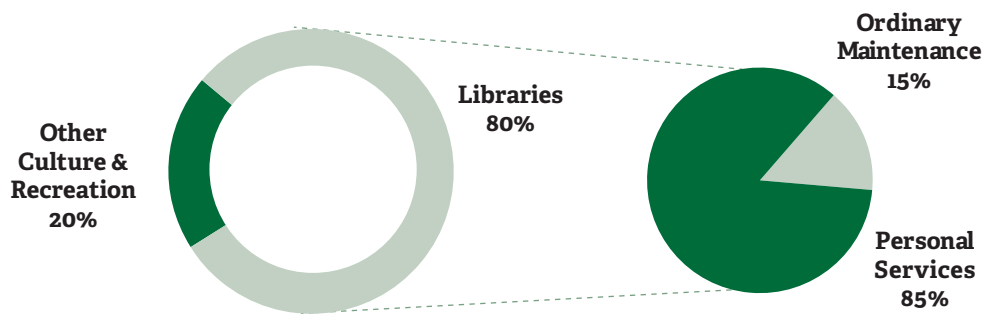


LIBRARIES

> MISSION STATEMENT:

The Somerville Public Library is dedicated to providing materials and services that meet the educational, cultural, recreational, and informational needs of all people in the community. From introducing libraries to young children and their families, to supporting their needs in school, through meeting their educational and recreational needs as adults, the Library supports life-long learning and the reading, listening, viewing, and computing needs and enjoyment of the community.

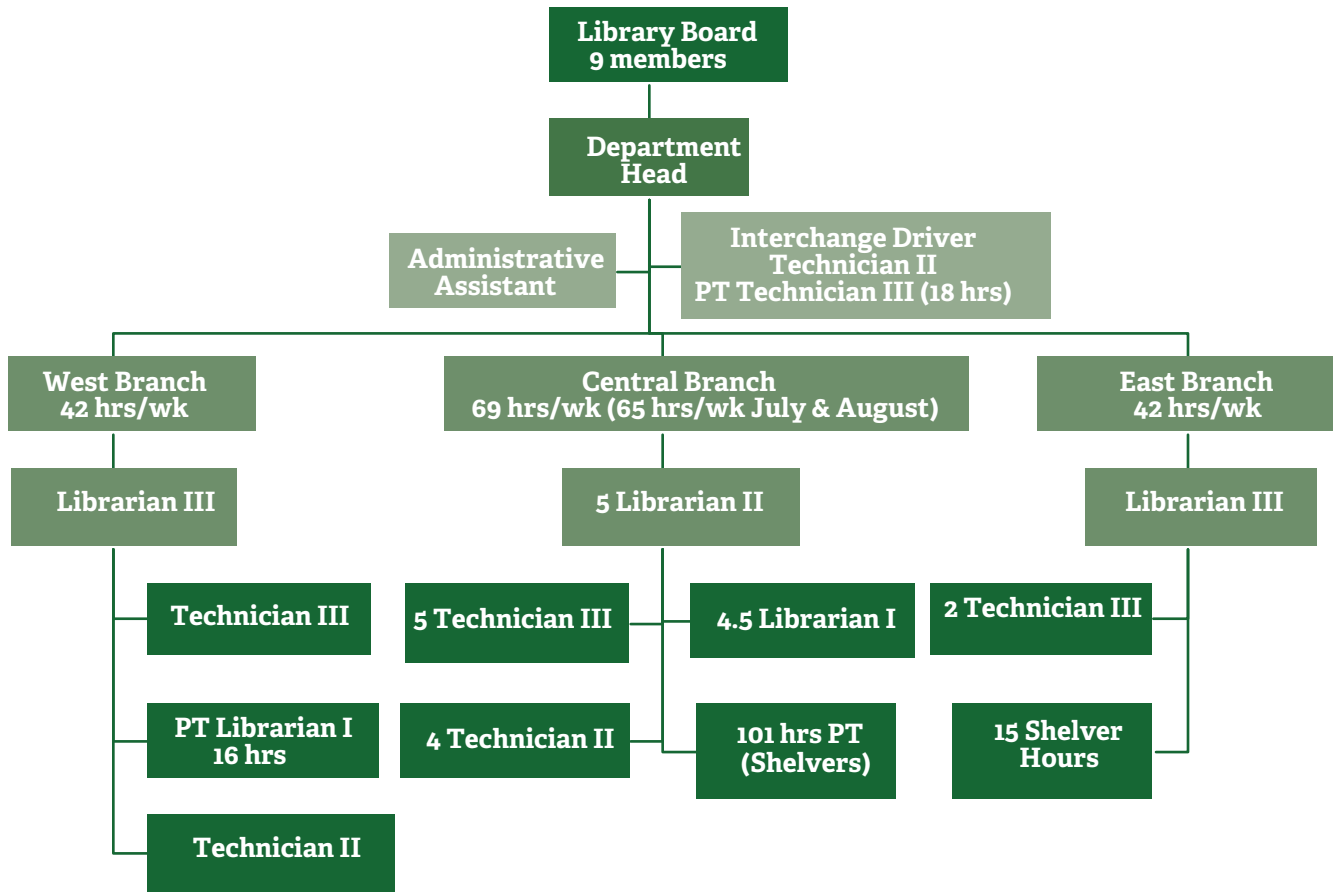
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 1,410,702	\$ 1,376,413	\$ 1,377,307	0.06%
ORDINARY MAINTENANCE	\$ 187,004	\$ 187,524	\$ 250,524	33.60%
GENERAL FUND EXPENDITURES	\$ 1,597,706	\$ 1,563,937	\$ 1,627,831	4.09%



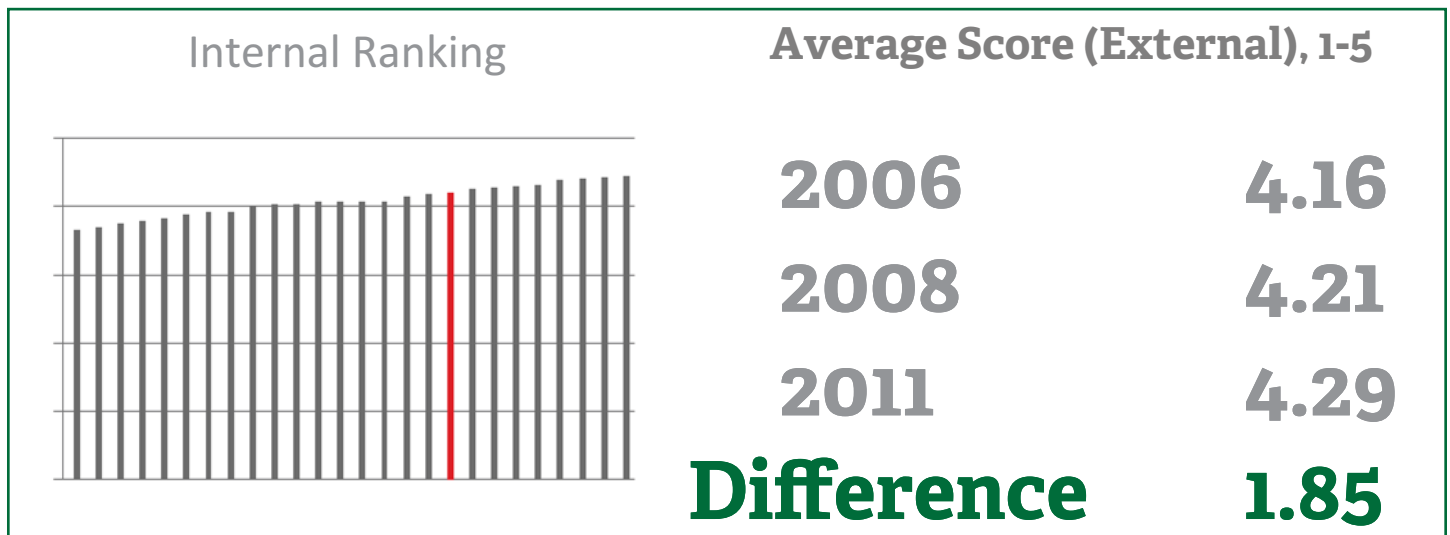
> CHANGES BETWEEN FY2011 AND FY2012:

- A significant portion of the Library's funding for books and A/V materials over the past two years has come from the Library's trust funds. As these trust funds have been spent down, a greater portion of the funding for books and A/V materials has shifted back to the general fund.

> DEPARTMENT ORGANIZATION:



> ACE CUSTOMER SERVICE REPORT SCORE:



> FY2011 ACCOMPLISHMENTS:

- Planned a “Somerville Reads” program series for 2011 that will reach out to immigrant communities with the communal reading and discussion of a novel about the experience of an immigrant family in the Boston area.
- Improved computer services to the public by adding additional computers at the Central Library and West Branch (by end of FY2011), upgrading the wireless service, providing a portable computer lab for training

and workshops, and introducing color scanning and printing for the public. Via initiatives of the Minuteman Library Network offered an upgraded and expanded catalog and electronic database platform.

- Improved access for patrons to downloadable audio and electronic books by increasing the proportion of the materials budget devoted to purchasing materials in this format.
- Prepared and submitted an application for an MBLC Construction Grant that could result in a grant of more than \$10 million toward the construction of a new Central Library building. As part of preparing this grant application, expended the Planning and Design Grant awarded in 2007 on a design for a new library/city hall building.
- Worked with OSPCD to get an RFP released for an accessibility study of West Branch and engaged in preliminary planning with that office for a variety of renovation projects at West.

› **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Enhance patron services and increase staff efficiency	Increase circulation by increasing collections of heavily used materials such as CDs, DVDs and downloadable books Utilize more volunteers to allow staff to more efficiently use their time Improve wi-fi at Central through the addition of new computers and increasing access to the wi-fi network Improve computer hardware and reduce time spent on troubleshooting computer problems through a long term replacement plan for public and staff computers Improve staff computer literacy through training programs Increase programming for young adults by developing a strategic programming plan Make strategic decisions using standard statistical measures developed with assistance from the Trustees and SomerStat	Y (Increasing circulation, improving computer hardware and using statistical measures are Ongoing)
2	Increase Community Outreach	Reach out to immigrant communities through targeted programming Expand and improve electronic communication through establishing a Facebook account and increasing the use of Twitter	Y
3	Increase Library Access	Improve accessibility at West Branch by initiating an accessibility study	Y

› **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Continue to transition from print to digital collections	
	Weed print collections of items not classics and not used in past three years
	Devote a larger proportion of FY2012 materials budget to electronic resources, especially downloadable audio and e-books
Develop a strategic vision for the Somerville Public Library system	
	Define a special purpose for each Library branch
Prepare to become a 21st century library	
	Make use of technology to transform the libraries to meet user needs
	Revise staffing, programming and budgeting for more efficient operation

FY2012 Goal	Strategic Objective
Establish program of preventative maintenance in Library facilities	
	Secure agreement with DPW for annual and seasonal routine maintenance at all three Library locations
Establish efficient staffing model	
	Negotiate with SMEA to allow part-time staff and flexible hours
	Bring personnel costs in line with national average in % of total budget devoted to personnel
Make Library Trustees more accessible to the public	
	Create a link on the Library website for patrons to contact Trustees
Improve staff computer literacy; offer computer literacy training to the public	
	Hold training sessions to teach staff how to use social media and electronic communication
	Plan a series of free classes in basic computer skills for the public
Increase programming for young adults	
	Develop a strategic plan of programs to appeal to teens
Reach out to immigrant communities	
	Plan a series of programs targeted to specific immigrant communities
	Continue successful ESL classes at all three library locations

> BUDGET:

LIBRARIES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	1,213,664	1,181,677	1,015,108	1,185,885	
(512000)	SALARIES & WAGES TEMPO	75,333	78,428	73,371	78,500	
(513000)	OVERTIME	58,980	48,073	50,892	48,000	
(514004)	SHIFT DIFFERENTIALS	22,284	25,500	19,078	25,400	
(514006)	LONGEVITY	25,310	25,555	25,825	28,500	
(514008)	OUT OF GRADE	-	-	-	-	
(515011)	HOLIDAYS - S.M.E.A.	4,770	8,220	7,532	2,061	
(515012)	PERFECT ATTENDANCE	-	-	3,000	-	
(519004)	UNIFORM ALLOWANCE	10,360	8,960	8,960	8,960	
(519005)	SICK LEAVE BUYBACK	-	-	-	-	
SUB-TOTAL PERSONAL SERVICES		1,410,702	1,376,413	1,203,766	1,377,307	0.1%
(524007)	R&M - OFFICE EQUIPMENT	-	500	-	500	
(524015)	R&M - COMPUTER EQUIPMT	580	500	-	-	
(529008)	SECURITY	-	-	-	-	

LIBRARIES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(530000)	PROFESSIONAL & TECHNICAL	61,560	51,174	51,957	51,174	
(534003)	POSTAGE	544	1,000	985	800	
(538007)	MICROFILMING	-	4,000	753	400	
(542000)	OFFICE SUPPLIES	10,328	11,000	8,321	10,000	
(542004)	COMPUTER SUPPLIES	3,567	3,500	1,313	3,000	
(551004)	BOOKS	66,445	66,900	65,967	113,000	
(551010)	AUDIO VISUAL SUPPLIES	16,559	17,300	14,714	40,000	
(551012)	MUSIC SUPPLIES/INSTRUM	7,526	8,000	6,692	8,000	
(558004)	MAGAZINES/SUBSCRIPTS	19,561	22,000	21,549	22,000	
(558009)	BOOK THEFT SYSTEM	-	900	-	900	
(571000)	IN STATE TRAVEL	199	500	14	500	
(573000)	DUES AND MEMBERSHIPS	135	250	175	250	
(585014)	COMPUTER EQUIPMENT	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		187,004	187,524	172,439	250,524	33.6%
LIBRARIES		1,597,706	1,563,937	1,376,205	1,627,831	4.1%

› PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIBRARY DIRECTOR	CARPENTER, MARIA	1,730.77	90,346.19	90,346.19
ADMINISTRATIVE ASSISTANT	CARON LAVALLIE GUIGLI	933.20	48,713.04	50,156.36
WEST BRANCH LIBRARIAN	KAREN KRAMER	882.53	46,068.07	49,256.32
EAST BRANCH LIBRARIAN	MARYLIN EASTWOOD	882.53	46,068.07	48,006.32
REFERENCE LIBRARIAN	RONALD CASTILE	869.07	45,365.45	47,652.36
AUDIO-VISUAL LIBRARIAN	SUSAN LAMPHIER	869.07	45,365.45	48,202.36
CHILDRENS LIBRARIAN	CATHERINE PIANTIGINI	869.07	45,365.45	47,652.36
CIRCULATION LIBRARIAN	JAMES VENTURA	869.07	45,365.45	48,152.36
CATALOUGE LIBRARIAN	WENDY WOOD	869.07	45,365.45	48,402.36
LIBRARIAN I	RHODA AUGARTEN	826.76	43,156.87	45,189.55
LIBRARIAN I	ELLEN JACOBS	826.76	43,156.87	45,189.55
LIBRARIAN I	PHILIP PECK	826.76	43,156.87	45,189.55
LIBRARIAN I	VACANT	434.16	22,663.15	23,316.57
LIBRARIAN I	KEVIN O'KELLY	826.75	43,156.35	45,189.03
LIBRARY TECHNICIAN III	ANN CASSESSO	799.85	41,752.17	45,132.16
LIBRARY TECHNICIAN III	ANNAMARIE DICECCA	799.85	41,752.17	44,582.16
LIBRARY TECHNICIAN III	PATRICIA HALL	799.85	41,752.17	44,782.16
LIBRARY TECHNICIAN III	GEORGE PIERCE	799.85	41,752.17	44,832.16
LIBRARY TECHNICIAN III	RAMO IMPERIOSO	799.85	41,752.17	44,532.16
LIBRARY TECHNICIAN II	FREWEINI GHEBREMICAEL	704.25	36,761.85	38,732.28
LIBRARY TECHNICIAN II	MARIA MURPHY	704.25	36,761.85	39,332.28
LIBRARY TECHNICIAN II	DONNA CALLAHAN	666.08	20,248.83	23,315.44

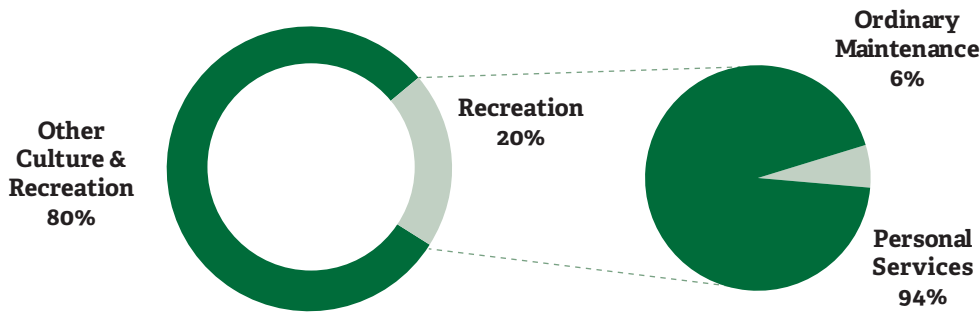
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
		690.45	15,051.81	15,051.81
LIBRARY TECHNICIAN II	ELAINE PIERONI	666.08	20,248.83	23,315.44
		690.45	15,051.81	15,051.81
LIBRARY TECHNICIAN III	MEGHAN FORSELL	784.43	40,947.25	43,025.69
LIBRARY TECHNICIAN III	RITA JONES	799.85	41,752.17	45,032.16
LIBRARY TECHNICIAN II	CARLOS SANCHEZ	704.25	36,761.85	38,682.28
LIBRARY TECHNICIAN III	SHIRLEY McCAULEY	799.85	41,752.17	45,032.16
LIBRARIAN I	MARITA COOMBS	388.82	20,296.40	20,296.40
				1,252,629.74

RECREATION AND YOUTH COMMISSION

> MISSION STATEMENT:

The Recreation and Youth Commission operate year-round programs throughout the City's public facilities, playgrounds, schoolyards, and various other locations to promote positive and healthy activities. Recreation and Youth were merged in 2003 specifically designed to create curriculum and activities that encourages community awareness in the City's young people. The Commission serves as a Youth Advocate, providing access to related services, employers, and organizations within the City. The Youth and Recreation Commission exists to enrich the lives of youth by identifying, recruiting, improving, increasing and providing youth services and programs for youth in the City of Somerville.

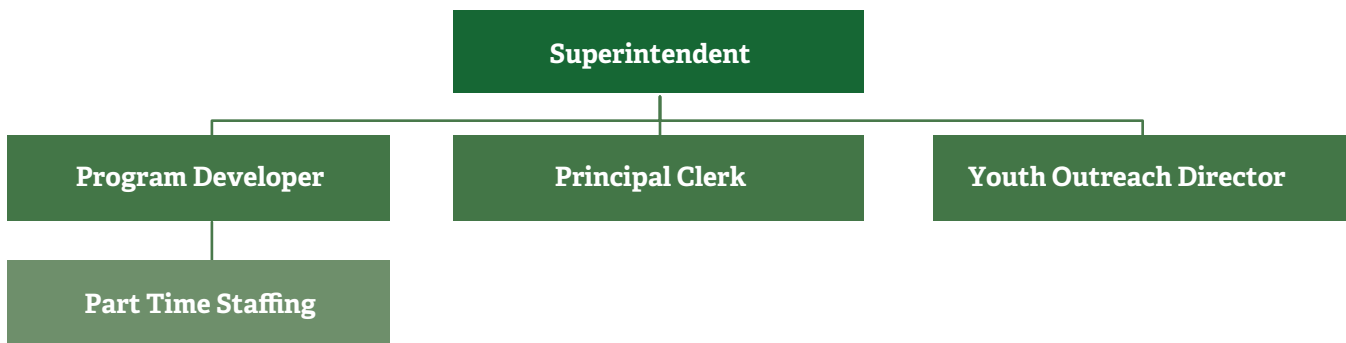
ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 494,443	\$ 356,227	\$ 389,533	9.35%
ORDINARY MAINTENANCE	\$ 17,308	\$ 24,925	\$ 24,925	0.00%
GENERAL FUND EXPENDITURES	\$ 511,751	\$ 381,152	\$ 414,458	8.74%



CHANGES BETWEEN FY2011 and FY2012:

The recently approved Youth and Volunteer Coordinator position is included in this budget.

> DEPARTMENT ORGANIZATION:



> FY2011 ACCOMPLISHMENTS:

- Successfully opened and ran the Veteran's ice rink with no major problems
- Increased programming by adding sports, arts, and music programs
- Increased partnerships with community members
- Assisted other city departments with volunteers and staff to make their events successful
- Introduced special seasonal events for young children
- Maintained affordable rates for all programming in tough economic times

- Assisted and continued all Middle School Programs for the School System

> **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Increase program availability of indoor/outdoor facilities for Somerville Residents	Add recreation programming to the new rink. Add new programming such as art classes, piano, CPR, babysitting program	Yes
2	Keep recreation affordable for young children and parents	Continue to provide low cost tuition for Somerville Residents	Yes
3	Increase programming for young adults (20-30), Somerville's largest growing population	Roll out pilot programs including basketball, football, hockey, zumba for young adults in Fall	Yes
4	Provide online registration options	Partner with IT to develop pilot program	Ongoing
5	Increase permitting to new facilities	Evaluate existing permitting structure and maximize permitting opportunities	Yes

FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame
Increase program availability of indoor/outdoor facilities for Somerville Residents					
	Increase programming to existing rink to achieve at least 55% capacity. This includes adding men's and women's adult hockey leagues, figure skating, girls hockey clinics, special needs learn to skate, referee licensing program, learn to play and skate program, family skate and increase public skating hours	% capacity	40%		11/2010 - 6/ 2011 - 12/ 2011 - 6/ 2012
	Assist in development on new ice rink at Conway Park				
	Create programming for new rink to achieve at least 46% capacity				
	Increase field rentals for soccer, baseball and other recreation based activities at Dilboy				
	Add programming to boathouse including kayaking, canoeing, sailing and rowing for families of all ages				
Keep recreation affordable for young children					
	Continue to provide low cost tuition for Somerville Residents	# of affordable programming			
	Continue creative kids program				
Increase programming for young adults (20-30), Somerville's largest growing population					
	Roll out pilot programs for young adults	# of programming for young adults			
Provide online registration options					
	Implement programming on the web				
Increase programming for Arts and Music					
	Roll out new and existing programming using volunteers and local artists. This includes guitar, piano, mural.				

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame
	Continue community partnerships with local artists and musicians				
Build partnerships with Somerville Recreation, Community and other City Departments					
	Work with groups within the city to implement programming within our facilities				
	Build partnership with Shape-Up and collaborate on events and activities				
	Continue partnerships with parents to run recreational games at local parks and fields				

> BUDGET:

RECREATION/YOUTH PROGRAM		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	400,580	228,590	201,678	248,032	
(512000)	SALARIES TEMPORARY	61,401	115,000	77,103	130,000	
(513000)	OVERTIME	381	705	59	705	
(514004)	SHIFT DIFFERENTIALS	18,571	8,016	7,236	8,016	
(514006)	LONGEVITY	6,643	1,450	1,450	1,450	
(515011)	HOLIDAYS - S.M.E.A.	1,659	1,516	1,516	380	
(515012)	PERFECT ATTENDANCE	1,200	-	200	-	
(519004)	UNIFORM ALLOWANCE	1,850	350	350	350	
(519015)	AUTO ALLOWANCE	2,158	600	550	600	
SUB-TOTAL PERSONAL SERVICES		494,443	356,227	290,142	389,533	9.3%
(524003)	R&M - VEHICLES	1,708	1,725	985	1,725	
(524007)	R&M - OFFICE EQUIPMENT	759	1,000	719	1,000	
(530000)	PROFESSIONAL & TECHNICAL	-	500	-	-	
(530011)	ADVERTISING	-	800	-	-	
(530023)	STAFF DEVELOPMENT	150	250	-	250	
(535003)	RECREATION - ADMISSION	1,239	2,000	1,595	2,000	
(535005)	RECREATION - TRANS	920	900	260	900	
(538005)	PHOTOGRAPHY	-	250	-	250	
(542000)	OFFICE SUPPLIES	1,843	2,100	1,150	2,100	
(542001)	STATIONERY	795	2,000	-	2,000	
(543011)	HARDWARE & TOOLS	-	400	-	-	
(548004)	TIRES AND TUBES	-	200	-	-	
(549000)	FOOD SUPPLIES	3,310	3,000	662	3,000	
(550000)	MEDICAL & DENTAL SUPPL	498	500	499	500	
(551006)	ATHLETIC SUPPLIES	566	3,000	748	4,000	

RECREATION/YOUTH PROGRAM		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(558004)	MAGAZINES/SUBSCRIPTS	-	300	42	300	
(558005)	RECREATION SUPPLIES	5,400	5,000	2,901	5,900	
(558006)	UNIFORMS	120	1,000	-	1,000	
SUB-TOTAL ORDINARY MAINTENANCE		17,308	24,925	9,561	24,925	0.0%
RECREATION/YOUTH PROGRAM		511,751	381,152	299,703	414,458	8.7%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION SUPERINTENDENT	HALLORAN, JAMES	1,534.59	80,105.60	89,724.84
PROGRAM DEVELOPER	SCARPELLI, GEORGE	1,474.88	76,988.74	77,136.22
YOUTH AND VOLUNTEER COORDINATOR	BACCI, NANCY	961.00	50,164.20	50,164.20
PRINCIPAL CLERK	PALAZZO, DANIELLE	781.10	40,773.42	41,801.53
				258,826.79

PUBLIC WORKS

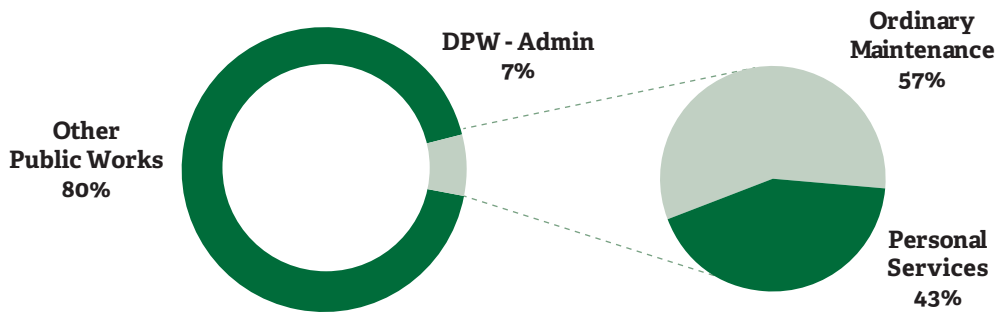


DEPARTMENT OF PUBLIC WORKS

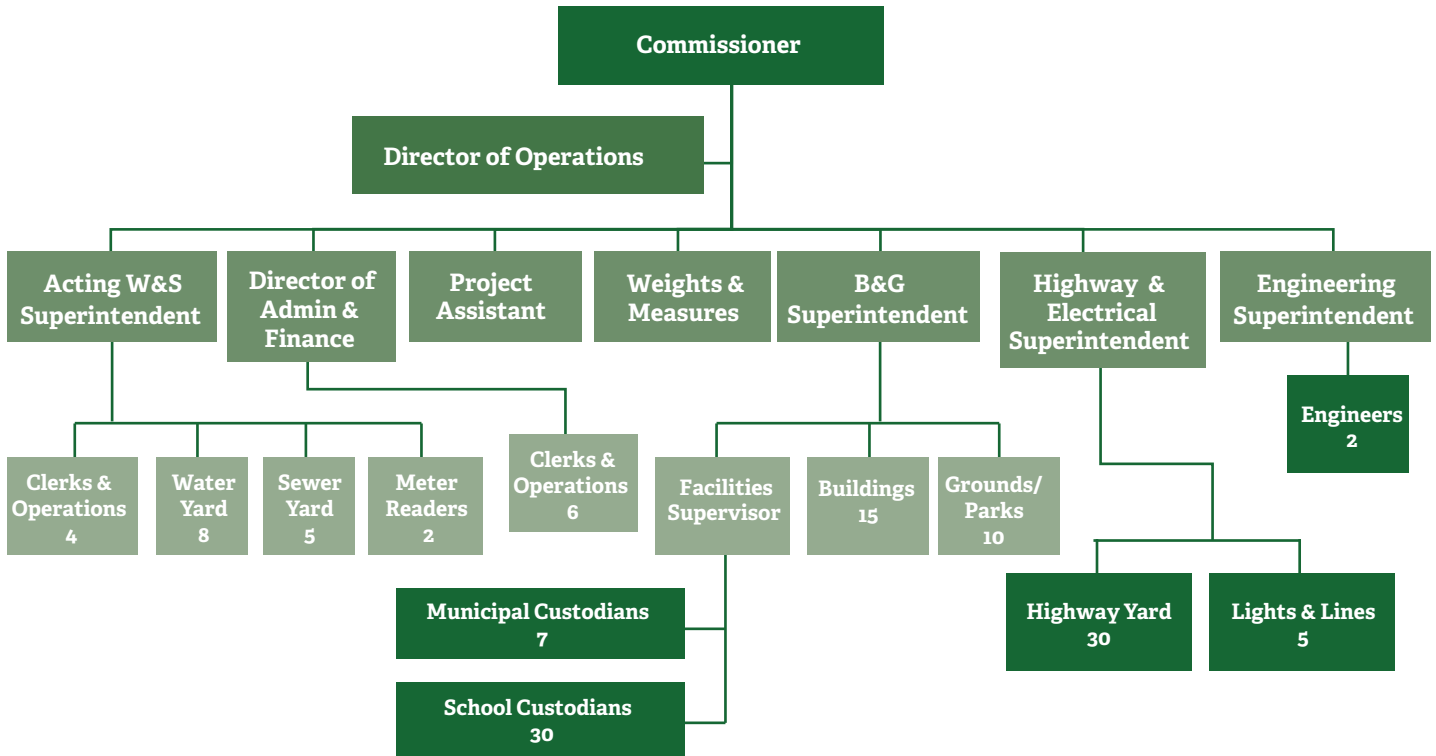
MISSION STATEMENT:

The Department of Public Works (Public Works) provides high-quality services to the residents of Somerville, while maintaining the City’s infrastructure and guaranteeing a clean and safe environment in order to sustain a high quality of life. The Department administers and oversees the City’s electrical lights and lines, engineering projects, streets and public ways, vehicles, refuse removal, environmental improvement programs, public buildings and grounds, parks and playgrounds, open spaces, school custodial services, water and sewer lines, and weights and measures.

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 517,104	\$ 576,352	\$ 580,865	0.78%
ORDINARY MAINTENANCE	\$ 542,941	\$ 639,540	\$ 767,600	20.02%
CAPITAL OUTLAY	\$ 121,909	\$ -	\$ -	0.00%
GENERAL FUND EXPENDITURES	\$ 1,181,955	\$ 1,215,892	\$ 1,348,465	10.90%



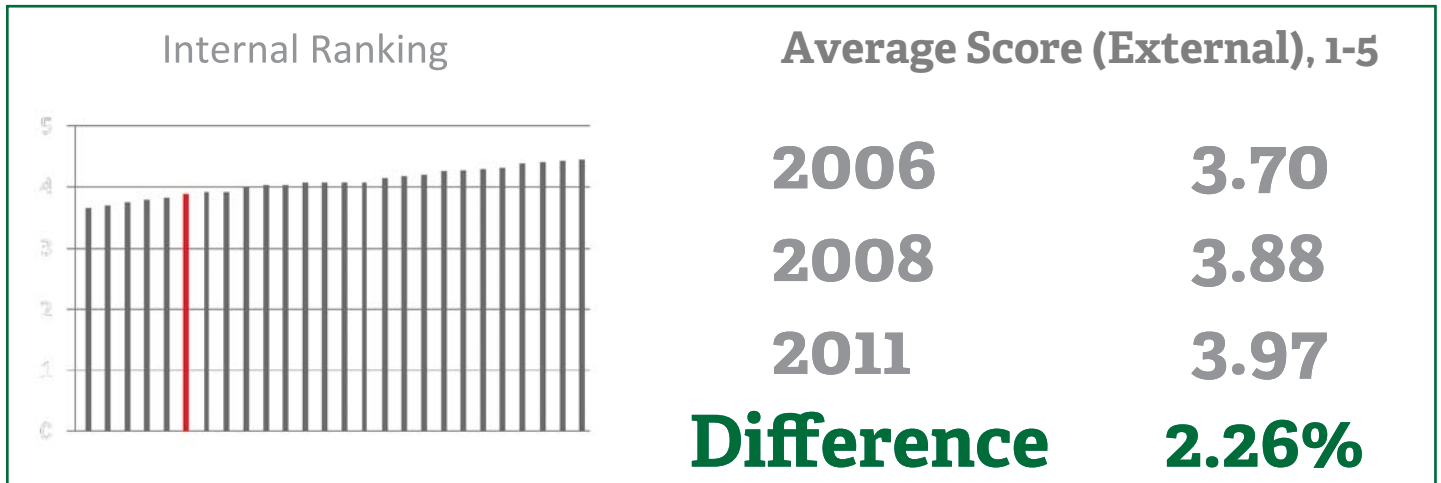
DEPARTMENT ORGANIZATION:



> SIGNIFICANT CHANGES BETWEEN FY2011 AND FY2012:

- An increase of \$84,000 was included for the increased price of gasoline. This increase was somewhat mitigated by the decision to change from 89 octane to 87 octane gasoline.

ACE CUSTOMER SERVICE REPORT SCORE:



> **FY2011 ACCOMPLISHMENTS:**

- Pilot Custodian outsourcing resulted in a savings of \$666,000
- Participated in the successful launch of the pilot single stream recycling program
- Transitioned all accounts payable, cash receipts and budget preparation to the new MUNIS system

> **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Increase capacity and efficiency in delivering core city services	Manage budgets, personnel actions, payrolls and finances for all divisions Coordinate bids, contracts and requisitions for all divisions Manage City street resurfacing program, maximizing revenue sources and identifying street projects in a strategic and transparent manner Streamline and improve service delivery utilizing work order software, reducing response times and increasing communications between divisions, with other city departments and with residents	Ongoing
2	Support citywide environmental goals	Coordinate with OSE to increase promotion of recycling program Make recycling bins more available at various city locations Monitor and help analyze single stream recycling pilot results to determine most efficient way to increase recycling citywide Minimize utility cost increases by bidding out and negotiating contracts as needed Help monitor ESCO project savings	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Increase capacity and efficiency in delivering core city services						
	Manage budgets, personnel actions, payrolls and finances for all divisions					
	Improve worker safety and reduce work-related accidents	# accidents reports filed per year	49 accidents/yr		FY2011	
		# lost work days per year	841 days/ yr		FY2011	
	Manage street resurfacing in partnership with the Mayor's Office					
	Maximize revenue sources and identify street projects in a strategic and transparent manner					
	Streamline and improve service delivery utilizing work order software, reducing response times and increasing communications between divisions, with other city departments and with residents					
Improve Customer Service using A.C.E.						
	Make online credit card payments available for services provided by DPW such as; white good removal fee, trash and recycling services, curb cuts, and other various fees					
Seek and implement new, innovative technology improvements						
	Upgrade the current radio system from wide band to narrow band frequency and replace all antiquated equipment					
	Install 20 more wireless radio control fire boxes					
	Make street/sidewalk opening and occupancy permit information available to contractors and constituents on the Engineering Department website					
	Update permit requirements, fees and application information. Make application available for download on Engineering Department website	# engineering permit applications requested per month	52 applications/month		FY2011	

> BUDGET:

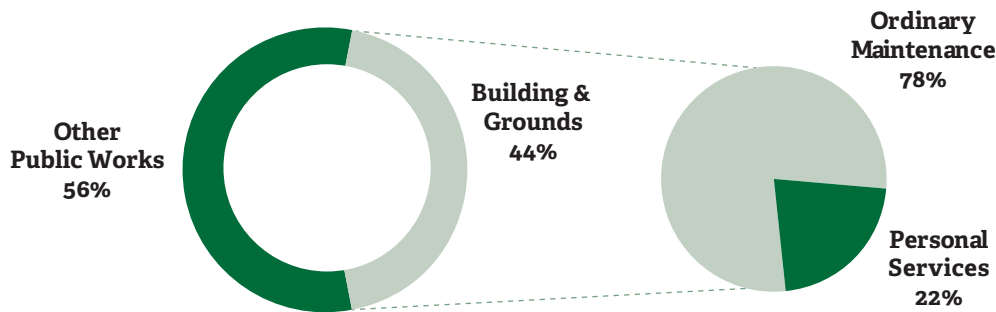
DPW - ADMINISTRATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	508,107	562,727	495,482	568,508	
(513000)	OVERTIME	2,642	6,000	1,466	6,000	
(514006)	LONGEVITY	3,600	3,850	3,850	4,100	
(515011)	HOLIDAYS - S.M.E.A.	1,006	2,025	2,002	508	
(519004)	UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
SUB-TOTAL PERSONAL SERVICES		517,104	576,352	504,550	580,865	0.8%
(524000)	REPAIRS AND MAINTENANC	1,879	1,500	5,091	15,000	
(524007)	R&M - OFFICE EQUIPMENT	120	-	-	-	
(524034)	R&M - SERVICE CONTRACT	1,446	1,200	670	1,200	
(527006)	LEASE - PHOTOCOPIER EQUIP	1,437	1,440	3,593	2,200	
(527015)	RENTALS EQUIPMENT	-	-	-	-	
(527018)	POSTAGE MACHINE RENTAL	1,075	1,200	972	1,000	
(529007)	HAZARDOUS WASTE REMOVA	90,296	100,000	77,080	125,000	
(530000)	PROFESSIONAL & TECHNICAL	5,162	11,500	4,660	11,500	
(530008)	EMPLOYEE TRAINING COUR	50	500	175	500	
(530011)	ADVERTISING	-	200	-	200	
(530018)	POLICE DETAIL	3,696	15,000	10,711	15,000	
(530020)	FIRE DETAIL	1,641	-	16,607	5,000	
(534003)	POSTAGE	-	4,000	320	4,000	
(542000)	OFFICE SUPPLIES	7,650	6,000	4,362	6,000	
(542001)	STATIONERY	2,020	4,000	2,130	4,000	
(548001)	MOTOR GAS AND OIL	424,128	491,000	388,695	575,000	
(550000)	MEDICAL & DENTAL SUPPL	-	-	-	-	
(571000)	IN STATE TRAVEL	35	100	-	100	
(573000)	DUES AND MEMBERSHIPS	658	500	978	500	
(578007)	REIMB OF LICENSES	1,647	1,400	928	1,400	
(578010)	RECORDINGS	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		542,941	639,540	516,972	767,600	20.0%
(530006)	ENGINEER'G/ARCHITCT'L	121,909	-	-	-	
SUB-TOTAL CAP		121,909	-	-	-	0.0%
DPW - ADMINISTRATION		1,181,955	1,215,892	1,021,522	1,348,465	10.9%

> PERSONNEL LIST:

<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR BASE</u>	<u>TOTAL</u>
DPW COMMISSIONER	KOTY, STANLEY	1,804.82	94,211.60	94,211.60
DIR OPERATIONS	WILLETTE, RICHARD	1,466.87	76,570.61	76,570.61
DIR ADMN & FINANCE	FORCELLESE, PETER	1,230.43	64,228.45	64,228.45
PROJECT MANAGER	ODONOVAN, JAMES	1,326.12	69,223.46	69,223.46
TEMP ADMIN ASST	MCCABE, ALLISON	1,069.43	9,838.76	10,338.76
		1,092.50	46,977.50	47,086.75
HEAD CLERK	RINGER, DIANE	854.16	44,587.15	46,272.57
HEAD CLERK	COREY, JEAN	854.16	44,587.15	46,272.57
PV PC1	BROWN, KIM	794.42	41,468.72	42,498.17
TEMP PV PC1	FOSTER, SUSAN	794.42	41,468.72	42,398.17
TEMP PV SR CLERK	MEEHAN, JULIA	645.16	8,903.21	9,253.21
		688.60	26,442.24	26,511.10
				574,865.41

DPW BUILDINGS AND GROUNDS

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 1,790,580	\$ 1,838,458	\$ 1,899,596	3.33%
ORDINARY MAINTENANCE	\$ 5,993,421	\$ 6,618,729	\$ 6,877,000	3.90%
CAPITAL OUTLAY	\$ 14,100	\$ -	\$ -	0.00%
GENERAL FUND EXPENDITURES	\$ 7,798,102	\$ 8,457,187	\$ 8,776,595	3.78%



› SIGNIFICANT CHANGES BETWEEN FY2011 AND FY2012:

- Two Public Grounds workers have been added to the budget.
- The budget for electricity charges has been reduced by \$125,000 on account of the City purchasing its streetlights and the reduced tariff on electricity associated with those streetlights.
- \$100,000 has been included for “house doctor” services to assist in the repairs and maintenance of buildings.

› FY2011 ACCOMPLISHMENTS:

- Completion of Phase I, installed new rubber flooring in the 2nd floor of the SHS
- Helped to coordinate the re-build and completion of the flood damaged Capuano School, which opened in time for the new school year
- Worked to complete the cleanup of the flood damaged PSB, and worked to get a contract completed to clean the entire ductwork system and have it re-lined
- Had the bathroom partitions at SHS and the WHCS replaced
- At the WHCS, we had a new roofing put on the 6 stairwell roof projections, and had the west side of the school exterior wall re-pointed and sealed

> **FY2011 GOALS:**

	Goal	Strategic Objective	Was Goal Met?
1	Maintain city-owned buildings, maximizing space and accessibility and addressing all hazards to public safety and public health	Identify funding for public safety building roof and re-pointing repairs Replace SHS boiler and roof	Ongoing
2	Maintain city-owned parks and open spaces, maximizing their utilization and functionality for residents	Monitor facilities and perform preventive maintenance on city parks throughout year Complete park and island maintenance and beautification work prior to Spring events and warm weather	Ongoing
3	Facilitate professional development opportunities for employees	Research and identify funding for facility maintenance workshops and courses for buildings and custodial employees Provide field maintenance trainings to parks crews	Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Maintain city-owned parks and open spaces, maximizing their utilization and functionality for residents	
	Monitor facilities and perform preventive maintenance on city parks throughout year
	Complete park and island maintenance and beautification work prior to Spring events and warm weather
	Partner with Police Department to enforce local animal control laws
Maintain city-owned buildings, executing construction and renovation projects as needed	
	Have a Modular Building erected the site of the rented trailed to accommodate Engine 3 personnel of the SFD
	Complete the re-pointing of the entire Merrimen Street side of the PSB
	Completing Phase II floor replacement in the 1st floor and café @SHS
	Complete the rebuild of the flood damaged areas of the PSB
	Complete the replacement of the entire roof membrane on the PSB
Continue to respond to the 311 work orders and make sure they are closed in timely fashion	
	Work closely with 311 to streamline work orders for storage and grouping for a more efficient use of the system
	Use our new private vendors, (electrical & plumbing contractors) to speed up the response time to 311 work orders

> **BUDGET:**

DPW - BUILDINGS & GROUNDS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	382,961	386,481	343,507	388,013	
(511300)	WAGES - HOURLY	1,008,005	1,077,700	926,951	1,144,132	
(513000)	OVERTIME	99,941	105,000	55,067	105,000	

DPW - BUILDINGS & GROUNDS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(513002)	OVERTIME - LABOR	204,750	170,000	186,296	170,000	
(514006)	LONGEVITY	6,800	7,600	7,600	7,700	
(514008)	OUT OF GRADE	-	700	-	-	
(514009)	LONGEVITY-LABOR	15,075	14,300	14,250	15,975	
(514010)	OUT OF GRADE-LABOR	3,914	4,000	2,738	4,000	
(514015)	OTHER DIFFERENTIALS	43,085	50,768	46,531	50,064	
(515011)	HOLIDAYS - S.M.E.A.	5,000	10,709	10,737	2,812	
(515012)	PERFECT ATTENDANCE	3,100	-	4,100	-	
(519004)	UNIFORM ALLOWANCE	10,850	11,200	10,850	11,900	
(519005)	SICK LEAVE BUYBACK	-	-	-	-	
(519013)	OTHER LUMP SUM	7,101	-	-	-	
SUB-TOTAL PERSONAL SERVICES		1,790,580	1,838,458	1,608,627	1,899,595	3.3%
(521001)	ELECTRICITY	2,935,119	3,100,000	2,293,692	2,975,000	
(521002)	NATURAL GAS	552,399	566,800	500,847	650,000	
(521005)	OIL	499,868	632,800	606,960	675,000	
(524001)	R&M - BUILDINGS & GROU	55,810	80,000	35,235	80,000	
(524002)	R&M - REC FACIL/PARKS/	40,080	60,000	11,547	60,000	
(524010)	R&M - HVAC	834,528	961,629	829,872	990,000	
(524013)	R&M - TOOLS & EQUIPMEN	19,103	8,000	614	8,000	
(524014)	R&M - PAVING	-	-	-	-	
(524018)	R&M - FENCE	32,823	35,000	63,770	50,000	
(524019)	R&M - INTERIOR BUILDIN	95,269	170,000	81,951	170,000	
(524020)	R&M - EXTERIOR BUILDIN	46,440	45,000	31,188	45,000	
(524021)	R&M - FIRE ALARM	71,277	55,000	47,340	87,000	
(524022)	R&M - PROGRAM TIME CLO	8,131	20,000	9,164	20,000	
(524024)	R&M - ELEVATORS	49,635	50,000	46,485	50,000	
(524025)	R&M - PLUMBING	40,768	45,000	27,779	45,000	
(524026)	R&M - ROOFING	52,773	25,000	15,402	60,000	
(524027)	R&M - FLOOR COVERING	48,545	30,000	10,893	30,000	
(524031)	REPAIRS TO PARK LIGHTI	14,523	10,000	8,150	10,000	
(527001)	RENTAL - BUILDINGS	26,700	25,000	17,680	25,000	
(529009)	ALARMS	62,986	60,000	50,686	60,000	
(530000)	PROFESS & TECHNICAL	34,658	-	2,200	100,000	

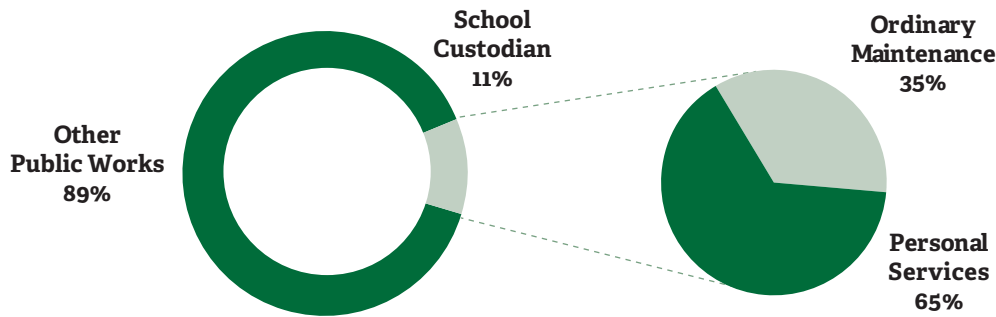
DPW - BUILDINGS & GROUNDS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(530021)	TOWING	3,928	-	-	-	
(538004)	EXTERMINATION	19,533	35,000	15,800	35,000	
(538008)	MOVING SERVICES	4,352	15,000	8,963	15,000	
(542006)	OFFICE FURNITURE	-	-	-	-	
(543002)	PLUMBING SUPPLIES	1,159	6,500	2,220	6,500	
(543006)	ELECTRICAL SUPPLIES	36,491	35,000	17,493	50,000	
(543007)	PAINT	16,951	20,000	4,539	15,000	
(543008)	GLASS	6,772	15,000	6,876	15,000	
(543011)	HARDWARE & TOOLS	10,175	7,000	1,730	7,000	
(545000)	CUSTODIAL & MAINT SUPP	256,284	302,500	175,531	302,500	
(546000)	GROUNDS SUPPLIE	31,219	50,000	15,830	55,000	
(546003)	LOAM	19,600	35,000	13,340	50,000	
(548006)	MOTOR PARTS	966	3,500	-	3,500	
(549000)	FOOD SUPPLIES	22	-	1,477	2,500	
(550000)	MEDICAL & DENTAL SUPPL	-	-	-	-	
(551010)	AUDIO VISUAL SUPPLIES	-	-	4,825	-	
(553001)	SIGNS AND CONES	-	-	-	-	
(558006)	UNIFORMS	14,564	10,000	15,836	15,000	
(558011)	FLOWERS & FLAGS	26,176	30,000	14,175	40,000	
(574000)	INSURANCE PREMIUMS	-	-	-	-	
(578009)	CHRISTMAS LIGHTING	23,794	75,000	50,488	75,000	
SUB-TOTAL ORDINARY MAINTENANCE		5,993,421	6,618,729	5,040,577	6,877,000	3.9%
(582003)	BUILDING IMPROVEMENTS	14,100	-	-	-	
(585000)	EQUIPMENT	-	-	-	-	
(588003)	INFR-PAVING	-	-	-	-	
SUB-TOTAL CAP		14,100	-	-	-	0.0%
DPW - BUILDINGS & GROUNDS		7,798,102	8,457,187	6,649,203	8,776,595	3.8%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR		TOTAL
			BASE		
SUPT BLDG&GROUNDS	LANDERS, GEORGE	1,336.40	69,760.08		69,760.08
PV SUPV CUSTODIAN	ALIANO, CHARLES	1,237.39	32,667.10		35,854.49
		1,241.24	32,023.99		33,116.28
PV SR BLDG CUSTODIAN	KOSLOFSKY, ALAN	800.52	41,787.14		45,117.12
JR BLDG CUSTODIAN	CURLEY, PAUL	751.30	39,217.86		42,305.30

POSITION	NAME	CURRENT BASE	FISCAL YEAR	
			BASE	TOTAL
JR BLDG CUSTODIAN + 10%	GAUDET, ROLAND	826.42	43,139.12	45,642.79
JR BLDG CUSTODIAN + 10%	KEATING, DAVID	826.42	43,139.12	45,892.79
JR BLDG CUSTODIAN + 10%	SILVA, JAMES	826.42	43,139.12	46,292.79
JR BLDG CUSTODIAN + 10%	LOGRIPPO, PATRICIA	826.42	43,139.12	45,642.79
PV PUBLIC BLDG FOREMAN	RODERICK, JAMES	1,235.67	46,955.46	50,478.52
		1,239.52	17,601.18	17,601.18
PUBLIC BLDG FOREMAN	QUINN,STEVEN	1,158.04	56,975.57	60,752.68
		1,181.11	3,543.33	3,543.33
DPW FOREMAN B&G	PANTANELLA, MARTHA	941.84	49,164.05	52,534.71
DPW FOREMAN B&G	SANTANGELO,FRANK	941.84	49,164.05	52,134.71
WKFM/PLUMBER/PWL	MCKENZIE, STEWART	889.59	46,436.60	49,509.03
WKFM/CARPENTER/PWL	FULCO, FRANK	866.23	45,217.21	47,795.72
WKFM\SHMEO\PWL	ARDOLINO, MARK	839.59	43,826.60	46,730.03
PLUMBER	HARDY, STEVE	863.04	45,050.69	47,523.20
ELECTRICIAN	MEOLA, VINCENT	847.64	44,246.81	47,240.37
PAINTER PWL	LEVESQUE, RAYMOND	775.42	40,476.92	42,884.71
CARPENTER PWL	MARSHALL, THOMAS	825.42	43,086.92	45,238.71
CARPENTER PLASTERER	WALSH, JOHN	825.42	43,086.92	45,638.71
PWMMAINTMECH/PWL	CHAMBERS, JAMES	760.96	39,722.11	42,102.72
SHMEO/PWL	DEVITA, ANTHONY	765.79	39,974.24	42,363.92
HMEO/PWL	BRYAN,JOSEPH	746.47	38,965.73	41,569.10
HMEOPWL	CORBETT, STEPHEN	746.47	38,965.73	41,319.10
HMEO/PWL	FALAISE, JEAN CLAUDE	746.48	38,966.26	40,969.64
HMEO/PWL	HAMEL, JOSEPH	746.48	38,966.26	41,219.64
HMEO/PWL	KALTON, JOHN	746.47	38,965.73	41,319.10
HMEO/PWL	MCCOLLEM, RONALD	746.47	38,965.73	41,319.10
HMEO/PWL	PELLIGRINI, EDWARD	746.48	38,966.26	41,219.64
HMEO/PWL	OLIVEIRA, DAVID	731.84	5,708.35	6,058.35
		746.48	33,143.71	34,547.09
HMEO/PWL	VACANT	694.00	36,226.80	37,881.52
PLUMBERS HELPER	MITRANO, STEPHEN	727.17	37,958.27	40,175.35
TEMP PUBLIC WORKS LABORER	PREVAL, JAQUES	712.27	37,180.49	39,369.56
PUBLIC GROUNDS GARDENER	VACANT	694.00	36,226.80	37,881.52
PUBLIC GROUNDS MAINTENANCE MAN	VACANT	694.00	36,226.80	37,881.52
				1,626,426.94

SCHOOL CUSTODIANS



> BUDGET:

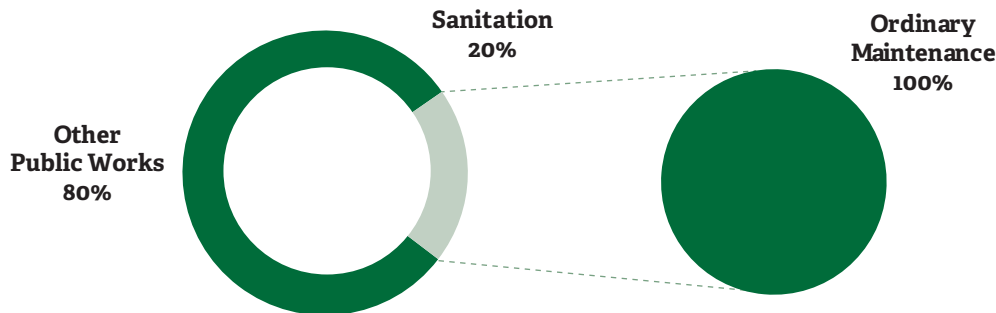
DPW - SCHOOL CUSTODIAN		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	2,124,493	1,314,199	1,135,162	1,377,149	
(511002)	SALARIES - MONTHLY	15,000	-	15,000	15,000	
(513000)	OVERTIME	96,481	5,000	32,843	40,000	
(514006)	LONGEVITY	32,900	26,000	11,950	25,000	
(514008)	OUT OF GRADE	685	-	18	-	
(514015)	OTHER DIFFERENTIALS	2,233	4,367	3,987	4,032	
(515004)	HOLIDAYS	8,685	9,986	9,012	5,627	
(515011)	HOLIDAYS - S.M.E.A.	-	-	906	227	
(515012)	PERFECT ATTENDANCE	1,000	-	2,000	-	
(519004)	UNIFORM ALLOWANCE	350	700	350	700	
(519005)	SICK LEAVE BUYBACK	34	-	-	-	
(519013)	OTHER LUMP SUM	24,000	14,000	14,000	15,520	
(519014)	LUMP SUM SETTLEMENT	4,919	-	-	-	
SUB-TOTAL PERSONAL SERVICES		2,310,779	1,374,252	1,225,227	1,483,254	7.9%
(530000)	PROFESSION SERVICE	-	735,554	714,887	805,000	
SUB-TOTAL ORDINARY MAINTENANCE		-	735,554	714,887	805,000	9.4%
DPW - SCHOOL CUSTODIAN		2,310,779	2,109,806	1,940,114	2,288,254	8.5%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FACILITIES SUPERVISOR	BOWLER, MICHAEL	1,313.25	68,551.65	71,970.56
ASST SUPER OF NIGHT CUSTODIANS	MOORE, HARRY S.	951.92	49,690.22	52,429.83
SR CUSTODIAN 2	CREMINS, DAVID	816.05	42,597.81	44,861.02
SR CUSTODIAN 2	DALE, THOMAS	897.66	46,857.85	48,137.38
SR CUSTODIAN 2	ROGERS, MICHAEL	897.66	46,857.85	48,512.38
SR CUSTODIAN 2	SHEA, STEPHEN	897.66	46,857.85	48,387.38
SR CUSTODIAN 1	CAMPBELL, RUSSELL SR	871.85	45,510.57	47,959.31
SR CUSTODIAN 1	SHEA, VINCENT	871.85	45,510.57	47,434.94
JR BLDG CUSTODIAN	ANGIULO, ANTHONY JR.	818.25	42,712.65	44,226.30
JR BLDG CUSTODIAN	ANGIULO, ANTHONY SR.	743.86	38,829.49	40,728.26
JR BLDG CUSTODIAN	AULT, JOHN	818.24	42,712.13	44,225.78
JR BLDG CUSTODIAN	BEATON, JAMES	743.86	38,829.49	39,478.26
JR BLDG CUSTODIAN	BLAIKIE, PETER	818.25	42,712.65	43,876.30
JR BLDG CUSTODIAN	COLMAN, RONALD	743.86	38,829.49	40,328.26
JR BLDG CUSTODIAN	CONSOLO, JOSEPH	743.86	38,829.49	39,978.26
JR BLDG CUSTODIAN	FINIGAN, MICHAEL	743.86	38,829.49	40,078.26
JR BLDG CUSTODIAN	FITZGERALD, WILLIAM	743.86	38,829.49	39,978.26
JR BLDG CUSTODIAN	GRIFFIN, DAVID	743.86	38,829.49	41,398.26
JR BLDG CUSTODIAN	GUARINO, JASON	743.86	38,829.49	40,127.04
JR BLDG CUSTODIAN	HANSCOM, MARK	840.56	43,877.23	45,563.46
JR BLDG CUSTODIAN	HARDY, JOHN	818.24	42,712.13	43,925.78
JR BLDG CUSTODIAN	HODGDON, JAMES	743.86	38,829.49	39,978.26
JR BLDG CUSTODIAN	LORENTI, ALEXANDER	818.24	42,712.13	43,875.78
JR BLDG CUSTODIAN	MAHONEY, RICHARD	818.25	42,712.65	43,976.30
JR BLDG CUSTODIAN	MCD AID, THOMAS	743.86	38,829.49	40,453.26
JR BLDG CUSTODIAN	MCDONALD, ROY	818.25	42,712.65	43,876.30
JR BLDG CUSTODIAN	MITCHELL, MARK	818.24	42,712.13	43,975.78
JR BLDG CUSTODIAN	SHEA, JOHN	818.24	42,712.13	43,975.78
JR BLDG CUSTODIAN	VALENTE, COSMO	818.24	42,712.13	44,389.42
JR BLDG CUSTODIAN	WHITE, PAUL	818.24	42,712.13	43,975.78
JR BLDG CUSTODIAN	WHITLOCK, JOSEPH JR.	743.86	38,829.49	40,227.04
JR BLDG CUSTODIAN	WILLEY, FRANCIS	840.56	43,877.23	45,945.34
				1,428,254.34

SOLID WASTE

Solid Waste plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste and recycling from residential areas, public buildings and schools. This service is provided on a contract basis. Solid Waste also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled. These programs support the City's rodent control, cleanliness and environmental efforts.

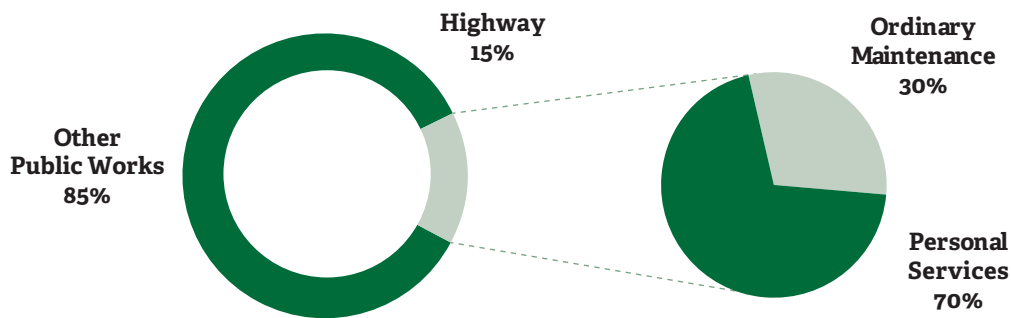


> BUDGET:

DPW - SANITATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(529003)	RUBBISH REMOVAL	1,541,905	1,550,000	1,099,970	1,500,000	
(529006)	RECYCLING	116,234	300,000	21,696	75,000	
(530000)	PROFESSIONAL SERVICE	1,978,062	2,095,000	1,550,098	2,403,200	
(534003)	POSTAGE	4,830	4,500	5,991	6,000	
(542001)	STATIONERY	8,361	7,500	14,942	13,000	
SUB-TOTAL ORDINARY MAINTENANCE		3,649,391	3,957,000	2,692,697	3,997,200	1.0%
DPW - SANITATION		3,649,391	3,957,000	2,692,697	3,997,200	1.0%

HIGHWAY

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 1,467,497	\$ 1,729,243	\$ 1,682,990	-2.67%
ORDINARY MAINTENANCE	\$ 468,016	\$ 690,300	\$ 734,500	6.40%
GENERAL FUND EXPENDITURES	\$ 1,935,513	\$ 2,419,543	\$ 2,417,490	-0.08%



> SIGNIFICANT CHANGES BETWEEN FY2011 AND FY2012:

- A SHMEO position was transferred to the Traffic and Parking Department.

> FY2011 ACCOMPLISHMENTS:

- Installed 60 benches and 80 barrels
- Planted 100 trees
- Reduced solid waste through the single stream recycling pilot program
- Installed 30 new bike racks throughout the City
- Replaced 1,554 trip hazard sidewalk panels throughout the City

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Maintain streets and sidewalks, including urban infrastructure, i.e. benches, barrels, trees, etc.	Fill potholes within 48 hours of service request Remove sidewalk tripping hazards within 48 hours Remove graffiti on public property within 24 hours Manage street sweeping program Replace 60 benches and 80 barrels annually Plant 100 trees annually Install 30 bike racks annually	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Maintain streets and sidewalks, including urban infrastructure						
	Increase the number of potholes repaired	Avg. tons of pothole fill used per day	5 tons/ day		FY2011-FY2012	
	Remove graffiti on public property in a timely fashion					

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
	Manage and evaluate progress of street sweeping vendor					
	Increase City foliage by planting 120 trees	# trees planted per year	140 trees/yr		FY2011-FY2012	
	Remove snow and ice from city roads and sidewalks in a timely manner					
	Install 30 new bike racks throughout the City	# bike racks installed per year	50 racks/ yr		FY2011-FY2012	

> BUDGET:

DPW - HIGHWAY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	68,600	68,429	60,806	69,760	
(511300)	WAGES - HOURLY	1,094,681	1,337,284	1,055,276	1,297,866	
(513002)	OVERTIME - LABOR	233,849	235,000	200,782	235,000	
(514009)	LONGEVITY-LABOR	14,000	18,225	16,725	18,375	
(514010)	OUT OF GRADE-LABOR	3,036	5,000	3,259	5,000	
(514015)	OTHER DIFFERENTIALS	36,749	44,560	38,774	44,349	
(515011)	HOLIDAYS - S.M.E.A.	4,661	10,245	8,699	2,491	
(515012)	PERFECT ATTENDANCE	2,200	-	1,500	-	
(519004)	UNIFORM ALLOWANCE	9,721	10,500	9,450	10,150	
SUB-TOTAL PERSONAL SERVICES		1,467,497	1,729,243	1,395,271	1,682,990	-2.7%
(524003)	R&M - VEHICLES	31,630	40,000	39,751	40,000	
(524013)	R&M - TOOLS & EQUIPMEN	1,777	3,000	934	3,000	
(524017)	R&M - OTHER EQUIPMENT	-	-	-	-	
(524018)	R&M - FENCE	2,939	5,000	-	5,000	
(524029)	R&M - HIGHWAYS	1,258	5,000	1,539	5,000	
(529005)	CARE OF TREES	41,363	47,000	11,852	50,000	
(530000)	PROFESSIONAL SERVICE	46,593	321,000	175,707	352,000	
(530008)	EMPLOYEE TRAINING	-	-	800	-	
(530011)	ADVERTISING	-	300	-	1,000	
(530021)	TOWING	2,808	1,500	2,015	3,000	
(542000)	OFFICE SUPPLIES	1,146	-	-	-	
(542008)	BOOKS & BOOKBINDING	-	-	-	-	
(543003)	TOOLS	11,742	9,500	7,773	9,500	
(543007)	PAINT	3,113	7,500	1,682	5,000	
(543008)	GLASS	1,990	2,000	3,175	2,000	
(543011)	HARDWARE & TOOLS	14,651	4,000	4,072	4,000	

DPW - HIGHWAY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(548004)	TIRES AND TUBES	6,000	8,000	3,179	10,000	
(548006)	MOTOR PARTS	133,938	100,000	82,247	100,000	
(550000)	MEDICAL & DENTAL SUPPL	-	-	-	-	
(553000)	PUBLIC WORKS SUPPLIES	-	-	103	-	
(553001)	SIGNS AND CONES	76,434	-	-	-	
(553002)	BITUMINOUS SUPPLIES	32,554	57,500	28,529	65,000	
(553003)	READY MIX CONCRETE	56,719	75,000	71,389	75,000	
(553004)	LUMBER & WOOD	578	4,000	2,780	5,000	
(558004)	MAGAZINES/SUBSCRIPTS	-	-	1,500	-	
(558006)	UNIFORMS	786	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		468,016	690,300	439,027	734,500	6.4%
(585001)	VEHICLES	-	-	-	-	
(585002)	EQUIPMENT-COMMUNICAT	-	-	-	-	
(588002)	INFR-STREET REPAIRS	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	0.0%
DPW - HIGHWAY		1,935,513	2,419,543	1,834,298	2,417,490	-0.1%

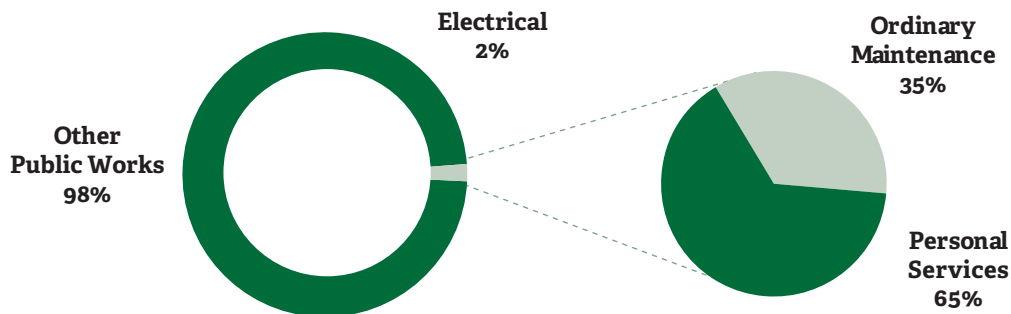
› PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HIGHWAY SUPT.	MACEACHERN, STEVEN	1,336.40	69,760.08	69,760.08
HIGH'Y YARD FOREMAN	BARRY, THOMAS	1,220.27	30,262.70	33,037.72
		1,224.12	33,540.89	34,813.97
MOTOREQUIPRPMNFOREMAN	BROWNE, MICHAEL	1,184.96	18,485.38	19,803.87
		1,188.81	43,510.45	45,626.53
WASTE COLL INSP	MURPHY, BRIEN K	1,134.20	59,205.24	63,387.54
WASTE COLL INSP	O'CONNELL, JOHN	1,134.20	59,205.24	63,087.54
WASTE COLL INSP	ROCHE, CHARLES	1,134.20	59,205.24	62,537.54
WKFM1\SHMEO\TREE CLIMBER	WOOD, JAMES	839.60	43,827.12	47,080.57
WKFM1\SHMEO\CEMENTFINISHER\PWL	DIFRAIA, JAMES M	889.59	46,436.60	49,309.03
WKFM1\SHMEO\PWL	BUNKER, DAVID	839.59	43,826.60	46,355.03
WKFM1\SHMEO\PWL	CORBIN, FRANK	839.59	43,826.60	46,605.03
WKFM1\SHMEO\PWL	STROSCIO, ANTHONY	839.59	43,826.60	46,605.03
MOTOREQUIPRPMN	PANTANELLA, ANTHONY	859.30	44,855.46	47,320.94
MOTOREQUIPRPMN	THORNTON, RICHARD	859.30	44,855.46	47,420.94
MOTOREQUIPRPMN	WINTER, KARL	843.60	44,035.92	45,971.89
SHMEO\CEMENTFINISHER\PWL	CHIARAVALLOTTI, GINO	815.79	42,584.24	44,967.92
SHMEO\CEMENTFINISHER\PWL	JEFFRES, PHILLIP	815.79	42,584.24	44,967.92
TP SHMEO\CEMENTFINISHER\PWL	FUCILE, JASON	815.79	42,584.24	44,967.92
SHMEO\TREE CLIMBER\PWL	PIWINSKI, JAMES	760.22	39,683.48	41,462.70
SHMEO\TREE CLIMBER\PWL	SALTMAN, LEONARD JR	775.42	40,476.92	42,784.71

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SHMEO\PWL+10%	HOGAN, THOMAS	825.85	43,109.37	45,011.97
SHMEO\PWL	DOHERTY, DAVID J	750.77	39,190.19	41,701.64
SHMEO\PWL	HALLORAN, EDWARD	765.79	39,974.24	42,613.92
SHMEO\PWL	HARDY, EDWARD	741.84	21,810.10	23,139.32
		750.77	17,117.56	17,537.99
SHMEO\PWL	ROSS, STEVEN	765.79	39,974.24	42,263.92
SHMEO\PWL	LAUDANO, JOSEPH	736.56	26,221.54	27,956.27
		750.77	12,462.78	12,462.78
SHMEO\PWL	WHITNEY, RYAN	736.56	38,448.43	40,183.16
SHMEO\PWL+10%	VACANT	810.22	42,293.48	44,166.70
HME0\PWL	HARDY, DANIEL	746.48	38,966.26	41,469.64
TEMP LABORER	CASSESSO, CHRIS	712.91	37,213.90	39,404.17
WATCHMAN	RIDDLE, MARGARET	712.27	37,180.49	40,119.56
				1,445,905.47

DPW ELECTRICAL

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 305,876	\$ 307,992	\$ 307,682	-0.10%
ORDINARY MAINTENANCE	\$ 81,118	\$ 76,000	\$ 164,000	115.79%
CAPITAL OUTLAY	\$ 23,930	\$ 15,000	\$ -	-100.00%
GENERAL FUND EXPENDITURES	\$ 410,924	\$ 398,992	\$ 471,682	18.22%



› SIGNIFICANT CHANGES BETWEEN FY2011 AND FY2012:

- An additional \$40,000 was included for repairs to streetlights as the City plans on purchasing its streetlights in the next fiscal year.
- \$48,000 was included for a maintenance contract for City's streetlights.

› FY2011 ACCOMPLISHMENTS:

- Increased safety around schools by installing safety bollards
- Reduced energy costs via a newly established City standard by replacing all new road work lighting with LED lighting
- Installed 12 wireless fire alarm radio call boxes throughout the City
- Installed 13 handicap accessible fire pole boxes along Somerville Avenue
- Completed 1,800 electrical inspections for residential and commercial properties

› FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Reduce energy costs	Make LED streetlights the new city standard so that any new road work will include the replacement of existing streetlights with LED	Ongoing
2	Increase safety around schools	Install safety bollards - Plot locations and call dig safe	Y
3	Maintain public safety	Ensure streetlights are maintained in a timely fashion Respond to traffic light outages in a timely fashion Reset fire alarms as needed Perform electrical inspections as required by local construction work	Ongoing

FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Identify energy efficient and cost effective lighting opportunities						
	Increase the number of LED lights throughout the City, including replacing all 24 street lights on Temple St with LED lighting	\$\$ spent on street light electricity per month before and after LED lights installed	\$71,337/month		FY2011-FY2012	
		Avg. monthly street light wattage before and after LED	275,000 kWh/month		FY2011-FY2012	
Provide safe environment for pedestrians						
	Continue to install safety bollards around schools					
	Upgrade pedestrian signals around schools.					
	Install wireless emergency call boxes along the bike path					

> BUDGET:

DPW - ELECTRICAL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511300)	WAGES - HOURLY	243,866	244,548	217,360	244,749	
(513002)	OVERTIME - LABOR	44,159	43,870	34,929	43,870	
(514009)	LONGEVITY-LABOR	3,550	4,250	4,250	4,950	
(514010)	OUT OF GRADE-LABOR	3,143	3,000	2,719	3,000	
(514015)	OTHER DIFFERENTIALS	7,925	8,150	8,243	8,344	
(515011)	HOLIDAYS - S.M.E.A.	933	1,874	1,874	469	
(515012)	PERFECT ATTENDANCE	-	-	200	-	
(519004)	UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
(519015)	AUTO ALLOWANCE	550	550	504	550	
SUB-TOTAL PERSONAL SERVICES		305,876	307,992	271,830	307,682	-0.1%
(524004)	R&M - TRAFFIC CONTROL	14,921	20,000	2,970	20,000	
(524006)	R&M - COMMUN. EQUIP.	13,163	20,000	14,971	60,000	
(524021)	R&M - FIRE ALARM	30,023	20,000	10,387	20,000	
(524032)	R&M - PARK LIGHTING	15,416	10,000	188	10,000	
(530000)	PROFESSIONAL SERVICE	-	-	-	48,000	
(542000)	OFFICE SUPPLIES	370	-	-	-	
(542008)	BOOKS & BOOKBINDING	1,715	2,000	768	2,000	
(543006)	ELECTRICAL SUPPLIES	2,999	1,500	1,009	1,500	
(543007)	PAINT	1,499	1,500	500	1,500	

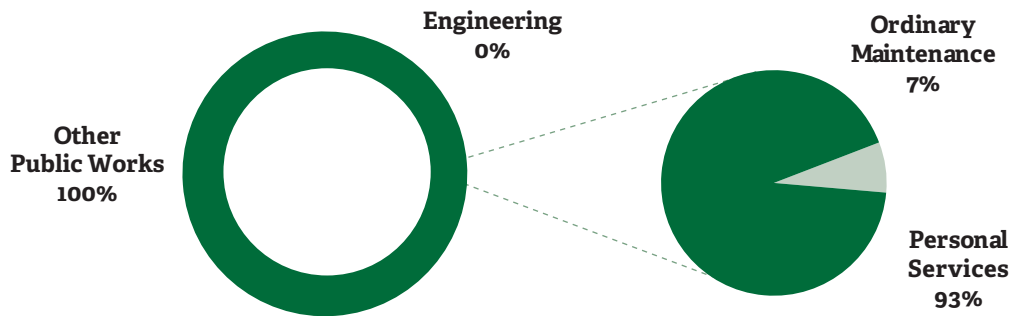
DPW - ELECTRICAL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(543011)	HARDWARE & TOOLS	1,012	1,000	990	1,000	
(553001)	SIGNS AND CONES	-	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		81,118	76,000	31,782	164,000	115.8%
(585000)	EQUIPMENT	-	-	6,995	-	
(585002)	EQUIPMENT-COMMUNICAT	-	-	-	-	
(588004)	INFR-STREET AND TRAFFI	23,930	15,000	-	-	
SUB-TOTAL CAP		23,930	15,000	6,995	-	-100.0%
DPW - ELECTRICAL		410,924	398,992	310,607	471,682	18.2%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PV FOREMAN	DEVELLIS, VINCENT	1,254.28	46,910.07	51,568.12
		1,258.13	18,620.32	18,620.32
CHIEF WIRE INSP	POWER, JOHN	1,029.09	53,718.69	57,803.38
ELECTRICAN	MOCHI, RICHARD	863.04	45,050.69	47,523.20
SIGNAL MAINTAINER	GOODE, JOSEPH	770.59	40,224.80	42,523.51
TEMP SIGNAL MAINTAINER	CALI, KRISTOFER	770.59	40,224.80	42,773.51
				260,812.04

DPW ENGINEERING

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 44,319	\$ 79,898	\$ 85,873	7.48%
ORDINARY MAINTENANCE	\$ 1,312	\$ 4,875	\$ 6,425	31.79%
GENERAL FUND EXPENDITURES	\$ 45,631	\$ 84,773	\$ 92,298	8.88%



> SIGNIFICANT CHANGES BETWEEN FY2011 AND FY2012:

- No significant changes.

> FY2011 ACCOMPLISHMENTS:

- The Engineering Department managed the reconstruction/resurfacing of 26 roads within the City
- The Engineering Department digitized available plans for all City owned and operated buildings
- The Engineering Department has supported the Water and Sewer Departments throughout the year making recommendations on work scope and sequence
- The Engineering Department continues to complete all permitting requirements on a local, state and federal level

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Ensure roadways around City are maintained to meet the City's needs	Continue to provide engineering services for roadway reconstruction projects (± 28 streets annually)	Y
2	Increase digital record keeping to improve city employee access to available information and reduce overall paper use.	Plans/specifications/record drawings to be digitally recorded and stored on city network.	Ongoing
3	Improve water quality of wetlands and waterways in and around the city.	Continue to coordinate DEP investigations of dry weather flows in drainage system Reduce quantity of storm water currently entering combined sewer system by continuing to work with project applicants to remove storm water connections into combined sewer systems and increase groundwater recharge on properties where feasible.	Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Improve vehicular and pedestrian safety throughout the City	
	Improve vehicular and pedestrian safety throughout the City
	Manage the reconstruction of approximately 30 roads throughout the City. ADA/AAB improvements will bring sidewalks and crosswalks into compliance with current regulations
Improve water, sewer and drainage infrastructure throughout the City	
	Coordinate with the Water/Sewer Department to obtain funding through MWRA for infrastructure improvements in the City
Improve water quality of wetlands and waterways in and around the City	
	Continue to coordinate DEP investigations of dry weather flows in the drainage system
	Reduce quantity of storm water currently entering combined sewer system by continuing to work with project applicants to remove storm water connections into combined sewer system and increase groundwater recharge on properties where feasible
Reduce quantity of storm water currently entering combined sewer system	
	Continue to work with project applicants to remove storm water connections into combined sewer systems and increase groundwater recharge on properties where feasible

> **BUDGET:**

DPW - ENGINEERING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	35,742	72,157	61,462	76,393	
(513000)	OVERTIME	7,172	5,000	3,752	7,000	
(514006)	LONGEVITY	250	300	300	200	
(514015)	OTHER DIFFERENTIALS	628	1,432	1,448	1,518	
(515011)	HOLIDAYS - S.M.E.A.	67	329	329	82	
(515012)	PERFECT ATTENDANCE	-	-	-	-	
(519004)	UNIFORM ALLOWANCE	240	240	120	240	
(519015)	AUTO ALLOWANCE	220	440	348	440	
SUB-TOTAL PERSONAL SERVICES		44,319	79,898	67,759	85,873	7.5%
(524007)	R&M - OFFICE EQUIPMENT	840	1,000	-	1,000	
(524034)	R&M - SERVICE CONTRACT	-	-	-	-	
(530000)	PROFESSIONAL SERVICE	-	-	-	1,000	
(542000)	OFFICE SUPPLIES	444	3,200	2,776	3,200	
(543007)	PAINT	-	75	-	75	
(543011)	HARDWARE & TOOLS	-	600	-	600	

DPW - ENGINEERING		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(558004)	MAGAZINES/SUBSCRIPTS	28	-	30	50	
(573000)	DUES AND MEMBERSHIPS	-	-	-	500	
SUB-TOTAL ORDINARY MAINTENANCE		1,312	4,875	2,806	6,425	31.8%
DPW - ENGINEERING		45,631	84,773	70,565	92,298	8.9%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIR. OF ENG.	KING, ROBERT	1,538.46	80,307.61	32,123.04
TEMP SR. CIVIL ENG.	LIBARDONI, RICHARD	1,132.51	11,778.10	5,096.54
		1,189.42	49,717.76	20,733.97
TEMP JR. CIVIL ENG.	BELIZAIRE, PIERRE	924.27	1,663.69	1,242.45
		942.76	47,515.10	19,677.29
				78,873.29

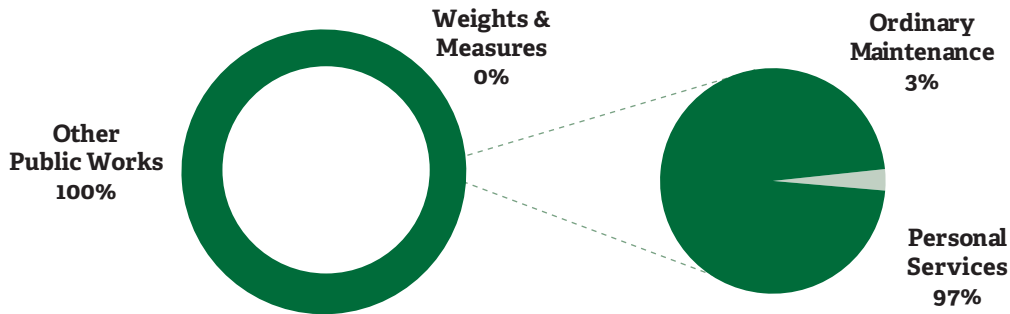
SNOW REMOVAL

> BUDGET:

DPW - SNOW REMOVAL		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(529002)	SNOW REMOVAL	802,266	500,000	1,391,223	650,000	
SUB-TOTAL ORDINARY MAINTENANCE		802,266	500,000	1,391,223	650,000	30.0%
(585001)	VEHICLES	-	-	-	-	
SUB-TOTAL CAP		-	-	-	-	0.0%
DPW - SNOW REMOVAL		802,266	500,000	1,391,223	650,000	30.0%

WEIGHTS AND MEASURES

ACCOUNT	FY2010 ACTUAL	FY2011 APPROVED	FY2012 PROPOSED	% CHANGE
PERSONAL SERVICES	\$ 82,840	\$ 84,513	\$ 84,537	0.03%
ORDINARY MAINTENANCE	\$ 633	\$ 2,790	\$ 2,790	0.00%
GENERAL FUND EXPENDITURES	\$ 83,473	\$ 87,303	\$ 87,327	0.03%



> SIGNIFICANT CHANGES BETWEEN FY2010 AND FY2011:

- No significant changes.

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Protect the interests of buyers and sellers of commodities and ensure that equity and fairness prevail in the marketplace	Ensure weight and measuring devices are accurate and functioning properly	Y

> FY2012 GOALS:

FY2012 Goal	Strategic Objective
Protect the interests of buyers and sellers of commodities and ensure that equity and fairness prevail in the marketplace	
	Ensure weight and measuring devices are accurate and functioning properly

> BUDGET:

DPW - WEIGHTS & MEASURES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	74,380	74,581	66,284	75,083	
(513000)	OVERTIME	3,692	5,124	3,443	5,000	
(514006)	LONGEVITY	1,400	1,400	1,400	1,400	
(514010)	OUT OF GRADE-LABOR	311	-	-	-	
(514015)	OTHER DIFFERENTIALS	2,423	2,486	2,515	2,560	
(515011)	HOLIDAYS - S.M.E.A.	285	572	571	144	

DPW - WEIGHTS & MEASURES		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(519004)	UNIFORM ALLOWANCE	350	350	350	350	
SUB-TOTAL PERSONAL SERVICES		82,840	84,513	74,564	84,537	0.0%
(524013)	R&M - TOOLS & EQUIPMEN	-	1,000	-	1,000	
(530011)	ADVERTISING	102	-	-	-	
(530024)	TUITION	-	250	85	250	
(542001)	STATIONERY	-	-	-	-	
(542007)	COMPUTER EQUIPMENT	-	-	-	-	
(543011)	HARDWARE & TOOLS	336	1,000	633	1,000	
(571000)	IN STATE TRAVEL	-	200	126	200	
(571001)	IN STATE CONFERENCES	50	100	75	100	
(573000)	DUES AND MEMBERSHIPS	145	150	145	150	
(578007)	REIMB OF LICENSES	-	90	-	90	
SUB-TOTAL ORDINARY MAINTENANCE		633	2,790	1,065	2,790	0.0%
DPW - WEIGHTS & MEASURES		83,473	87,303	75,629	87,327	0.0%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SEALER OF WEIGHTS & MEASURES	BURGESS, STEPHEN	1436.42	37,059.64	
		1440.27	38,023.13	79,536.85
				79,536.85

NON-DEPARTMENTAL



DEBT SERVICE

This allotment is to finance the debt service on all City bonds, with the exception of Water, and Sewer issues. Funds to cover the debt service on all issues related to improvements to the water and sewer systems are included in the Water and Sewer Enterprise Fund budgets. Funds budgeted in these cost centers cover debt service on a wide variety of projects, including open space improvements, street improvements, renovations to various public buildings and improvements to the City's many recreational facilities.

In conjunction with the City's February 2011 bond sale, Standard & Poor's has upgraded Somerville's bond rating to AA- from A+, joining Moody's in deeming the City a High Grade, High Quality investment. The FY2012 Debt Service Budget reflects a net increase of \$647,633. The FY2012 Budget includes new debt service costs associated with the February 2011 General Obligation bond sale.

PRINCIPAL ON LONG TERM DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the Water and Sewer debt, which is included in their respective budgets.

INTEREST. The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue and the City's credit ratings. Bond Market conditions have shown a slight downward trend since the last bond sale in June 2010.

> BUDGET:

DEBT SERVICE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(591000)	PRINCIPAL ON LNG TRM D	5,748,976	6,503,952	6,173,952	7,173,552	
(591500)	INTEREST ON LTD	2,577,862	2,424,105	2,044,105	2,432,138	
(592500)	INTEREST ON NOTES-BAN	193,268	220,000	41,860	190,000	
(593000)	INTEREST ON TAX ABATEM	8,026	10,000	4,645	10,000	
SUB-TOTAL DEBT		8,528,131	9,158,057	8,264,561	9,805,690	7.1%
DEBT SERVICE		8,528,131	9,158,057	8,264,561	9,805,690	7.1%

STATE ASSESSMENTS

The Cherry Sheet is a form showing all state and county charges assessed against the City, as certified by the state director of accounts. The figures shown here are based on the FY2012 Cherry Sheet released on July 11, 2011.

RETIRED EMPLOYEE HEALTH INSURANCE: This item is intended to reimburse the state for the costs of providing a health insurance plan for governmental retirees who were pensioned prior to the implementation of Chapter 32B by their local governmental unit. Chapter 32B enabled municipalities to establish a mechanism for group insurance for retirees. Each participating municipality is assessed for the governmental share of health insurance premiums paid on behalf of its retirees by the state. The state pays 90 percent of the total premium; the retiree's co-payment is 10 percent of the total premium as well as full payment for catastrophic illness coverage. A proportionate share of administrative expenses is also assessed to each municipality.

AIR POLLUTION CONTROL. The Department of Environmental Protection supervises six districts statewide. The Metropolitan Boston Control District, of which Somerville is a member, has a staff of 35 pollution inspectors. The Commission is empowered through the Office of the Governor and has a mandate to control air pollution through the enforcement of the Metropolitan Boston Air Pollution Control Acts and Safety

METROPOLITAN AREA PLANNING COUNCIL. Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities. The MAPC promotes urban planning, regional collaboration and responds to common urban problems of member communities.

MBTA. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority and 161 additional communities that are receiving MBTA service. The MBTA is required to assess each community's share of the overall assessment.

All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. Beginning in FY07, this amount will be adjusted each July 1 by the rate of inflation unless the total assessment exceeds 102.5 percent of the previous year's assessment. An individual community's assessment is determined based on the following formula: each community's assessment shall equal its weighted share of the total population of the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, which increased the number of communities in the MBTA from 78 to 175, also determined the share for each community in conjunction with the 2000 U.S. Census.

A portion of the total MBTA assessment supports the Boston District Commission (the –District), which is responsible for bonds issued by the Transportation Authority prior to the creation of the Metropolitan Transit Authority in 1947. This assessment pays for administrative costs incurred by the District and is charged to the 14 cities and towns of the Boston Metropolitan District in proportion to their share of the District's total equalized valuation. The MBTA covers the District's debt service costs.

REGISTRY OF MOTOR VEHICLES-HOLD PROGRAM. Since February 1985, the Parking Violations Bureau has implemented a provision of Massachusetts General Laws, Chapter 90, which enables the City to request that the state Registry of Motor Vehicles not renew the license and registration of an operator/owner of a motor vehicle who has two or more outstanding parking tickets. This provision is imposed after the motorist has failed to pay the parking tickets and had an opportunity for a hearing. This program has resulted in a significant decrease in the number of delinquent payments.

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment which is the amount charged for Somerville students who attend charter schools. The amount is based on the number of students, multiplied by the tuition rate of the charter school as calculated by the state, using a tuition formula. The other assessments contained in this allotment are for grandfathered costs for special education services (Chapter 766 of the Acts of 1972) provided by other districts for students who are state wards who reside in Somerville and school choice tuition charges (Chapter 71 of the Acts of 1993), which are for Somerville residents attending another school district under school choice.

> BUDGET:

STATE ASSESSMENTS		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(563100)	SPECIAL EDUCATION C/SH	32,924	32,538	-	34,087	
(563600)	RETIRED EMPLOYEE HLTH	13,469	2,197	1,648	3,589	
(564000)	AIR POLLUTION CONTL DI	19,223	19,807	14,856	20,327	
(564100)	MAPC	22,080	22,811	17,109	23,264	
(564600)	RMV NON-RENEWAL CHA	342,940	342,940	181,110	241,480	
(565001)	CHARTER SCHOOL	4,813,921	-	4,124,548	-	
(565002)	SCHOOL CHOICE	-	-	-	-	
(565003)	CHARTER SCH TUITION	-	6,707,490	3,472,329	6,796,531	
(566100)	MBTA ASSESSMENTS	4,569,887	4,629,771	780	4,607,662	
(566200)	BOSTON METRO TRANSIT	1,040	1,040	7,812,380	1,001	
SUB-TOTAL ORDINARY MAINTENANCE		9,815,484	11,758,594	15,624,760	11,727,941	-0.2%
STATE ASSESSMENTS		9,815,484	11,758,594	15,624,760	11,727,941	-0.2%

HEALTH AND LIFE INSURANCE

This organization provides a centralized cost center for the disbursement of funds to the various health care providers. Funds to pay projected health care claims through our Blue Cross/Blue Shield, Harvard Pilgrim Health Plan and Tufts carriers are budgeted here. The other accounts provide funds for other types of insurance benefits, including Medicare reimbursement, and life insurance.

HEALTH INSURANCE: The City offers a variety of health maintenance organization (HMO) and preferred provider organization (PPO) options. The City currently funds 75-85% of the costs, with the remaining 15-25% paid by the employees. On January 1, 2012, Somerville will join the State Group Insurance Commission. The budgetary item is the City's share of health insurance costs and does not represent the full cost of health insurance.

MEDICARE PAYROLL TAX: Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this 1.45% payment.

LIFE INSURANCE: Employees can elect to enroll in a \$5,000 life insurance policy offered through Boston Mutual Life Insurance where the City contributes half the cost of the premium. Additional life insurance can be purchased at the employees' expense.

> BUDGET:

HEALTH & LIFE INSURANCE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(517003)	HEALTH INSURANCE	27,830,037	30,227,808	31,283,870	30,227,808	
(517600)	LIFE INSURANCE	95,987	95,700	80,260	98,063	
(517700)	SOCIAL SECURITY TAX	7,990	-	-	-	
(517900)	MEDICARE TAX	1,054,236	996,862	913,790	1,058,028	
SUB-TOTAL PERSONAL SERVICES		28,988,249	31,320,370	32,277,920	31,383,899	0.2%
(530000)	PROFESSIONAL SERV	53,382	80,000	35,064	80,000	
(549000)	FOOD SUPPLIES	595	-	-	-	
SUB-TOTAL ORDINARY MAINTENANCE		53,977	80,000	35,064	80,000	
HEALTH & LIFE INSURANCE		29,042,226	31,400,370	32,312,984	31,463,899	

WORKER'S COMPENSATION

The Workers' Compensation Department is located within the Personnel/Human Resources Department. Workers' Compensation administers benefits for all City of Somerville employees excluding public safety officials. The goal of the Workers' Compensation Department is to ensure that eligible, injured employees receive quality and timely medical services, receive timely benefits, and return to the work as soon as they are capable.

> BUDGET:

WORKER'S COMPENSATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	51,712	51,712	45,951	52,718	
(512000)	SALARIES TEMPO	-	-	-	-	
(517001)	WORKER'S COMP	393,353	400,000	248,463	400,000	
SUB-TOTAL PERSONAL SERVICES		445,065	451,712	294,414	452,718	0.2%
(530000)	PROFESSIONAL SERVICE	46,943	20,000	5,302	20,000	
(530001)	MEDICAL & DENTAL SERVI	128,051	142,500	91,709	125,000	
(530008)	EMPLOYEE TRAINING	4,851	4,500	1,463	4,500	
(530010)	LEGAL SERVICES	15,261	30,000	17,604	25,000	
(542000)	OFFICE SUPPLIES	-	500	-	250	
(542005)	OFFICE EQUIPMENT	-	-	-	-	
(542006)	OFFICE FURNITURE	-	-	-	-	
(550000)	MEDICAL & DENTAL SUPPL	759	2,000	45	2,000	
(558006)	UNIFORMS	1,194	-	-	-	
(571000)	IN STATE TRAVEL	1,101	1,100	209	1,100	
(576000)	JUDGEMENTS/SETTLEMENT	112,021	137,500	122,690	100,000	
SUB-TOTAL ORDINARY MAINTENANCE		310,181	338,100	239,023	277,850	-17.8%
WORKER'S COMPENSATION		755,245	789,812	533,437	730,568	-7.5%

UNEMPLOYMENT COMPENSATION

In Chapter 720 of the Acts of 1977, the Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the Department of Labor and Workforce Development. This allotment also provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries or illnesses as well as certain other contractually required coverage.

> **BUDGET:**

UNEMPLOYMENT COMPENSATION		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(517002)	UNEMPLOYMENT INSURANCE	174,328	450,000	412,386	300,000	
SUB-TOTAL PERSONAL SERVICES		174,328	450,000	412,386	300,000	-33.3%
UNEMPLOYMENT COMPENSATION		174,328	450,000	412,386	300,000	-33.3%

PENSIONS

The Pensions budget is divided into two sections: Pension Accumulation Fund, and Pensions/Non-Contributory. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirement System is governed by Massachusetts General Laws, Chapter 32. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority and oversees all retirement systems in the Commonwealth. The Retirement Board manages members' annuity savings accounts, and retired members' pension payments, which include: Superannuation, Ordinary and Accidental Disabilities, and Survivor and Beneficiary payments. On a monthly and annual basis, the system must report to the PERAC on matters including daily investment transactions, monthly accounting reports, retirement calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The PERAC performs an audit of the system every three years, while the City's independent auditor includes the retirement system in its annual audit. In addition, an independent actuarial firm performs an actuarial valuation of the system as needed.

> BUDGET:

PENSIONS/NON-CONTRIBUTORY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(578008)	REIMB/ALLOWANCES	12,617	16,077	12,508	16,077	
(578020)	PENSIONS	295,504	317,354	238,388	317,354	
SUB-TOTAL ORDINARY MAINTENANCE		308,121	333,431	250,896	333,431	0.0%
PENSIONS/NON-CONTRIBUTORY		308,121	333,431	250,896	333,431	0.0%

PENSION ACCUMULATION FUND		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(517004)	RETIREMENT FUND	10,352,352	10,851,316	10,851,316	11,172,596	
SUB-TOTAL PERSONAL SERVICES		10,352,352	10,851,316	10,851,316	11,172,596	3.0%
PENSION ACCUMULATION FUND		10,352,352	10,851,316	10,851,316	11,172,596	3.0%

DAMAGES TO PERSONS AND PROPERTY

The City appropriates money to a “Damages to Persons and Property” account to fund any potential unforeseen litigation settlements. The City’s Law Department represents the City in all pending and newly filed litigation matters. The Department has successfully minimized the amount of judgments and settlements in negligence cases and contract actions.

> BUDGET:

DAMAGES TO PERSONS & PROPERTY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(576000)	JUDGEMENTS/SETTLEMENT	155,840	175,000	106,357	175,000	
SUB-TOTAL ORDINARY MAINTENANCE		155,840	175,000	106,357	175,000	0.0%
DAMAGES TO PERSONS & PROPERTY		155,840	175,000	106,357	175,000	0.0%
BUILDING INSURANCE		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(574001)	BUILDING INSURANCE	226,394	228,812	227,382	251,600	
SUB-TOTAL ORDINARY MAINTENANCE		226,394	228,812	227,382	251,600	10.0%
BUILDING INSURANCE		226,394	228,812	227,382	251,600	10.0%

SALARY CONTINGENCY

The Salary Contingency is a place in the City budget where estimates for collective bargaining agreement settlements, cost of-living allowances and benefits for both union and non-union employees can be set aside without being allocated to departmental budgets. This allotment includes funds for these purposes that are transferred to the departments only if needed.

> BUDGET:

CONTINGENCY ACCOUNT		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	214,852	450,000	70,181	570,759	
(515012)	PERFECT ATTENDANCE	19,650	40,000	-	80,000	
(519005)	SICK LEAVE BUYBACK	-	10,000	-	55,740	
(519021)		-	-	-	80,386	
SUB-TOTAL PERSONAL SERVICES		234,502	500,000	70,181	786,885	57.4%
CONTINGENCY ACCOUNT		234,502	500,000	70,181	786,885	57.4%

ENTERPRISE FUNDS



Enterprise Funds are funds established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full cost of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate. Section 53F 1/2 of Chapter 44 of the Massachusetts General Laws dictates the use of Enterprise Funds for cities within the Commonwealth.

The City maintains four Enterprise Funds: one for the Sewer Division of Public Works, one for the Water Division of Public Works, one for the Veteran's Memorial Ice Rink, and one for the Dilboy Athletic Complex. Enterprise operations are supported primarily by charges for services received. Funds raised from charges are dedicated to the specific purpose of the enterprise operation, and cannot be diverted to other unrelated uses.

The concept of an enterprise operation also includes the maintenance of the capital facilities of the business. That is, fees for services are charged to recover not only the operating costs of the activity but also the "using up" (depreciation) of the capital investments supporting the service.

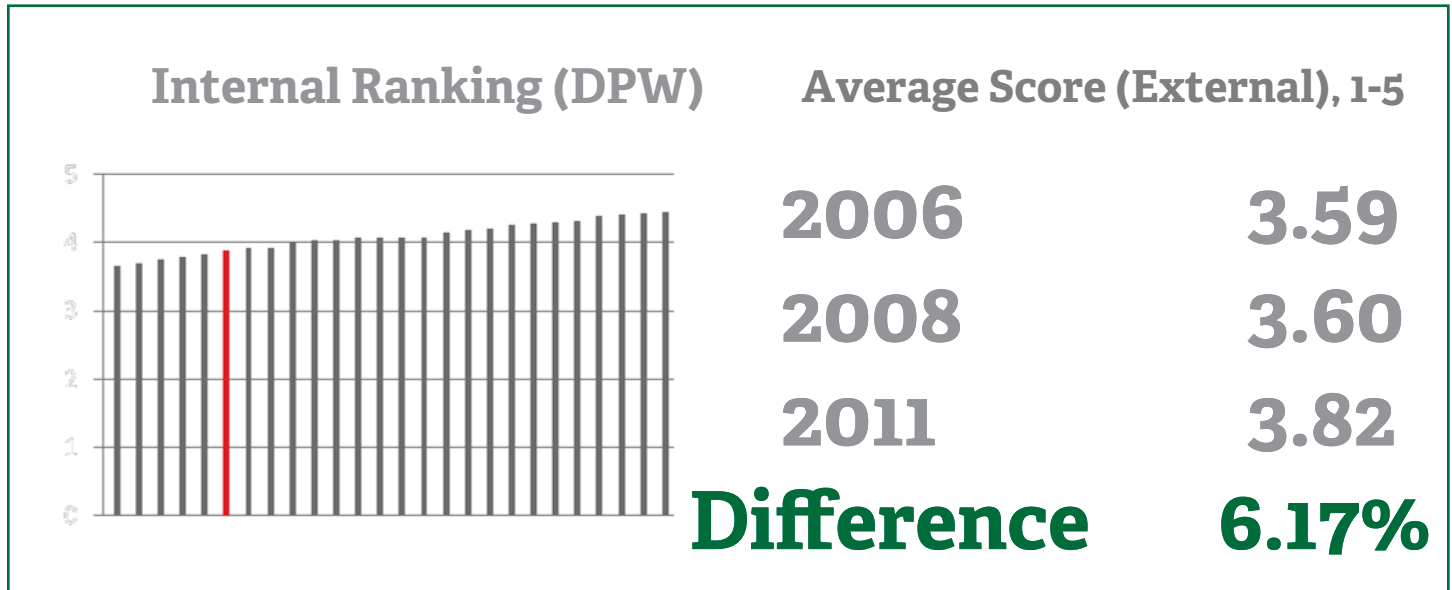
Advantages of an enterprise fund include that it:

1. Identifies a total service cost – Consolidating direct operating, direct capital, and indirect costs (e.g., enterprise-related costs appropriated in the General Fund operating budget) helps a community to readily identify a total service cost and determine funding sources. The total service cost may also include a subsidy from the General or other fund or a reimbursement from the enterprise fund to other funds for subsidized costs incurred in the two full, immediately prior fiscal years.
2. Provides useful management information – Consolidating revenues, expenses and operating performance of the fund provides a community with useful decision making information regarding user charges and fees and a subsidy if necessary. The community can also include the enterprise fixed assets and infrastructure as assets and recognize the annual depreciation of these assets in audited financial statements.
3. Retains investment income and surplus – All investment earnings and any operating surplus (actual revenues in excess of estimates and appropriations in excess of expenses) are retained in the enterprise fund rather than closed to the General Fund at fiscal year-end. Surplus certified by the Director of Accounts as available is called "retained earnings". Retained earnings require appropriation by the community's legislative body and have certain other use restrictions.

SEWER

ACCOUNT	FY10 ACTUAL	FY11 BUDGET	FY12 PROPOSED	% CHANGE
PERSONAL SERVICES	257,454	291,716	291,861	0.0%
ORDINARY MAINTENANCE	294,745	367,200	417,614	13.7%
CAPITAL OUTLAY	1,600,223	1,875,000	1,875,000	0.0%
DEBT SERVICE	1,005,382	902,038	542,565	-39.9%
SPECIAL ITEMS	12,507,364	13,164,166	14,449,971	9.8%
TOTAL SEWER EXPENDITURES	15,665,168	16,600,120	17,577,011	5.9%

> ACE CUSTOMER SERVICE REPORT SCORE:



> FY2011 ACCOMPLISHMENTS:

- Cleaned approximately 2600 catch basins throughout the City of Somerville
- Responded to approximately 600 311 requests
- Repaired 40 collapsed catch basins, 15 collapsed manholes, 7 collapsed sewers
- Installed 4 new catch basins to alleviate flooding in the area of the Capuano School
- Replaced 1600 linear feet of collapsed 8" sewer and 12" storm drain at the Fellsway

> FY2011 GOALS:

	Goal	Strategic Objective	Was this goal met?
1	Minimize sewer backups, odors, overflows and illegal disposal	Maintain citywide sewer cleaning program Enforce grease remediation program by fining noncompliant food establishments Manage public and private catch basin cleaning program, ensuring 2,600 basins are cleaned annually	Ongoing
2	Expand ability to gain entry into confined spaces for the sewer personnel	Purchase equipment necessary to "TV" sewer lines for homeowners to better determine if clogged line is on private or city line	Ongoing

> **FY2012 GOALS:**

FY2012 Goal	Strategic Objective
Decrease homeowner sewer backups	
	Install sewer backflow prevention devices that allow water and materials that back up to escape from the cleanout rather than flowing into the home
Better enforcement of grease remediation program	
	Investigate possibility of imposing fines and penalties for food establishments who do not properly dispose of grease
Continue public and private catch basin cleaning program to ensure 2600 catch basins are cleaned annually	
	Reduce odors, overflows and illegal disposal
Improve capacity in existing combined sewer system	
	Clean/maintain sump manholes throughout the city
	Create GIS database of existing water, sewer and drainage infrastructure throughout the City

> **BUDGET:**

ENTERPRISE FUND - SEWER		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	26,807	56,301	47,167	57,295	
(511004)	SALARIES - CONTINGENCY	-	11,781	-	11,857	
(511300)	WAGES - HOURLY PERMANE	105,271	179,327	136,594	179,838	
(513000)	OVERTIME	1,975	5,000	2,405	3,000	
(513002)	OVERTIME - LABOR	21,449	25,000	22,120	27,000	
(514006)	LONGEVITY	188	225	225	150	
(514008)	OUT OF GRADE	1,858	2,000	1,388	1,700	
(514009)	LONGEVITY-LABOR	1,100	1,500	1,500	1,450	
(514015)	OTHER DIFFERENTIALS	3,625	7,051	5,827	7,253	
(515000)	FRINGE BENEFITS TO EMP	93,416	-	-	-	
(515011)	HOLIDAYS - S.M.E.A.	421	1,621	1,324	408	
(515012)	PERFECT ATTENDANCE	300	-	400	-	
(519004)	UNIFORM ALLOWANCE	880	1,580	1,140	1,580	
(519015)	AUTO ALLOWANCE	165	330	261	330	
SUB-TOTAL PERSONAL SERVICES		257,454	291,716	220,351	291,861	0.0%
(524003)	R&M - VEHICLES	71,554	30,000	36,621	20,000	
(524013)	R&M - TOOLS & EQUIPMEN	529	500	940	500	
(527006)	LEASE - PHOTOCPIER EQU	-	-	-	4,314	
(527015)	RENTALS EQUIPMENT	-	-	-	500	
(529003)	RUBBISH REMOVAL	4,525	25,000	10,000	25,000	

(529012)	DISPOSAL C BASIN SPOIL	-	25,000	-	25,000	
(530000)	PROFESSIONAL & TECH	74,858	100,000	25,080	125,000	
(530008)	EMPLOYEE TRAINING	-	1,000	-	1,000	
(530018)	POLICE DETAIL	63,397	40,000	43,657	50,000	
(530021)	TOWING	-	-	225	-	
(530026)	BANK CHARGES	1,713	2,000	1,804	2,000	
(530028)	SOFTWARE SERVICES	-	-	1,350	-	
(542000)	OFFICE SUPPLIES	250	500	800	500	
(542001)	STATIONERY	1,328	2,000	-	2,000	
(542005)	OFFICE EQUIPMENT NOT C	1,940	-	-	-	
(543002)	PLUMBING SUPPLIES	-	500	500	500	
(543007)	PAINT	995	1,500	1,400	1,500	
(543011)	HARDWARE & SMALL TOOLS	3,320	4,000	5,137	5,000	
(548001)	MOTOR GAS AND OIL	32,267	30,000	30,000	34,500	
(548006)	MOTOR PARTS	-	-	-	10,000	
(553000)	PUBLIC WORKS SUPPLIES	-	-	1,000	1,000	
(553001)	SIGNS AND CONES	-	-	4,000	-	
(553002)	BITUMINOUS SUPPLIES	8,378	25,000	1,000	27,500	
(553003)	READY MIX CONCRETE	6,765	10,000	9,000	11,000	
(553005)	PIPE FITTING SUPPLIES	7,250	20,000	8,740	20,000	
(553006)	MASONRY SUPPLIES	10,014	25,000	24,312	25,000	
(553007)	FOUNDRY PRODUCTS	5,588	25,000	10,638	25,000	
(573000)	DUES AND MEMBERSHIPS	-	-	-	600	
(576000)	JUDGEMENTS/SETTLMENT O	-	-	7,834	-	
(578007)	REIMB OF LICENSES	75	200	60	200	
SUB-TOTAL ORDINARY MAINTENANCE		294,745	367,200	224,099	417,614	13.7%
(580010)	CAPITAL IMPROVEMENTS	237,397	250,000	-	250,000	
(581002)	LAND IMPROVEMENTS	257,988	-	-	-	
(582003)	BUILDING IMPROVEMENTS	-	25,000	-	25,000	
(585001)	VEHICLES	90,835	-	-	-	
(588002)	INFR-STREET REPAIRS	-	100,000	-	100,000	
(588007)	SEWER CLEANING/REPAIRS	1,014,003	1,500,000	1,310,445	1,500,000	
SUB-TOTAL CAPITAL OUTLAY		1,600,223	1,875,000	1,310,445	1,875,000	0.0%
(591000)	PRINCIPAL ON LNG TRM D	883,275	789,688	789,688	445,928	

(591500)	INTEREST ON LTD	122,107	112,350	104,197	96,637	
SUB-TOTAL DEBT SERVICE		1,005,382	902,038	893,884	542,565	-39.9%
(523003)	MWRA ASSESSMENT	12,507,364	12,818,822	12,822,076	13,951,648	
(596010)	INDIRECT COST SUBSIDY	-	345,344	-	498,323	
SUB-TOTAL SPECIAL ITEMS		12,507,364	13,164,166	12,822,076	14,449,971	9.8%
ENTERPRISE FUND - SEWER		15,665,168	16,600,120	15,470,855	17,577,011	5.9%

> **PERSONNEL LIST:**

<u>POSITION</u>	<u>NAME</u>	<u>CURRENT BASE</u>	<u>FISCAL YEAR</u>		<u>TOTAL</u>
			<u>BASE</u>		
DIR. OF ENG.	KING, ROBERT	1,538.46	80,307.61		24,092.28
SENIOR CIVIL ENGINEER	LIBERDONI, RICHARD	1,132.51	11,778.10		3,533.43
		1,189.42	49,717.76		
TEMP JR. CIVIL ENG.	BELIZAIRE, PIERRE	924.27	48,246.89		15,400.36
PUBLIC WORKS FOREMAN	HUSSEY, THERESA	1,158.04	60,449.69		64,127.89
SHMEO/MM/PWL	VACANT	741.33	38,697.43		40,633.87
SHMEO/CATCH BASIN CLEANER	ISCHIA, LOUIS	775.79	40,496.24		43,156.43
SHMEO/CATCH BASIN CLEANER	MCDEVITT, KEVIN	760.22	39,683.48		41,660.35
					232,604.62

WATER

ACCOUNT	FY10 ACTUAL	FY11 BUDGET	FY12 PROPOSED	% CHANGE
PERSONAL SERVICES	1,071,653	965,664	965,420	0.0%
ORDINARY MAINTENANCE	338,162	461,000	514,250	11.6%
CAPITAL OUTLAY	2,502,428	2,196,000	2,196,000	0.0%
DEBT SERVICE	1,263,697	1,964,006	1,856,302	-5.5%
SPECIAL ITEMS	5,997,635	6,651,275	6,597,830	-0.8%
TOTAL WATER EXPENDITURES	11,173,575	12,237,945	12,129,802	-0.9%

> FY2011 ACCOMPLISHMENTS:

- 99% completion of wireless metering project
- Replaced 11 lead services
- Replaced 5400 feet of water mains

> FY2011 GOALS:

	Goal	Strategic Objective	Was Goal Met?
1	Ensure clean, potable water is available to the City	Citywide flushing program Replace older water mains Replace lead services for city pipes Promote lead service replacements for homeowners pipes with a reduced cost incentive	Y
2	Improve customer service to water customers	Utilize wireless water meters to bill for true water use Publicize web access to customers for online viewing of water usage Switch to bi-monthly billing with new utility billing software	Y
3	Support citywide environment goals to reduce energy consumption	Distribute conservation kits and water conservation tips to customers Monitor water usage of city-owned buildings to catch leaks and reduce usage Reduce gas use and manpower with shift in personnel and auto use	Ongoing

> FY2012 GOALS:

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Ensure clean, potable water is available to the City						
	Replace older water mains	Feet of water main laid per year	5,400 feet/yr		FY2010	
	Replace lead services for city pipes	# lead services replaced per year	85 services/yr		FY2011	
Improve customer service using A.C.E. to water customers						
	Utilize wireless water meters to bill for true water use	# wireless meters installed per month	25 meters/month		FY2011	
	Institute web access to customers for monitoring water usage	% transactions conducted via internet				
	Initiate bi-monthly billing with institution of new utility bill software	\$\$ per residential bill processed annually	\$535/ bill		May 2010 - April 2011	
		\$\$ per commercial bill processed annually	\$7,066/ bill		May 2010 - April 2011	

FY2012 Goal	Strategic Objective	Indicator	Baseline	Post-Baseline	Time Frame	Change in Perf.
Support citywide environmental goals to reduce energy consumption						
	Distribute conservation kits and water conservation tips to customers	# kits distributed per month				
		% change in monthly residential water use	262 units/month		FY2011	
	Monitor water usage at city owned buildings once daily to detect leaks and reduce usage and unaccounted for water	% change in monthly City water use	1,240 units/month		FY2011	
Increase staff training						
	Provide industry specific training for various water quality programs using best practices					
Institute a gate valve repair/replacement program (50 per year)						
	Continue to minimize service disruption in case of emergency repairs					
	Continue to isolate portions of system during emergencies					

> BUDGET:

ENTERPRISE FUND - WATER		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	425,395	435,385	370,577	449,378	
(511004)	SALARIES - CONTINGENCY	-	39,280	32,053	39,589	
(511300)	WAGES - HOURLY PERMANE	239,705	350,207	228,767	340,491	
(513000)	OVERTIME	3,322	15,000	7,862	15,000	
(513002)	OVERTIME - LABOR	51,251	75,000	41,041	75,000	
(514006)	LONGEVITY	4,813	5,175	6,050	4,850	
(514008)	OUT OF GRADE	14,103	14,500	8,029	14,500	
(514009)	LONGEVITY-LABOR	2,825	5,200	4,575	3,450	
(514015)	OTHER DIFFERENTIALS	11,000	15,250	12,159	15,340	
(515000)	FRINGE BENEFITS TO EMP	311,256	-	-	-	
(515011)	HOLIDAYS - S.M.E.A.	1,768	4,507	3,810	1,113	
(515012)	PERFECT ATTENDANCE	600	-	900	-	
(519004)	UNIFORM ALLOWANCE	4,030	4,730	4,290	4,730	
(519015)	AUTO ALLOWANCE	1,586	1,430	1,270	1,980	
SUB-TOTAL PERSONAL SERVICES		1,071,653	965,664	721,383	965,420	0.0%
(524003)	R&M - VEHICLES	2,640	2,500	3,050	2,000	
(524013)	R&M - TOOLS & EQUIPMEN	-	2,500	120	2,500	
(524034)	R&M - SERVICE CONTRACT	162	2,000	315	2,000	

(527015)	RENTALS EQUIPMENT	-	2,500	-	2,500	
(527018)	POSTAGE MACHINE RENTAL	-	800	-	800	
(529003)	RUBBISH REMOVAL	22,445	35,000	20,000	35,000	
(530000)	PROFESSIONAL & TECHNCA	65,224	125,000	118,430	150,000	
(530008)	EMPLOYEE TRAINING COUR	-	1,000	375	5,000	
(530011)	ADVERTISING	390	500	-	500	
(530018)	POLICE DETAIL	80,716	80,000	47,150	80,000	
(530026)	BANK CHARGES	843	1,000	889	1,000	
(530031)	EMERGENCY SERVICES	7,975	-	-	-	
(534003)	POSTAGE	18,442	25,000	955	25,000	
(542000)	OFFICE SUPPLIES	1,731	2,000	1,698	2,000	
(542001)	STATIONERY	19,928	50,000	25,439	50,000	
(542005)	OFFICE EQUIPMENT NOT C	1,940	-	1,662	3,000	
(542006)	OFFICE FURNITURE NOT C	-	1,000	-	1,000	
(543002)	PLUMBING SUPPLIES	-	-	665	750	
(543003)	TOOLS	3,900	2,000	4,600	4,500	
(543007)	PAINT	1,950	2,000	1,824	2,000	
(543011)	HARDWARE & SMALL TOOLS	5,956	6,000	1,888	6,000	
(545000)	CUSTODIAL & MAINT SUPP	-	2,500	350	2,500	
(546003)	LOAM	20,000	20,000	-	15,000	
(548001)	MOTOR GAS AND OIL	22,300	30,000	30,000	34,500	
(548004)	TIRES AND TUBES	-	2,000	2,000	3,000	
(548006)	MOTOR PARTS & ACCESSOR	-	1,500	1,500	2,000	
(553001)	SIGNS AND CONES	-	-	-	15,000	
(553002)	BITUMINOUS SUPPLIES	17,538	25,000	24,900	25,000	
(553003)	READY MIX CONCRETE	23,592	10,000	7,907	12,500	
(569000)	PAYMENTS TO COMMONWEAL	19,809	28,000	18,818	28,000	
(573000)	DUES AND MEMBERSHIPS	231	800	381	800	
(578007)	REIMB OF LICENSES	60	400	-	400	
(578023)	HOUSING ASSISTANCE	390	-	-	-	
	SUB-TOTAL ORDINARY MAINTENANCE	338,162	461,000	314,916	514,250	11.6%
(582003)	BUILDING IMPROVEMENTS	-	25,000	-	25,000	
(585001)	VEHICLES	62,486	-	-	-	
(588002)	INFR-STREET REPAIRS	553,813	500,000	-	500,000	
(588004)	INFR-STREET AND TRAFFI	500,000	-	-	-	

(588005)	INFR-SIDEWALK REPAIRS	306,736	-	-	-	
(588501)	WATER METER & PARTS	57,380	50,000	45,831	50,000	
(588502)	HYDRANTS	25,704	30,000	30,000	30,000	
(588503)	LEAK DETECTION PROGRAM	14,490	16,000	11,880	16,000	
(588504)	PIPE FITTING	68,604	75,000	32,399	75,000	
(588505)	WATER SERVICE REPLACEM	859,327	1,500,000	1,452,695	1,500,000	
(588506)	W/S RECONSTR/REPAIR	53,887	-	-	-	
SUB-TOTAL CAPITAL OUTLAY		2,502,428	2,196,000	1,572,805	2,196,000	0.0%
(591000)	PRINCIPAL ON LNG TRM D	1,061,286	1,667,743	1,667,743	1,605,098	
(591500)	INTEREST ON LTD	88,774	277,409	272,318	223,895	
(592500)	INTEREST ON NOTES-BAN	113,637	18,854	2,815	27,309	
SUB-TOTAL DEBT SERVICE		1,263,697	1,964,006	1,942,876	1,856,302	-5.5%
(523003)	MWRA ASSESSMENT	5,889,612	5,958,943	5,958,943	5,790,771	
(580010)	CAPITAL IMPROVEMENTS	108,023	200,000	76,000	200,000	
(596010)	INDIRECT COST SUBSIDY	-	492,332	-	607,059	
SUB-TOTAL SPECIAL ITEMS		5,997,635	6,651,275	6,034,943	6,597,830	-0.8%
ENTERPRISE FUND - WATER		11,153,575	12,237,945	10,586,923	12,129,802	-0.9%

› PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ACTING WATER SUPERINTENDENT	BARRETT, MARGUERITE	1,302.40	67,985.28	67,985.28
WATER/SEWER SYSTEMS ANALYST	ANGIULO, JEAN	1,051.73	54,900.31	54,900.31
DIRECTOR OF ADMIN AND FINANCE	VACANT	1,230.43	64,228.45	64,228.45
ADMIN ASSISTANT	DOLAN, JOANNE	933.20	48,713.04	50,906.36
PRINCIPAL CLERK 1	MELARAGNI, PAMELA	794.42	41,468.72	42,498.17
PRINCIPAL CLERK - PC II	PEFINE, DARLENE	781.10	40,773.42	42,451.53
TP WATER METER READER	NURSE, RICHARD	727.17	37,958.27	40,725.35
WATER METER READER	CUSACK, BARBARA	727.17	37,958.27	40,825.35
DIR. OF ENG.	KING, ROBERT	1,538.46	80,307.61	24,092.28
SENIOR CIVIL ENGINEER	LIBERDONI, RICHARD	1,132.51	11,778.10	
		1,189.42	49,717.76	15,841.16
TEMP JR. CIVIL ENG.	BELZAIRE, PIERRE	924.27	48,246.89	15,400.36
WFSHMEO/WSCFTSMN	NOLAN, MARK	1,096.64	26,758.02	28,375.66
		1,113.61	30,958.36	32,622.42
SHMEO/WSMM/PWL	QUINN, JOHN	775.42	40,476.92	43,534.71
SHMEO/CMT FINSHER/PWL	BARBIERE, JEFFREY	815.79	42,584.24	44,967.92
TP SHMEO/CMT FINSHER/PWL	MCDONOUGH, TIMOTHY	800.77	23,062.18	25,417.62
SHMEO/PWL	VACANT	736.56	38,448.43	40,183.16
HMEO/PWL	CAMPOS, LUCAS	746.48	38,966.26	41,219.64
SHMEO/PWL	SYLVAIN, JUDE	737.17	38,480.27	40,716.15
				756,891.89

VETERAN'S MEMORIAL ICE RINK

ACCOUNT	FY10 ACTUAL	FY11 BUDGET	FY12 PROPOSED	% CHANGE
PERSONAL SERVICES	-	-	158,966	100%
ORDINARY MAINTENANCE	-	-	292,009	100%
DEBT SERVICE	-	-	64,423	100%
SPECIAL ITEMS	-	-	27,411	100%
TOTAL ICE RINK EXPENDITURES	-	-	542,809	100%

> BUDGET:

ENTERPRISE FUND - ICE RINK		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(511000)	SALARIES	-	-	-	95,366	
(512000)	SALARIES & WAGES TEMP	-	-	-	63,600	
SUB-TOTAL PERSONAL SERVICES		-	-	-	158,966	100.0%
(521001)	ELECTRICITY	-	-	-	180,000	
(524002)	R&M - REC FACIL/PARKS/	-	-	-	65,000	
(530000)	PROFESSIONAL & TECH	-	-	-	20,000	
(545000)	CUSTODIAL & MAINT SUPP	-	-	-	14,000	
(574001)	BUILDING INSURANCE	-	-	-	13,009	
SUB-TOTAL ORDINARY MAINTENANCE		-	-	-	292,009	100.0%
(592500)	INTEREST ON NOTES-BAN	-	-	-	64,423	
SUB-TOTAL DEBT SERVICE		-	-	-	64,423	
(596010)	INDIRECT COST SUBSIDY	-	-	-	27,411	
SUB-TOTAL SPECIAL ITEMS		-	-	-	27,411	
ENTERPRISE FUND - ICE RINK		-	-	-	542,808	100.0%

> PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION FACILITIES MANAGER	TEVES, JOHN	1,153.85	60,230.97	60,230.97
ASST. RECREATION FACILITIES MANAGER	CURLEY, JOHN	673.08	35,134.78	35,134.78
				95,365.75

> BUDGET:

ENTERPRISE FUND - DILBOY		FY2010 ACTUAL EXPEND	FY2011 BUDGET	FY2011 THRU 5/30/11	FY2012 REQUEST	PERCENT CHANGE
(512000)	SALARIES & WAGES TEMP	-	-	-	75,000	
SUB-TOTAL PERSONAL SERVICES		-	-	-	75,000	100.0%
(521001)	ELECTRICITY	-	-	-	25,000	
(545000)	CUSTODIAL & MAINT SUPP	-	-	-	10,000	
SUB-TOTAL ORDINARY MAINTENANCE		-	-	-	35,000	100.0%
ENTERPRISE FUND - DILBOY		-	-	-	110,000	100.0%

REVOLVING FUNDS



A departmental revolving fund is a place to set aside revenue received, through fees and charges, for providing a specific service or program. The revenue pool is, in turn, a source of funds available to use by a department without further appropriation to support the particular service or program.

Most frequently, cities and towns create general departmental revolving funds under M.G.L. Ch. 44 Sec. 53E½. The fund is created with an initial Board of Aldermen authorization that identifies which department's receipts are to be credited to the revolving fund and specifies the program or purposes for which money may be spent. It designates the department, board or official with authority to expend the funds and places a limit on the total amount of the annual expenditure. To continue the revolving fund in subsequent years, annual approval of a similar article is necessary. Managers are also required, each year, to report on the fund and program activities.

Under Sec. 53E½, any expenditure from a revolving fund is restricted to the then current fund balance or to the authorized spending limit. If a revolving fund balance remains after total spending has reached the authorized limit, the balance carries over to the next fiscal year. Interest that accrues on a revolving fund balance under Sec. 53E½ reverts to the general fund. However, if the revolving fund is not reauthorized, any remaining balance closes to free cash, unless it is transferred by the legislative body to another revolving fund.

	FY2010	FY2011	FY2012
CABLE TELECOMMUNICATIONS	\$641,896	\$732,641	\$732,641
FIRST TIME HOMEBUYER	\$3,000	\$3,000	\$0
CONSERVATION	\$4,000	\$4,000	\$2,000
PLANNING AND ZONING	\$18,500	\$18,500	\$18,500
COUNCIL ON AGING	\$55,000	\$55,000	\$90,000
ENVIRONMENTAL - COMPOST BINS	\$6,000	\$15,000	\$15,000
PARKS REVOLVING	\$10,000	\$10,000	\$10,000
RECYCLING CARTS	\$15,000	\$15,000	\$15,000
DILBOY REVOLVING	\$70,000	\$70,000	\$26,900
TB REVOLVING FUND	\$1,000	\$1,000	\$1,000
DEDICATION SIGN ACCOUNT	\$3,000	\$3,000	\$3,000
YOUNG SOMERVILLE ADVISORY GROUP		\$20,000	\$5,000
SPECIAL EVENTS REVOLVING		\$15,000	\$15,000
SOMERSTREETS			\$5,000

SCHOOL DEPARTMENT



Of all Somerville’s wonderful amenities, its school system should be placed near the top. Somerville’s inspiring and excellent education is why public school enrollment is projected to increase. It is also why the City continues to fund the School District at a high level including a 1.67% increase in the local allocation for public schools. The District’s FY2012 budget of \$49,489,422 is a testament to the trust Somerville’s elected officials and residents have placed in the quality of teaching and learning going on in each of Somerville’s ten public schools.

The budget reflects the community’s commitment to continuing improvements in the following areas:

- Implementation of the Balanced Literacy Plan by (a) adding Literacy Instructional Coaches, (b) supporting model classrooms to serve as learning labs for all teachers, and (c) expanding the availability of reading materials, particularly original sources and unabridged works, in every school;
- Alignment of the District’s curriculum with new national learning standards (called “Common Core”) along with Massachusetts’ standards for high school graduation (called “Mass Core”);
- Expansion of accelerated credit recovery programs as one of several strategies to increase the number of high school students who earn their degrees in four years; and
- Ongoing improvement in the organization and delivery of middle-grades instruction.

These investments reflect School Committee goals, School Improvement Plans, feedback from teachers and other staff on effective practices in the classroom, research into what works in education and input from our partners in education: local universities and community organizations, students, and families.

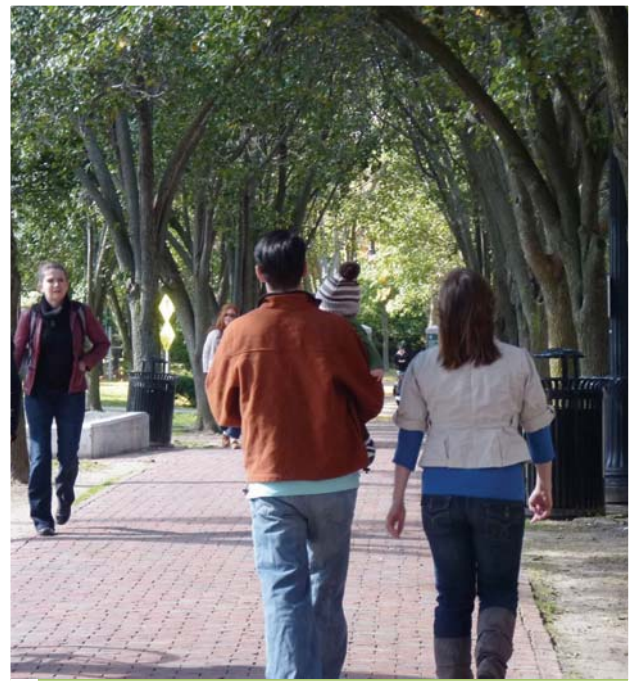
	Budget	Change	%
FY2010 Budget	\$47,759,034		
FY2011 Budget	\$48,677,466	\$918,432	1.92%
FY2012 Budget	\$49,489,422	\$811,956	1.67%

The bulk of the Districts’ budget – nearly 80% – pays the salaries of the dedicated teachers, paraprofessionals, support staff, and administrators who offer effective, data-driven, and caring instruction to the nearly 5,000 students enrolled in Somerville Public Schools. The FY2012 Staffing Plan includes continuing the expansion of the SMILE Pre-Kindergarten program at the West Somerville Neighborhood School, expanding Italian instruction as a middle-grades specialist subject at the Healey School, increasing Music staff to support increased interest in stringed instruments, and expanding Math and Literacy coaching to support teacher’ instructional improvements.

The remaining 20% of the budget supports operational expenses, including:

- Programming offered by the Somerville Family Learning Collaborative, the District department established in FY2011 to organize and promote workshops and activities to support parent/guardian engagement as partners in education in school, the community and at home;
- Implementation of the Healey/Choice unification plan;
- Supplies and material at every school including materials to upgrade the LEGO Robotics instructional program initiated through the District’s partnership with the Center for Engineering Education and Outreach at Tufts University; and
- Full funding for the Somerville Mediation Program, and essential component of the District’s Bully Prevention Plan.

APPENDICES



APPENDIX A: PERSONNEL TABLE

Department	FY2009	FY2010	FY2011	FY2012	FY11- FY12 Change
General Government					
Executive	6.00	5.00	5.00	5.00	0.00
SomerStat	4.00	4.50	4.50	4.50	0.00
Capital Projects	4.00	3.00	0.00	0.00	0.00
Somerville Promise Alliance	0.00	0.00	1.25	1.25	0.00
Council on Aging	5.00	5.00	5.00	5.00	0.00
Arts Council	2.00	2.00	2.00	2.00	0.00
Constituent Services	13.00	13.00	13.00	13.00	0.00
Sustainability & Environment	2.00	2.00	2.00	2.00	0.00
Communications	1.00	1.00	1.00	1.00	0.00
Personnel	5.00	5.50	4.50	4.00	-0.50
Information Technology	9.00	8.00	8.00	8.00	0.00
Elections	4.00	4.00	3.00	4.00	1.00
Veteran's Services	2.00	2.00	2.00	2.00	0.00
Treasurer	11.25	10.75	10.75	11.00	0.25
Auditing	13.00	13.00	13.00	13.00	0.00
Purchasing	5.00	5.00	5.00	5.00	0.00
Assessors	10.00	10.00	8.00	8.00	0.00
Internal Control	1.00	1.00	0.00	1.00	1.00
Grants Management	1.75	1.75	1.75	1.75	0.00
City Clerk	8.00	7.00	7.00	7.00	0.00
Law	7.00	7.00	7.25	7.25	0.00
OSPCD Admin & Finance	2.39	2.39	2.39	2.00	-0.39
OSPCD Transportation	1.78	1.78	2.28	2.28	0.00
OSPCD Planning & Zoning	4.50	4.50	4.50	4.00	-0.50
OSPCD Housing	0.50	0.35	0.35	0.35	0.00
OSPCD Economic Develmnt	2.25	2.98	2.98	2.98	0.00
OSPCD ISD	18.00	18.00	16.00	17.00	1.00
Public Safety					
Emergency Management	0.50	0.50	0.50	0.50	0.00
Fire Department	156.00	156.00	156.00	157.00	1.00
Fire Alarm	10.00	10.00	9.00	9.00	0.00
Police Department	138.50	139.00	137.00	141.50	4.50
E-911	14.00	14.00	14.00	14.00	0.00

Department	FY2009	FY2010	FY2011	FY2012	FY11- FY12 Change
Animal Control	1.50	1.50	1.50	1.50	0.00
Traffic & Parking	47.00	54.00	53.50	49.50	-4.00
Board of Health	20.40	20.60	22.25	22.50	0.25
Culture and Recreation					
Library	32.00	28.00	27.00	27.00	0.00
Recreation & Youth	10.60	7.50	4.00	4.50	0.50
Public Works					
DPW Administration	9.00	9.30	10.00	10.00	0.00
DPW Electrical	6.00	5.00	5.00	5.00	0.00
DPW Engineering	1.20	1.20	1.20	1.20	0.00
DPW Highway	34.00	32.00	31.00	31.00	0.00
DPW Buildings & Grounds	33.00	33.00	33.00	34.00	1.00
DPW School Custodians	54.00	55.00	32.00	32.00	0.00
DPW Weights & Measures	1.00	1.00	1.00	1.00	0.00
School Department					
Administrators	54.00	53.50	54.10	53.10	-1.00
Teachers	475.12	461.70	468.80	469.80	1.00
Paraprofessionals	132.40	122.00	125.80	127.80	2.00
Clerical	45.00	43.00	43.40	43.40	0.00
Food Services	42.80	42.80	38.80	38.80	0.00
Other	103.30	100.30	111.90	111.90	0.00
GRAND TOTAL	1,564.74	1,531.40	1,513.25	1,520.36	7.11

APPENDIX B-FINANCIAL POLICIES

› INTRODUCTION

The City of Somerville has an important responsibility to carefully account for public funds, to manage municipal finances wisely, and to plan and provide for the adequate funding of services desired by the public and as required by laws, rules, or regulations, including the provision and maintenance of public facilities and improvements. The budget and financial goals and policies in this document are intended to establish guidelines for the continued financial strength and stability of the City of Somerville.

› GOALS

Goals are broad, timeless statements of the financial position the City seeks to attain. The financial goals for the City of Somerville are:

- To provide full value to the residents and business owners of Somerville for each tax dollar by delivering quality services efficiently and on a cost-effective basis.
- To preserve the quality of life of Somerville residents by providing and maintaining adequate financial resources necessary to sustain a sufficient level of municipal services, and to respond to changes in the economy, the priorities of governmental and non-governmental organizations, and other changes that may affect financial well-being.
- To maintain the City's excellent Aaa (Moody's) and AA- (S&P) credit ratings.
- To employ balanced and fair revenue policies that provide adequate funding for desired programs.
- To maintain appropriate financial capacity for present and future needs.
- To promote sound financial management by providing accurate and timely information on the City's financial condition.
- To ensure the legal use of financial resources through an effective system of internal controls.

To achieve these goals and maintain sound fiscal practice, the City of Somerville will abide by the following budget policy statements:

› OPERATING BUDGET POLICY

- **Balanced Budget.** The annual operating budgets will be appropriated on a balanced basis, where operating revenues (estimated revenues) are used to fund operating expenditures/expenses (appropriations).
- Operating revenues include property taxes, motor vehicle excises, charges for services, interest earnings, license and permit fees, fines and forfeitures, regularly recurring governmental aid, and transfers in from other funds established for operating purposes.
- Operating expenditures/expenses include salaries and wages, employee benefits, equipment and improvements, depreciation (enterprise funds only), materials, supplies, and contractual costs.
- To the extent possible, one-time revenues that are not required by law or agreement to be expended for a particular purpose will only be used for capital purposes, augmenting of City reserves or emergency expenditures/expense.
- The Finance Director will annually estimate the costs of the City's obligations for providing benefits for City and Somerville Public School employees as part of the preparation of the annual operating budget.
- The operating budget will only be subsidized by the Stabilization Fund in emergency situations, and then for only a limited time.

› REVENUE POLICY

- The Finance Director is responsible for estimating revenues for the upcoming fiscal year. They will consult with other officials of the City as well as state officials and others with knowledge of state and local finance.

- Revenue forecasts for local receipts and state aid shall be conservative, using generally accepted forecasting techniques and appropriate data. Revenue deficits will be avoided at all costs.
- Each year and whenever appropriate, existing revenues will be re-examined and possible new sources of revenues will be explored to ensure all revenue potential is maximized. All fees are reviewed and periodically updated, as necessary.
- The City will strive to be informed and aware of all grants and other aid that may be available. All potential grants and other aid shall be carefully examined for matching requirements (both dollar and level-of-effort) and restrictive covenants, to ensure that participation in such grants will be beneficial and cost-effective.
- Each year and whenever appropriate, intergovernmental revenues will be reviewed to determine their short and long-term stability and to minimize the impact of any adverse changes. Intergovernmental revenues shall be used as legally prescribed or otherwise set forth by policy.
- A balance will be sought in the revenue structure between elastic and inelastic revenues, to minimize any adverse effects caused by inflationary or economic changes.
- One-time revenues will be used for capital improvements, additions to reserves or as legally restricted to a specific purpose.
- The City will carefully and routinely monitor all amounts due the City. An aggressive policy of collection will be followed for all receivables, including property taxes.
- User charges and fees will be set to recover approximately 100% of total direct and indirect costs.

› EXPENDITURE/EXPENSE POLICY

- Expenditures/expenses and purchase commitments will be made in a form and process that is legal, appropriate, funded, authorized and sufficiently documented.
- The balances in appropriation accounts will be monitored regularly to ensure that the total of expenditures/expenses and purchase commitments in any account do not exceed the authorized budget for that account.
- Requests for competitive bids, proposals, formal and informal quotes, and other methods of seeking and encouraging vendor competition will be obtained as required by law.
- Arrangements will be encouraged with other governments, private individuals, and firms, to contract out or cooperatively deliver services, in a manner that reduces cost and/or improves efficiency and effectiveness while maintaining service quality.
- The full direct and indirect costs will be calculated for any service provided for a fee or charge, or where there is a potential for the reimbursement of such costs.
- All appropriations shall lapse at the close of the fiscal year to the extent that they shall not have been expended or encumbered.

› RESERVES POLICY

A. Stabilization Fund

- The City of Somerville shall maintain a Stabilization Fund to provide the reserves that are required to protect the financial condition of the City.
- The City will work toward the goal of maintaining in the Stabilization Fund an amount equal to five percent (5%) of the total projected General Fund operating revenues for the next previous fiscal year.
- Interest earned on Stabilization Fund balances will be retained in the Stabilization Fund.
- Withdrawals from the Stabilization Fund will only be used for sudden and unexpected events such as a loss of a revenue source after the budget has been approved. Withdrawals from the Stabilization Fund will only be made by a two-thirds vote of the Board of Aldermen, only if the balances exceed the 5% target and will not draw the balance below that point.

Protection of Credit Rating Policy

- The City will not rely on reserves to sustain operating deficits. Use of such reserves will be limited to helping the City deal with short-term or emerging financial stress, but then the City will either reduce

spending to within the limits of recurring revenues, or seek approval for additional revenues from the voters of the City.

- The City will not defer current costs to a future date. This includes costs such as pension costs or benefits costs.
- The City will analyze the full-life costs of multi-year decisions. For example, acquiring or construction of new buildings will be conducted with an assessment of the operating costs of the building. Lease agreements will be conducted with an assessment of future budgets and the ability to make annual payments. Labor agreements will be negotiated with an analysis of the full costs associated with the terms of the agreement.

The City will follow the policies as outlined in this policy statement.

BASIS OF ACCOUNTING AND BUDGETING

› BASIS OF ACCOUNTING

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. “Measurable” means the amount of the transaction can be determined, and “available” means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The City considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

› BASIS OF BUDGETING

The City’s General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principals (GAAP). The major differences between the budget basis and GAAP basis of accounting are that:

1. Budgeted revenues are recorded when cash is received, except for real estate and personal property revenues, which are recorded as revenue when levied (budget), as opposed to when susceptible to accrual (GAAP).
2. Encumbrances are treated as expenditures in the year the commitment is made. Also, certain appropriations, known as special articles, do not lapse, and are treated as budgetary expenditures in the year they are authorized.