

City of Somerville
FY2014
Municipal Budget



Mayor Joseph A. Curtatone

A tall, cylindrical stone tower with a flag on top, set against a clear blue sky. The tower is made of large, rough-hewn stones and has a flagpole on top. The flag is the flag of the Commonwealth of Massachusetts, featuring a red field with a white five-pointed star and a blue canton with a white arm holding a broadsword. The tower is surrounded by bare trees and a fence at the base.

City Government

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Board of Aldermen

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John M. Connolly, Vice-President, At-large

Dennis M. Sullivan, At-large

Bruce M. Desmond, At-large

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Maryann M. Heuston, Ward 2

Thomas F. Taylor, Ward 3

Tony Lafuente, Ward 4

Courtney O'Keefe, Ward 5

Rebekah L. Gewirtz, Ward 6

Robert C. Trane, Ward 7

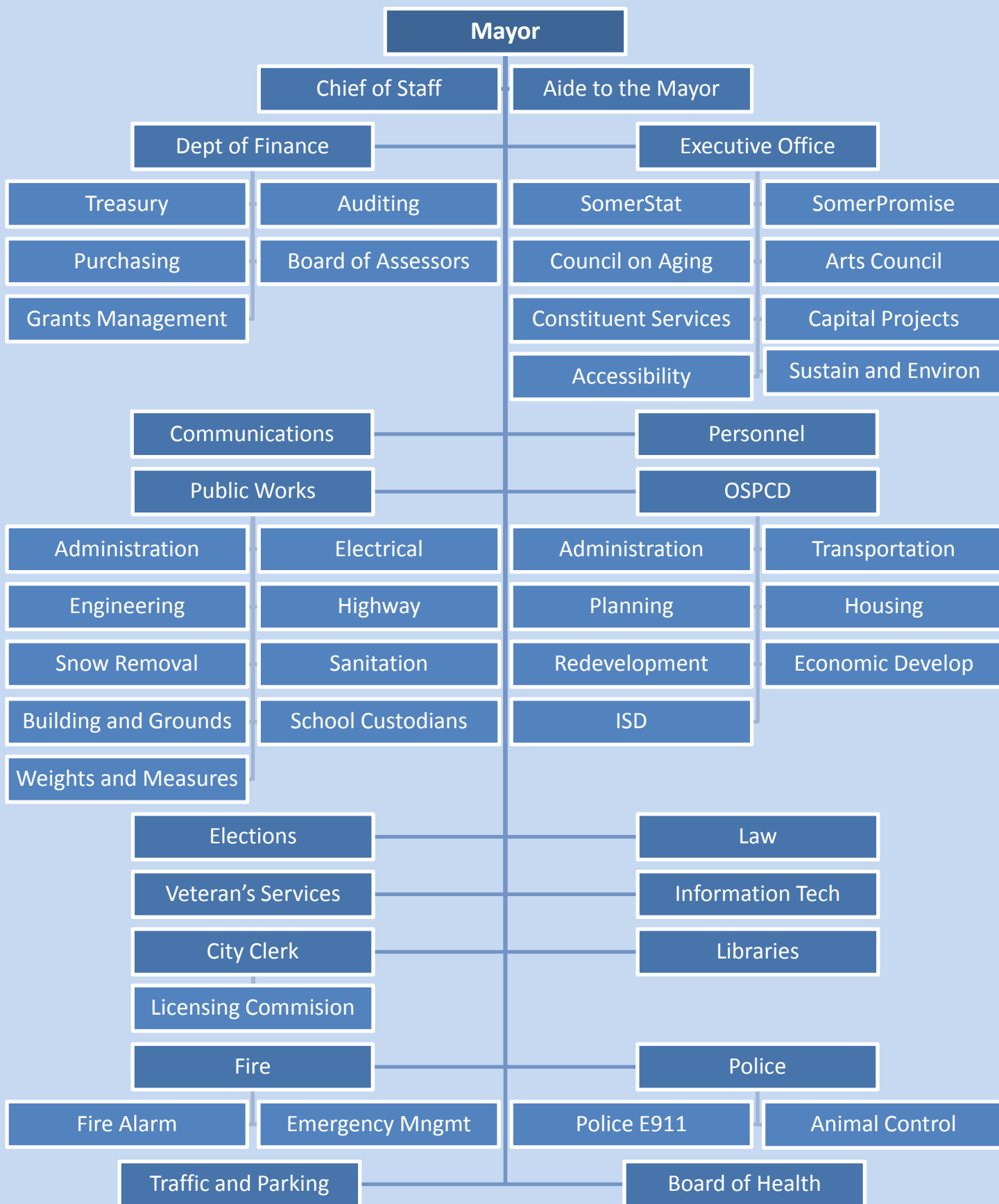
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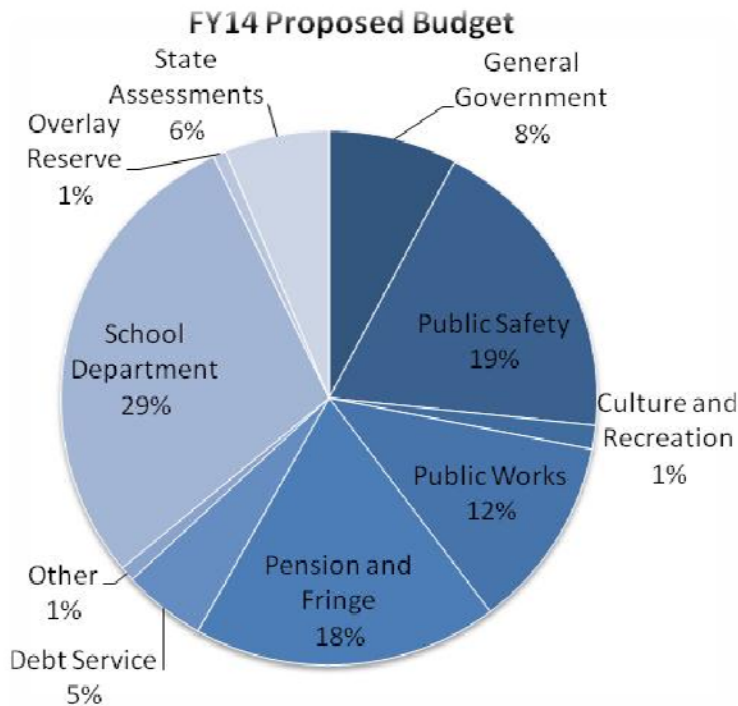
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SOMERVILLE ORGANIZATIONAL CHART



SUMMARY: FY2014 OPERATING BUDGET

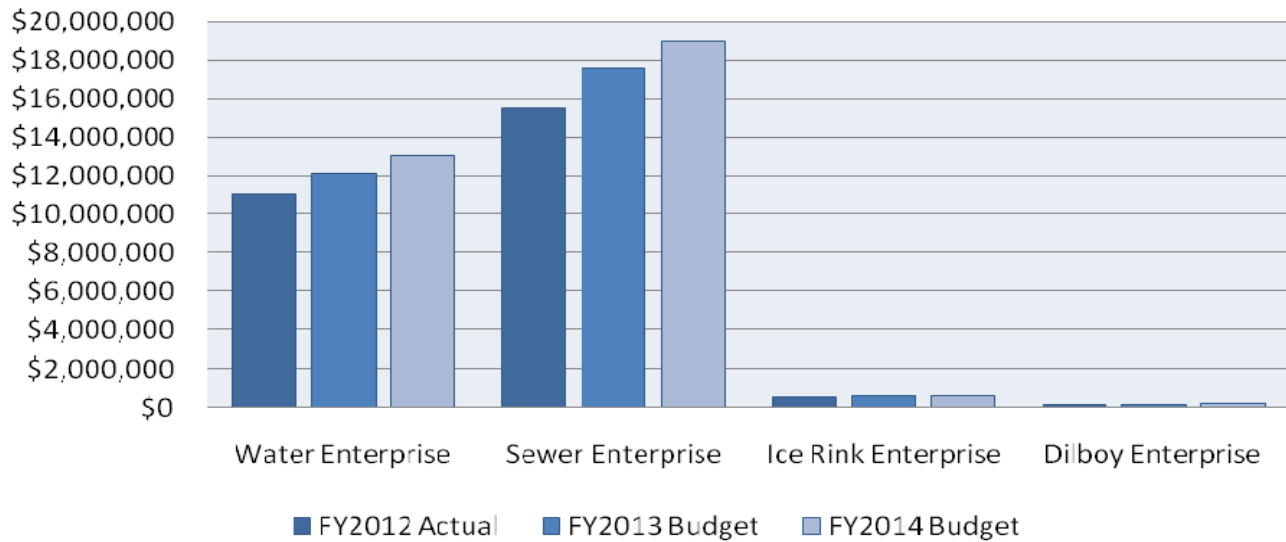
PROGRAM EXPENDITURES	FY2012 ACTUAL	FY2013 BUDGET	FY2014 BUDGET
GENERAL GOVERNMENT	\$9,560,620	\$12,280,768	\$15,048,934
PUBLIC SAFETY	\$30,704,602	\$35,419,878	\$36,928,975
CULTURE AND RECREATION	\$1,886,129	\$2,362,196	\$2,705,423
PUBLIC WORKS	\$18,927,925	\$20,549,329	\$22,782,276
PENSION AND FRINGE	\$44,269,654	\$34,733,964	\$35,913,552
DEBT SERVICE	\$8,889,695	\$8,998,327	\$9,672,724
OTHER	\$253,575	\$4,836,611	\$1,395,789
SCHOOL DEPARTMENT	\$48,677,466	\$52,545,257	\$56,590,504
OVERLAY RESERVE	\$1,400,000	\$1,400,000	\$1,600,000
STATE ASSESSMENTS	\$10,990,716	\$11,871,004	\$12,406,821
TOTAL	\$175,560,382	\$184,997,333	\$195,042,998



FINANCING SOURCES	FY2014 BUDGET
TAXES	124,838,346
PENALTIES AND INTEREST ON TAXES AND EXCISES	803,000
STATE AID	47,605,448
FINES AND FORFEITS	6,156,810
LICENSES AND PERMITS	5,697,398
FEES	1,291,800
MISCELLANEOUS RECURRING	696,938
OTHER REVENUE SOURCES	7,953,258
TOTAL	195,042,998

SUMMARY: FY2014 OPERATING BUDGET

ENTERPRISE FUNDS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 BUDGET
WATER ENTERPRISE	\$11,059,882	\$12,129,802	\$12,994,582
SEWER ENTERPRISE	\$15,504,099	\$17,577,012	\$18,994,423
ICE RINK ENTERPRISE	\$542,809	\$630,000	\$654,882
DILBOY ENTERPRISE	\$110,000	\$140,000	\$210,739



REVOLVING FUND EXPENDITURE CAPS		
	FY2013	FY2014
CABLE TELECOMMUNICATIONS	\$787,875	\$816,099
SOMERSTREETS	\$5,000	\$5,000
CONSERVATION	\$2,000	\$2,000
PLANNING AND ZONING	\$18,500	\$28,000
COUNCIL ON AGING	\$130,000	\$130,000
ENVIRONMENTAL - COMPOST BINS	\$5,000	\$5,000
PARKS REVOLVING	\$10,000	\$10,000
RECYCLING CARTS	\$15,000	\$15,000
TB REVOLVING FUND	\$1,000	\$1,000
DEDICATION SIGN ACCOUNT	\$2,000	\$2,000
YOUNG SOMERVILLE ADVISORY GROUP	\$5,000	\$5,000
SPECIAL EVENTS REVOLVING	\$10,000	\$10,000



CITY OF SOMERVILLE, MASSACHUSETTS

Joseph A. Curtatone
MAYOR

To the Honorable Board of Aldermen, Somerville Residents and Business Owners:

Budget season is upon us and in local papers across the state, we read about cities and towns touting spending plans that avoid layoffs or that maintain current services; as if the status quo should be a source of pride.

In Somerville, we are not satisfied with the status quo. The moment we are complacent is the moment when we will find ourselves falling behind. The budget I have recommended to the Board of Aldermen for the coming fiscal year does not contentedly rest upon our city's great achievements. It strives for more. It is a plan to own our future by making a down payment today.

The \$195 million operating budget is built around one purpose: listening to our residents and responding. The budget's foundation is the values espoused by our community. Residents have told us they want more education funding. They want more efficient city services that reach every person in Somerville, residential property tax relief and a long-term sustainable fiscal strategy for this city. This is what they demand and this budget delivers what they deserve, both now and in the future.

It includes a \$3.7 million increase for our schools. Last year we had one of the largest increases in funding for Somerville Public Schools in city history. We will surpass that increase in this year's budget, but it is not blindly throwing money at the schools and hoping for the best. These are targeted investments based on analysis of hard data that tells us we need to phase in universal preschool and provide students with more hands-on experience with cutting-edge technology. We need to expand foreign language to the 6th grade, increase outreach and continue to support the arts, all while rejecting the premise too readily accepted by so many other communities that enrichment programs should cost parents extra.



MAYOR'S MESSAGE

Our Inspectional Services Division needs reorganization and reinvestment. The 2010 report requested by my office said as much, pointing to a streamlined permitting process and additional staff to handle the huge workload as solutions to the department's problems. That is why this budget includes a new Superintendent of Inspectional Services who has a background in streamlining the permitting process for contractors and residents. It includes a new online permitting process that's easier and more efficient. Two additional ISD clerks will make the process faster, organize administrative tasks and improve customer service. We will work harder and smarter in responding to the community, protecting our quality of life in every neighborhood in square and tackling issues around trash, overgrowth, rodents and Dumpsters.



We will also realize cost savings in the future by investing now in preventive maintenance, protecting taxpayers from heftier bills down the line by maintaining the assets we have already invested millions of dollars in. The budget includes a new Department of Public Works fleet maintenance manager who will ensure upkeep of vehicles to prevent larger repair costs later. A buildings preventive maintenance manager will similarly shield taxpayers from incurring steep costs, while a GIS specialist will support the City's pavement and sidewalk preventive maintenance work with high-level mapping. For every dollar spent on preventive maintenance and pavement preservation on roads, we save \$6 to \$8 dollars on later reconstructions and rehabilitations. We need to maintain these assets as we maintain our own homes.

Although the city has made great strides in reaching out to all residents, 95 percent of City communications are either not translated or translated only rarely or occasionally. Our residents want to access the huge amount of information coming out of City Hall, and the more people we reach and can bring to serve on boards, seek employment, ask for services and work with us to solve issues, the better the quality of life across the city. A pilot program with two language liaisons run since March will turn into three part-time liaisons reaching our residents who speak Spanish, Portuguese and Haitian Creole - the three most common international languages in our diverse community. These are not mere translators, but true liaisons who will be out in the city, engaging and bringing in people who want to be part of the community.

Every one of these initiatives is a response to what the community has told us they want to see, while firmly rooted in the strategy that we must invest today with an eye on tomorrow. Playing the long-game has already yielded tangible positive outcomes for the city. The budget includes \$3.1 million in new growth, one of the highest new growth numbers in years. Any debate over whether the City made the right decision in Assembly Square can see that we are reaping the benefits right now. The District Improvement Financing bond for Assembly Square brings back \$1 million in new property tax revenue in this budget, easily ahead of schedule

MAYOR'S MESSAGE

and paying down the \$500,000 in debt owed on the bond this coming year, resulting in net revenue of \$500,000 for the city.

This is how Somerville will realize sustainable property tax relief – not through short-term gimmicks or cuts, but through investments that will fuel the urban renaissance throughout our city, unlocking more economic opportunities and broadening our tax base. We will rid ourselves of the Brickbottom waste transfer station, one part of a multi-prong approach to transform the front door of our city into a thriving neighborhood that further expands our commercial tax base. We must continue to play the long game and make sure we unlock other districts like those along the Green Line corridor, ridding ourselves of blight and knitting together vibrant, walkable and bikeable communities.

We still have the second lowest average residential property tax bill in the area, even with all the services we provide, with only Cambridge and its extensive commercial tax base lower than ours. Our per capita spending is fourth lowest in the state, another indication of our smart, strategic spending based on our community's values. And we've done all this despite losing more than \$23 million in state aid since the high water mark of 2000.

This budget invests in the next generation, continues our ongoing demand to deliver community services more efficiently and expands our commercial tax base in a smart, forward-looking way. This is a solid foundation for a sustainable fiscal future.

Sincerely,

Joseph A. Curtatone

Joseph A. Curtatone
Mayor



BUDGET TABLE

GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
GENERAL GOVERNMENT					
BOARD OF ALDERMEN	284,922	40,660			325,582
CLERK OF COMMITTEES	56,244	1,000			57,244
EXECUTIVE ADMINISTRATION	427,003	62,900	175,000		664,903
EXEC-SOMERSTAT	338,813	22,840			361,653
EXEC-CAPITAL PROJECTS	371,190	27,495		150,000	548,685
EXEC-SOMERVILLE PROMISE	75,000	120,000			195,000
EXEC-COUNCIL ON AGING	291,631	95,177			386,808
EXEC-ARTS COUNCIL	223,883	111,000			334,883
EXEC-CONSTITUENT SERVICES	648,833	21,850			670,683
OFFICE OF SUSTAIN & ENVIRON	156,584	2,500			159,084
OFFICE OF ACCESSIBILITY	60,231	10,000			70,231
COMMUNICATIONS	237,787	31,875			269,662
PERSONNEL	687,739	257,195	44,000		988,934
INFORMATION TECHNOLOGY	601,506	1,253,140			1,854,646
ELECTIONS	341,486	94,370			435,856
VETERAN'S SERVICES	112,346	489,819			602,165
FINANCE DEPT-TREASURER/COLL	649,452	276,500			925,952
FINANCE DEPT-AUDITING DIV	656,268	105,990			762,258
FINANCE DEPT-PURCHASING DIV	363,459	33,760			397,219
FINANCE DEPT-ASSESSING DIV	498,604	88,300			586,904
FINANCE DEPT-GRANTS DIV	112,431	4,456			116,887
CITY CLERK	405,292	154,506			559,798
LICENSING COMMISSION	10,800				10,800
LAW	603,993	125,900			729,893
OSPCD ADMINISTRATION	154,381	21,551			175,932
OSPCD TRANSPORTATION	142,580	179,080			321,660
OSPCD PLANNING	524,895	175,558			700,453
OSPCD HOUSING	107,447	2,300			109,747
REDEVELOPMENT AUTHORITY	18,000				18,000
OSPCD ECONOMIC DEVELOPMENT	101,648	90,417			192,065
INSPECTIONAL SERVICES	1,316,035	199,312			1,515,347
TOTAL GENERAL GOVERNMENT	10,580,483	4,099,451	219,000	150,000	15,048,934

BUDGET TABLE

GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
PUBLIC SAFETY					-
EMERGENCY MANAGEMENT	20,747	5,700			26,447
FIRE	14,823,601	401,100	50,400		15,275,101
FIRE ALARM	893,379				893,379
POLICE-E911	667,263				667,263
POLICE-ANIMAL CONTROL	98,883	15,150			114,033
POLICE	14,109,421	499,832	51,314		14,660,567
TRAFFIC AND PARKING	2,424,944	1,052,100			3,477,044
HEALTH	1,687,482	127,659			1,815,141
TOTAL PUBLIC SAFETY	34,725,720	2,101,541	101,714	-	36,928,975
					-
CULTURE & RECREATION					-
LIBRARIES	1,632,941	314,149			1,947,090
RECREATION	650,808	105,525			756,333
TOTAL CULTURE & RECREATION	2,283,749	419,674	-	-	2,703,423
					-
PUBLIC WORKS					-
DPW - ADMINISTRATION	555,654	813,450			1,369,104
DPW - ELECTRICAL	312,858	229,000			541,858
DPW - ENGINEERING	150,706	256,100			406,806
DPW - HIGHWAY	2,139,675	1,259,845			3,399,520
DPW- SNOW REMOVAL		650,000			650,000
DPW - SANITATION		4,947,000			4,947,000
DPW - BUILDING & GROUNDS	2,096,848	6,765,003			8,861,851
DPW-SCHOOL CUSTODIANS	1,684,472	827,502			2,511,974
WEIGHTS AND MEASURES	91,373	2,790			94,163
TOTAL PUBLIC WORKS	7,031,586	15,750,690	-	-	22,782,276
					-
PENSION & FRINGE					-
HEALTH INSURANCE	21,938,830	58,500			21,997,330
LIFE INSURANCE & FLEX SPENDING	88,727				88,727
MEDICARE PAYROLL TAXES	1,250,000				1,250,000
WORKER'S COMPENSATION	413,927	277,850			691,777
UNEMPLOYMENT COMPENSATION	200,000				200,000

BUDGET TABLE

GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
PENSION ACCUMULATION FUND	11,457,093				11,457,093
NON CONTRIB PENSION		228,625			228,625
TOTAL PENSION & FRINGE	35,348,577	564,975	-	-	35,913,552
DEBT SERVICE		9,672,724			9,672,724
TOTAL DEBT SERVICE	-	9,672,724	-	-	9,672,724
OTHER					-
DAMAGE TO PERSONS & PROPERTY		175,000			175,000
SALARY CONTINGENCY	720,789				720,789
BUILDING INSURANCE		500,000			500,000
TOTAL OTHER	720,789	675,000	-	-	1,395,789
SCHOOL DEPARTMENT			56,590,504		56,590,504
TOTAL MUNICIPAL APPROPRIATIONS	90,690,904	33,284,055	56,911,218	150,000	181,036,177
OVERLAY RESERVE			1,600,000		1,600,000
STATE ASSESSMENTS					
RETIRED EMPLOYEES INSURANCE			2,700		2,700
AIR POLLUTION DISTRICTS			21,899		21,899
METRO AREA PLANNING COUNCIL			24,462		24,462
RMV NON RENEWAL SURCHARGE			298,420		298,420
MBTA			4,854,347		4,854,347
BOSTON METRO TRANSIT DISTRICT			1,039		1,039
SPECIAL EDUCATION			8,282		8,282
SCHOOL CHOICE SEND TUITION			6,559		6,559
CHARTER SCHOOL SEND TUITION			7,189,113		7,189,113
TOTAL STATE ASSESSMENTS			12,406,821		12,406,821
			-		-
GRAND TOTAL	90,690,904	33,284,055	70,918,039	150,000	195,042,998

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
(411000) PROPERTY TAXES	102,975,330	108,884,419	116,126,060	6.65%
(414200) TAX TITLE REDEEMED	1,290,345	-	-	0.00%
(414201) TAX LIENS REDEEMED	4,525	-	-	0.00%
(414500) TAX FORECLOSURE RED	2,180	-	-	0.00%
PROPERTY TAXES	104,272,380	108,884,419	116,126,060	6.65%
(415000) MOTOR VEHICLE	4,926,447	5,100,000	5,400,000	5.88%
(466002) URBAN EXCISE DEVELOP	130,883	125,000	125,000	0.00%
(468001) LOCAL MEALS EXCISE	1,100,878	1,079,622	1,189,963	10.22%
(468002) LOCAL ROOM EXCISE	603,840	598,429	672,323	12.35%
EXCISE TAXES	6,762,048	6,903,051	7,387,286	7.01%
(417001) INTEREST - PER PROP	3,240	4,000	4,500	12.50%
(417002) INTEREST - REAL ESTATE	202,857	180,000	200,000	11.11%
(417003) INTEREST - EXISE TAX	17,319	16,000	16,000	0.00%
(417004) INTEREST - TAX TITLE	100,443	100,000	125,000	25.00%
(417006) PENALTIES TAX TITLE	3,735	3,000	-	-100.00%
(417007) DEMAND & PENALTIES TAX	361,690	300,000	350,000	16.67%
(417009) PENALTIES NON CRIMINAL	64,285	69,365	41,500	-40.17%
(417010) PENALTIES NON CRIMINAL	106,888	117,291	66,000	-43.73%
PENALTIES AND INTEREST ON TAXES	860,457	789,656	803,000	1.69%
(418000) PAYMENTS IN LIEU OF	192,334	180,000	280,000	55.56%
PILOT PAYMENTS	192,334	180,000	280,000	55.56%
(432017) RESIDENTIAL TRASH FEE	85,600	90,000	55,000	-38.89%
(432019) ROYALTY FEES	247,970	250,000	20,455	-91.82%
(432020) SANITATION FEES	117,060	127,000	65,000	-48.82%
(445010) REMOVAL OF GARBAGE	-	2,400	-	-100.00%
CHARGES-TRASH	450,630	469,400	140,455	-70.08%
(432001) ADVERTISING FEES	600	600	600	0.00%
(432002) BUS CERTIFICATES	31,035	36,000	30,000	-16.67%

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
(432003) CERT OF LIENS	178,745	150,000	160,000	6.67%
(432004) CONDO APPL FEE	71,500	65,000	74,000	13.85%
(432005) CONSTABLE FEES	914	1,000	1,500	50.00%
(432006) COPIES OF RECORDS	91,082	90,520	91,000	0.53%
(432008) DETAIL SURCHARGE	174,339	183,500	173,500	-5.45%
(432009) FALSE ALARM FEE	58,700	70,000	45,000	-35.71%
(432010) FINGERPRINTING	2,390	2,000	2,000	0.00%
(432011) FIRE ALARM REIMB	84,613	80,000	100,000	25.00%
(432012) MISC FEES	29,350	20,000	30,000	50.00%
(432013) NEWSPAPER MACHINE FEE	650	3,600	-	-100.00%
(432014) NOTARIZATION	367	500	400	-20.00%
(432015) PARKING FINE CC FEE	0	0	145	100.00%
(432016) POLICE CRUISER FEES	5,060	6,300	6,000	-4.76%
(432018) RETURNED CHECK FEE	5,350	4,500	4,500	0.00%
(432021) SMOKE DETECTOR INSPEC	59,550	45,000	55,000	22.22%
(432022) SPGA FEES	1,515	1,125	1,125	0.00%
(432023) WITNESS FEES	142	100	100	0.00%
(432028) CURB CUT FEE	30,205	25,000	16,000	-36.00%
(432029) TEMPORARY NO PARK SIGN	42,615	40,000	45,625	14.06%
(432033) TAXICAB REINSPECTION	150	150	150	0.00%
(4320235) POOL FEES			7500	100.00%
(437002) BUS ROUTES REVENUE	-	500	-	-100.00%
(437003) BUS SHELTER AD	19,005	19,000	15,000	-21.05%
(437006) E-RATE REIMB	5,208	5,200	3,700	-28.85%
(445013) SEALING FEES	9,082	22,000	22,000	0.00%
FEES	902,167	871,595	884,845	1.52%
(436000) RENTAL INCOME	270,659	261,000	121,000	-53.64%
(436100) BUILDING USE REVENUE	33,590	33,590	57,000	69.69%
RENTALS	304,249	294,590	178,000	-39.58%
(437001) PLANNING AND ZONING	140,036	110,000	110,000	0.00%
(437004) COMMISSION MACHINES	526	500	500	0.00%

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
OTHER DEPT REVENUE	140,562	110,500	110,500	0.00%
(441001) CLUB RESTR LIC 7-DAY	21,400	21,400	23,000	7.48%
(441002) COMMON VICTUALLERS	51,850	52,000	55,000	5.77%
(441003) INNHOLDER LICENSE	2,000	1,500	1,500	0.00%
(441004) MALT & WINES EDC INT	-	-	3,200	100.00%
(441005) MALT BEV & WINE STORE	17,700	22,500	22,500	0.00%
(441006) MALT BEV/WINE REST	31,700	32,000	40,000	25.00%
(441007) PACKAGE STORE LIC	62,300	64,000	64,000	0.00%
(441008) RESTAURANT LIC LIQUOR	237,200	235,000	228,800	-2.64%
(441009) SPEC ALCOHOL LICENSE	3,250	3,000	2,000	-33.33%
(442001) AUCTIONEER LICENSE	-	150	-	-100.00%
(442002) AUTO AMUSM'T DEVICE	60	300	300	0.00%
(442003) BILL/POOL/BOWL LIC	780	1,000	960	-4.00%
(442004) BUILDERS LICENSE	100	350	350	0.00%
(442005) CLOSE OUT SALE	-	50	-	-100.00%
(442006) CONSTABLES LICENSE	4,200	3,750	3,750	0.00%
(442008) DOG KENNEL LICENSE	1,040	200	200	0.00%
(442009) DOG LICENSE	42,641	46,000	44,100	-4.13%
(442010) DRAINLAYER LICENSE	11,000	7,500	12,500	66.67%
(442011) ENTERTAINMENT LIC	34,450	32,000	40,000	25.00%
(442012) FUNERAL DIRECTOR LIC	570	570	570	0.00%
(442013) HAWKER/PEDDLER LIC	4,025	1,500	3,600	140.00%
(442014) JUNK DEALER LICENSE	3,750	3,000	3,750	25.00%
(442015) LIVERY/ LIMOUSINE	300	200	300	50.00%
(442016) LODGING LICENSE	19,800	22,000	22,000	0.00%
(442018) MILK LICENSE	7,375	9,205	7,500	-18.52%
(442019) MOVING VANS & PODS	96,170	109,000	75,000	-31.19%
(442020) OUTDOOR PARKIG SPACE	15,330	14,000	14,000	0.00%
(442021) OUTDOOR SEATING	4,350	4,500	4,500	0.00%
(442022) PHYSICAL THER LICENSE	7,500	5,053	8,500	68.22%
(442023) PHYSICIANS/ OSTEOPHTH	-	60	60	0.00%
(442024) SIGNS AND AWNING	2,500	3,750	4,000	6.67%

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
(442025) SPORTING LICENSE	17	-	-	0.00%
(442026) SWIM POOL LICENSE	2,880	2,880	2,880	0.00%
(442027) TAXI STAND LIC	4,350	4,500	4,500	0.00%
(442028) TAXICAB MEDALLION	37,500	33,250	30,250	-9.02%
(442029) USED CAR DEALER LIC	27,700	27,000	27,500	1.85%
(442031) FORTUNE TELLER FEE	-	-	500	100.00%
(442032) URBAN AGRICULTURE LIC	-	-	150	100.00%
(442033) BOA MOBILE FOOD VENDOR	-	-	150	100.00%
(445001) BURIAL PERMIT	3,110	3,600	3,600	0.00%
(445002) DUMPSTER CONTRACTORS	4,620	-	4,620	100.00%
(445003) EXPLOSIVE STOR FLAM	13,340	15,000	15,000	0.00%
(445004) EXTENDED RETAIL HOUR	9,375	5,500	8,250	50.00%
(445005) FLAMMABLE PERMIT	22,550	27,500	27,500	0.00%
(445006) GARAGE PERMITS	64,400	49,500	60,000	21.21%
(445007) MARRIAGE PERMIT	27,390	27,500	27,500	0.00%
(445008) POLICE REVOLVER PERMIT	6,738	5,500	6,500	18.18%
(445009) RAFFLE/BAZAAR PERMIT	100	250	250	0.00%
(445011) RESIDENT PARK PERMIT	1,350,069	1,640,000	1,596,000	-2.68%
(445012) RETAIL&FOOD PERMIT	180,480	178,766	183,000	2.37%
(445014) SWORN WEIGHER	-	300	300	0.00%
(448002) BUILDING PERMIT	2,885,755	1,424,442	2,317,358	62.69%
(448004) DUMPSTER PERMIT	28,500	27,500	35,000	27.27%
(448005) ELECTRICAL PERMIT	252,063	215,000	250,000	16.28%
(448006) GAS PERMIT	62,175	59,150	59,150	0.00%
(448007) GRANT OF LOCATION	11,394	11,000	11,000	0.00%
(448008) HOUSING CERTIFICATE	165	1,000	500	-50.00%
(448009) INSPECTION	49,643	35,000	60,000	71.43%
(448010) OCCUPANCY PERMIT	27,917	29,750	28,000	-5.88%
(448011) PLUMBING PERMIT	114,791	87,000	95,000	9.20%
(448012) SIDEWALK OPENING	155,850	115,000	135,000	17.39%
(477007) OPEN AIR VENDOR	150	150	150	0.00%
LICENSES AND PERMIT	6,026,363	4,721,576	5,675,548	20.20%

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
(468003) COURT FINES	11,290	7,000	5,000	-28.57%
(468006) MASS COURT MOVING VIO	388,628	350,000	370,000	5.71%
(477001) PARKING FINES	6,212,212	6,335,500	5,358,660	-15.42%
(477002) PARKING FINE SURCHARGE	216,809	240,000	66,000	-72.50%
(477003) LIBRARY FINES	15,290	15,000	20,000	33.33%
(477005) LANDCOURT/RECORDING	20,968	10,000	10,000	0.00%
(477006) ORDINANCE VIOLATIONS	388,695	435,778	330,000	-24.27%
(477009) RESTITUTION	120	500	500	0.00%
(477010) RMV NON RENEWAL	63,528	60,000	60,000	0.00%
(477011) TOBACCO FINES	300	1,500	1,500	0.00%
(477013) DELINQUENT PARKING	31,928	-	40,000	100.00%
(477014) EXPIRED REG & SAFETY VIO	198,110	420,000	270,000	-35.71%
(484005) TOWING CHARGES	45,575	35,000	45,000	28.57%
FINES AND FORFEITS	7,593,453	7,910,278	6,576,660	-16.86%
(482000) INVESTMENT INCOME	302,077	300,000	200,000	-33.33%
INVESTMENT INCOME	302,077	300,000	200,000	-33.33%
(437005) DPW RECYCLING REVENUE	78,641	90,000	-	-100.00%
(437007) VENDOR REBATE/REFUNDS	104	-	-	0.00%
(454001) MEDICARE	492,425	38,500	245,000	536.36%
(454002) OTHER FEDERAL DIRECT			60,429	100.00%
(468007) MEDICAID	650,639	551,460	695,000	26.03%
(468009) C OF M REIMB COLA	6,475	-	-	0.00%
(468010) C OF M REIMBURSEMENT	11,169	7,500	0	-100.00%
(484000) MISCELLANEOUS REVENUE	-617,128	5,300	16,211	205.87%
(484001) PRIOR YEAR	224,617	-	60298	100.00%
(484002) PROCEEDS FROM AUCTION	2,227	-	-	0.00%
(484004) SETTLEMENT OF CLAIMS	8,560	-	-	0.00%
(484012) BANK REVENUE SHARE	0	-	70000	100.00%
(494003) SALE OF VEHICLES	16,384	-	-	0.00%
MISC RECURRING	874,113	692,760	1,146,938	65.56%

REVENUE

GENERAL FUND REVENUE	2012 ACTUAL	2013 BUDGET	2014 APPROVED	% CHANGE
(461002) STATE REIM ABATE	313,863	313,231	308,703	-1.45%
(462001) SCHOOL AID CH 70	18,443,408	19,316,888	19,448,713	0.68%
(462004) MSBA REIMBURSEMENT	4,230,955	4,230,955	4,230,955	0.00%
(462005) CHARTER SCHOOL	756,775	1,116,310	1,343,233	20.33%
(466000) UNRESTRICTED GEN GOV	21,311,532	21,335,706	21,815,292	2.25%
(466003) VETERANS AND BENEFITS	169,046	217,667	333,552	53.24%
(468014) STATE QUALIFIED BONDS	664,719	-	-	0.00%
STATE REVENUE	45,890,298	46,530,757	47,480,448	2.04%
(493000) PREMIUM SALE OF BONDS	84,756	-	600,000	100.00%
(497002) TRANSFERS-SPECIAL REV	6,385,850	5,233,369	6,347,876	21.30%
(497003) TRANSFERS-STAB	308,675	-	-	0.00%
(497005) TRANSFERS-ENTERPRISE	1,048,097	1,105,382	1,105,382	0.00%
OTHER FINANCING SOURCES	7,827,378	6,338,751	8,053,258	27.05%
GRAND TOTAL	182,398,509	184,997,333	195,042,998	5.43%

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 many 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 artifacts 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.

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. The City boasts more than 50 spoken languages in Somerville schools and 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,

COMMUNITY PROFILE

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 City has more artists per capita than the City of Somerville. Local artists make the City one of the most vibrant and exciting arts centers in the country. With several umbrella groups sponsoring events including: 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.

Somerville has a mayor-city council form of municipal government. The Board of Aldermen consists of 4 at-large (citywide) 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. In 2006, the town was named the best run city in Massachusetts by the Boston Globe. In 1972 and again in 2009 the city received the All-America City Award.

SOMERVILLE FACTS AND FIGURES

Physical Description	
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

*Based on 2010 U.S. Census data

BUDGET OVERVIEW

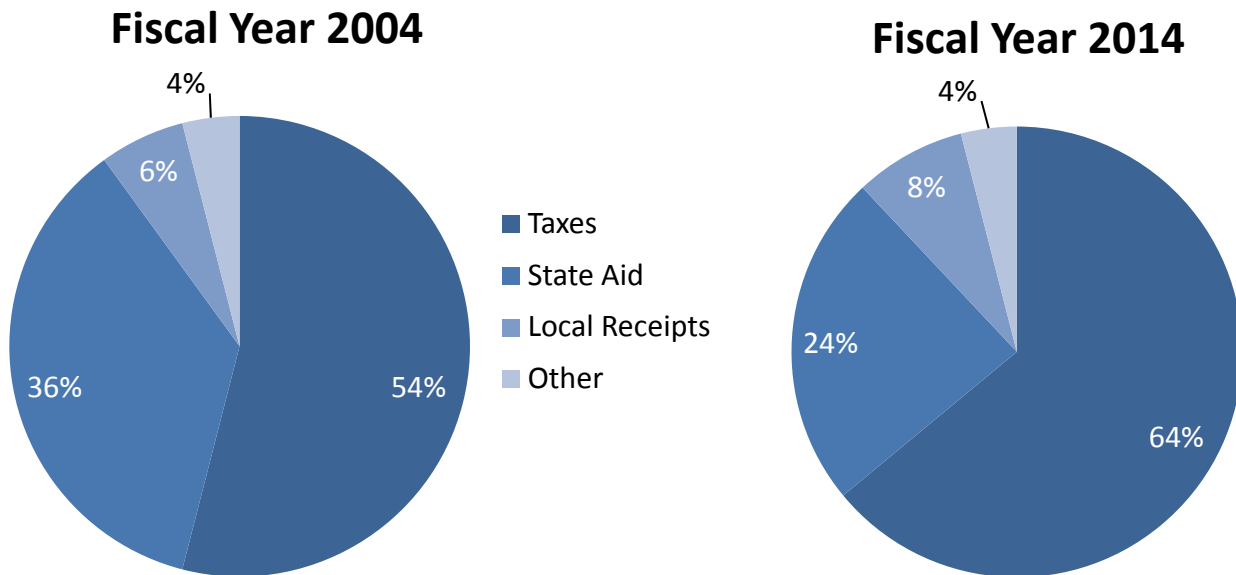
The FY2014 General Fund Municipal Appropriation for the Operating Budget is \$181,036,177 and was approved by the Board of Aldermen on June 29, 2013. The Budget Recapitulation (the final version of the budget) was passed by the Board of Aldermen on November 26, 2013. Assessments levied by the State Government 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 \$195,042,998. This is a 5.43% increase over Fiscal Year 2013. Below are explanations and details concerning the FY2014 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 64% of the City’s revenue base, State Aid approximately 24%, local receipts 8% and other funding sources 4%.

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 OVERVIEW

REVENUE ASSUMPTIONS AND PROJECTIONS

The City's policy is to budget revenues conservatively. Revenue projections for FY2014 are based on FY2011 and FY2012 actual collections, FY2013 projected collections, other historical trends and anticipated changes that impact the particular revenue source.

1. TAXES

FY2014 tax revenues are projected to be \$124,838,346. 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, 64% of the operating budget is funded from this revenue category.

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 \$116,226,060 and represent 59.6% of the total general fund operating revenues. The total property tax levy is projected to increase by 6.2% in FY2014 or \$6,677,044.

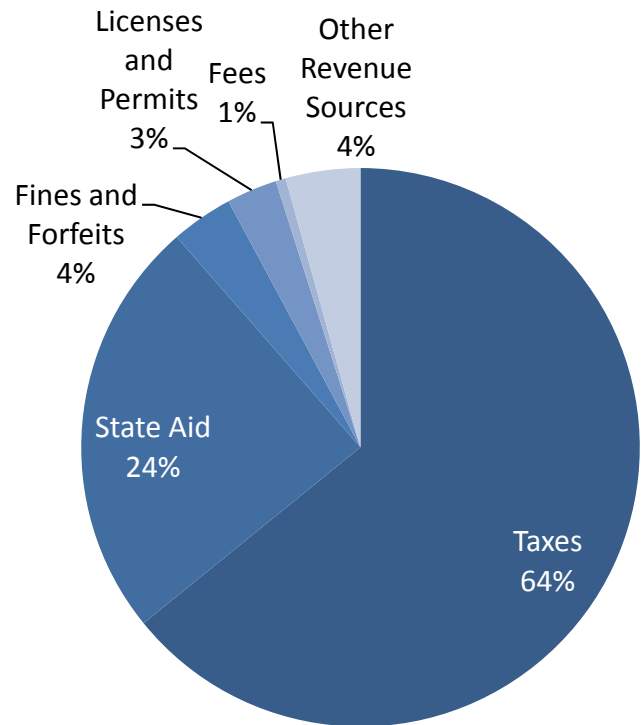
Real and personal property taxes are based on values assessed as of January 1 each year. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, 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 FY2012. 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, but particularly this year. The projected value of new growth for the FY2014 is \$3.5 million, much of this from Assembly Square. The District Improvement Financing bond for Assembly Square generated \$1 million in new property tax revenue in this budget, net revenue of \$500,000 for the city after discounting the bond's debt service.

FY2014 Revenue by Source



REVENUE OVERVIEW

TAX RATES		
Fiscal Year	Commercial/Industrial	Residential
2013	\$22.38	\$13.42
2012	21.85	13.09
2011	21.21	12.71
2010	20.44	12.30
2009	19.25	11.71

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 2013 Tax Rate (per \$1,000)	FY 2012 Tax Rate (per \$1,000)	FY 2011 Tax Rate (per \$1,000)	FY 2010 Tax Rate (per \$1,000)
Somerville	\$13.42	\$13.09	\$12.71	\$12.30
Brookline	\$11.65	\$11.40	\$11.30	\$10.97
Cambridge	\$8.66	\$8.48	\$8.16	\$7.72
Boston	\$13.14	\$13.04	\$12.79	\$11.88
Watertown	\$14.68	\$14.40	\$13.92	\$13.31

REVENUE OVERVIEW

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. With the small rebound in car markets and the accompanying increase in the sale of new cars, the estimated Motor Vehicle Excise increased by \$300,000.

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 \$672,323 are included in the FY2014 Budget, which is an increase of 12.3%. The projection is based on the last four quarters of actual revenues received at the time of the preparation of this budget—from April 2012 to April 2013.

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 \$1,189,963 an increase of 10.2%. Several new restaurants have opened recently in the Assembly Square area and other sites throughout the city. Meal Excise revenue continues to show strong growth for the city now and into the foreseeable future. The budget is based on the most recent four quarters of actual collections from April 2012 to April 2013.

Payments in Lieu of Taxes

The largest participant in the City's Payment In Lieu of Taxes (PILOT) program is Tufts University. The City has been in negotiations with the University to adjust the payment to reflect a more accurate valuation of the exempt property. The final terms have been settled and the total FY2014 budgeted PILOT amount is \$280,000, which is \$100,000 more than FY2013.

2. PENALTIES AND DELINQUENT INTEREST

The City receives interest and penalties on overdue taxes and excise taxes. This revenue is budgeted at \$803,000 in FY2014 based on projected FY2013 revenues and reflects a \$79,156 increase. The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes. These 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 FY2014 License and Permit revenue totals \$5,697,398. The largest revenue source in this category is building permits, which is budgeted at \$2,317,358 in FY2014. This is \$892,916 more than the amount budgeted in FY2013 and is based on the planned development at Assembly Square and other areas of the city. Residential Parking Permits are budgeted at \$1,596,000. This is a slight decrease based on FY2013 actual

REVENUE OVERVIEW

receipts.

4. FINES AND FORFEITS

Budgeted FY2014 revenue from Fines and Forfeits totals \$6,156,810 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 \$5,358,660 a decrease of \$976,840 from FY2013 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 decreasing.

The Traffic and Parking Department began to ticketing for expired/invalid vehicle registrations and expired vehicle safety inspections in FY2012. An estimated \$270,000 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 \$1,291,800, or less than 1% of all operating revenues. With the closure of the waste transfer station, the city will be missing \$250,000 in royalty fees that it previously collected as well as \$240,000 in rental income.

6. STATE AID

The FY2014 State Aid amount totals \$47,605,448 broken down as follows: \$43,374,493 from the State Cherry Sheet and \$4,230,955 as reimbursement from School Building Assistance Bureau (SBAB) funds.

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



REVENUE OVERVIEW

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.

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 \$30.9 million in FY2014.

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 \$8,650,196 for FY2014, which is a decrease of \$2,061,399 from FY2013.

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 \$200,000 has been included in the FY2014 Budget, which is \$100,000 less than last year.

Free Cash

Free Cash (also referred to as undesignated General Fund balance) 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
7/1/2011	\$ 7,646,537	\$ 6,411,148	\$ 3,500,000	\$ 1,300,000	\$ 1,000,000	\$ 611,148
7/1/2012	\$ 7,846,054	\$ 5,886,683	\$ 3,500,000	\$ 1,060,500		\$ 1,326,183
Average Certification Over Past 6 Years:				\$7,932,089		

The total Free Cash amount used to reduce the tax levy in the FY2012 Operating Budget is \$3,500,000 which is

REVENUE OVERVIEW

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 FY2014 budget will use \$261,894 of the City's Rainy Day Fund. 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 \$2,030,982 in parking meter receipts was appropriated in FY2014 to reduce the tax levy. This is similar to what was used in FY2013.

The indirect cost payment from the City's water and sewer enterprise funds to the General Fund will remain the same as last year.

APPROPRIATIONS OVERVIEW

INTRODUCTION

This section contains the FY2014 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*
- *Financial Summary Table*
- *Budgetary Changes from FY2013 to FY2014*
- *Organizational Charts*
- *Performance Review:*
 - *FY2013 Accomplishments*
 - *FY2013 Goal Review*
 - *Performance Metrics*
 - *FY2014 Goals*
- *Appropriation Breakdown by Line Item*
- *Personnel Listing*

FY2014 OPERATING BUDGET OVERVIEW

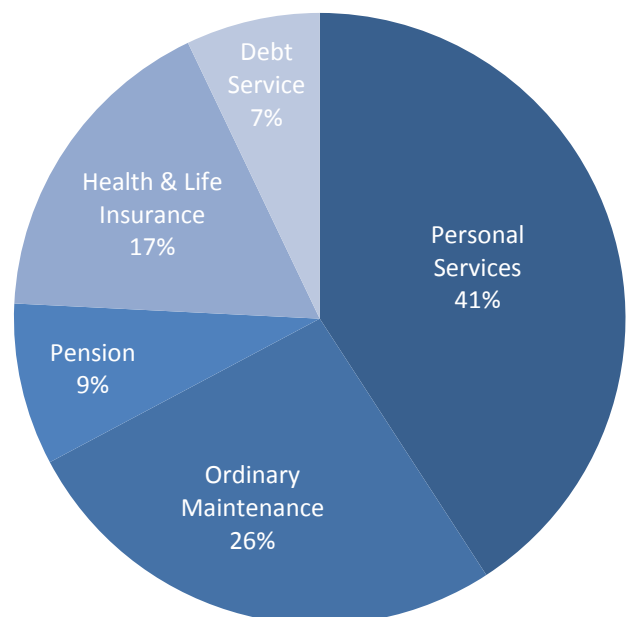
Personnel costs are the largest expense category of the City's Budget. Personnel services include salary, fringe, overtime, and contractual benefits. This year personnel expenses represent 67% of the total budget. Ordinary maintenance expenses include equipment, supplies, and contractual services and represent 26% of the total budget. Capital and special items represented less than 1%; debt service is 7% of the budget. The personnel expense percentage of the budget increased slightly in FY2014. There are a few factors that played into this increase. First, the number of Full-Time Equivalent (FTE) employees increased; second, the non-union wage study recommendations were implemented; and third, collective bargaining increases—most notably SMEA which had been without a contract for several years. 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 below, School Department spending (\$56,590,504) is followed by Public Safety (\$36,942,051), Pension and Fringe benefits (\$35,913,552), Public Works (\$22,835,263), General Government (\$15,159,237), State Assessments (\$12,375,653), etc.

General Government

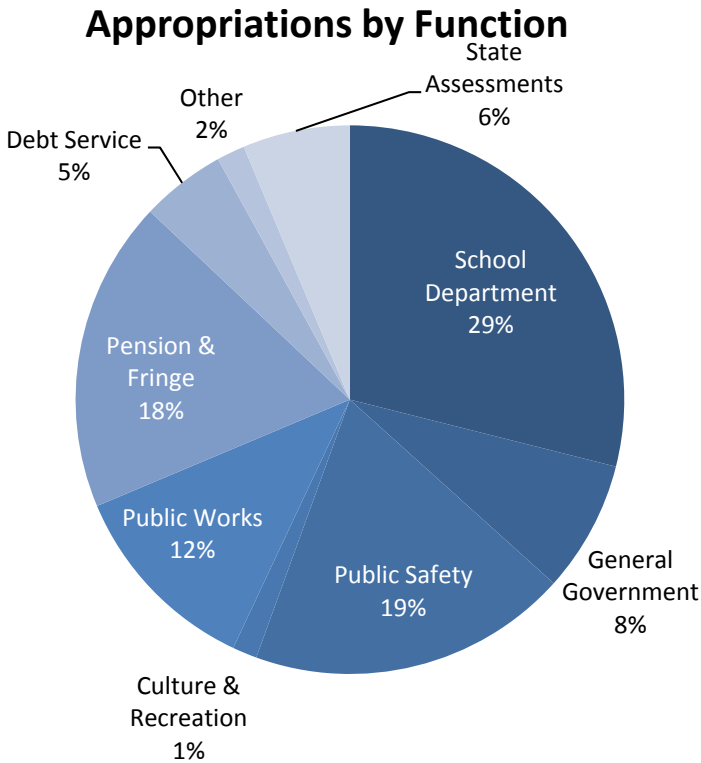
The General Government appropriation increased by \$2,768,166 or 22.5% from the FY2013 Budget. The increase is due to collective bargaining step

Appropriations by Service



APPROPRIATIONS OVERVIEW

increases, non-union wage adjustments, and hiring seven new full-time employees. The seven full-time positions are as follows: Community Preservation Act Manager, Community Relations Director, Preventive Maintenance Manager, two ISD junior clerks, ISD Code Inspector and a Human Resources Generalist. Two Language Liaisons and an Advertising Agent were the new part-time positions. These positions are detailed in the departmental budgets later on.



Public Safety

The Public Safety budget increased by \$1,509,097 or 4.3%. The majority of this increase is due to collective bargaining step increases. There was no change in staffing levels.

Culture and Recreation

The Culture and Recreation budget increased by 14.5% or \$343,277. Again most of this increase is due to collective bargaining salary increases and the wage adjustment for non-union employees. A \$34,000 increase was included for part-time salaries and an Assistant Library Director was added to the budget.

Public Works

The Public Works Budget increased by \$2,232,947 from FY2013 to FY2014, an increase of 10.9%. The Public Works Department will be implementing a new fleet management program, headed by a new Fleet Manager. The program includes a GPS and gas monitoring system.

Pension and Fringe

After transitioning to the State’s Group Insurance Commission the City has continued to see very low premium increases. The average increase for FY2014 was 3.49%. The City’s pension funding obligation rose at a very reasonable rate as well at only 3.4%. In total the Pension and Fringe budget increased \$1,179,588.

Debt Service

The City’s debt service obligations rose by \$674,397 in FY2013 for a total budget of \$9,672,724. More information on the City’s debt service and capital projects planning can be found in the Capital Investment Plan 2014-2018.

School Department

The School Department’s appropriation increased by \$4,045,247—the largest single-year increase ever—to \$56,590,504 in FY2014. This school year will see many enhancements within the Somerville schools. For greater detail please see the Department’s FY2014 Budget, but included below is a brief summary of some of the School Department’s enhancements:

- Additional funding for Special Education services

APPROPRIATIONS OVERVIEW

- Expand student aspiration work
- Guidance program evaluation
- Expand Somerville Family Learning Collaborative
- Materials for 7 literacy playgroups
- Grade 6 Middle School Spanish materials
- Maintain shortened computer replacement cycle
- Materials and supplies for 2 SMILE Classrooms
- Equipment replacement
- Moving expenses for the transition to East Somerville Community School

The table below summarizes staffing changes within the School Department.

Staffing Changes	Teachers	Support/Other	Total
2 new SMILE classrooms	2	3	5
2 Kindergarten classrooms	2	2	4
1 Grade 2 classroom	1		1
SHS Intensive special education class	1	2	3
Grade 6 Spanish	1		1
String and percussion staff for X-Block	1		1
Unidos Program Dev. Specialist	1		1
Data Analyst		.4	.4
Decrease ESCS clerical staff		-1	-1
Decrease ESCS Utility aides		-.4	-.4
Total FTE	9.0	6.0	15.0

State Assessments

The State has assessed Somerville for an additional \$535,817. The State’s full assessment is \$12,406,821. As discussed in the “Revenue: State Aid” section, the amount of State Aid coming to Somerville is \$47,605,448. The FY2014 Net State Aid Amount is \$35,198,627.

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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	284,922	284,922	284,922	0.0%
ORDINARY MAINTENANCE	38,771	40,660	40,660	0.0%
GENERAL FUND EXPENDITURES	323,693	325,582	325,582	0.0%

BUDGET:

BOARD OF ALDERMEN	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	284,922	284,922	235,748	284,922	
SUB-TOTAL PERSONAL SVS.	284,922	284,922	235,748	284,922	0.0%
(524034) R&M - SERVICE	-	500	-	500	
(530011) ADVERTISING	535	2,000	1,137	2,000	
(534003) POSTAGE	-	100	-	100	
(542000) OFFICE SUPPLIES	479	800	770	800	
(542001) STATIONERY	760	800	495	800	
(542005) OFFICE EQUIPMENT	360	-	-	-	
(542008) BOOKS &	184	400	-	400	
(549000) FOOD SUPPLIES	1,853	960	513	960	
(558011) FLOWERS & FLAGS	100	600	400	600	
(578021) DIRECT EXPENSE	34,500	34,500	28,592	34,500	
SUB-TOTAL ORDINARY MAINT.	38,771	40,660	31,906	40,660	0.0%
TOTAL	323,693	325,582	267,655	325,582	0.0%

BOARD OF ALDERMEN

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	BASTARDI, MAUREEN	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	LAFUENTE, TONY	2,083.33	24,999.96	24,999.96
ALDERMAN WARD V	O'KEEFE, COURTNEY	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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	51,726	57,450	56,244	-2.1%
ORDINARY MAINTENANCE	885	1,000	1,000	0.0%
GENERAL FUND EXPENDITURES	52,611	58,450	57,244	-2.1%

BUDGET:

CLERK OF COMMITTEES	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	51,726	57,450	46,731	56,244	
SUB-TOTAL PERSONAL SVS.	51,726	57,450	46,731	56,244	-2.1%
(542001) STATIONERY	-	250	-	250	
(549000) FOOD SUPPLIES	885	750	-	750	
SUB-TOTAL ORDINARY MAINT.	885	1,000	-	1,000	0.0%
TOTAL	52,611	58,450	46,731	57,244	-2.1%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CLERK OF COMMITTEES	McWATERS. ROBERT	1,973.53	23,682.36	23,682.36
ASST. CLERK OF COMMITTEES	SILLARI, CHARLES	1,380.10	16,561.20	16,561.20
ASST. CLERK OF COMMITTEES	FORCELLESE, PETER	27.60/hr	16,000.00	16,000.00
				56,243.56

EXECUTIVE ADMINISTRATION

MISSION STATEMENT:

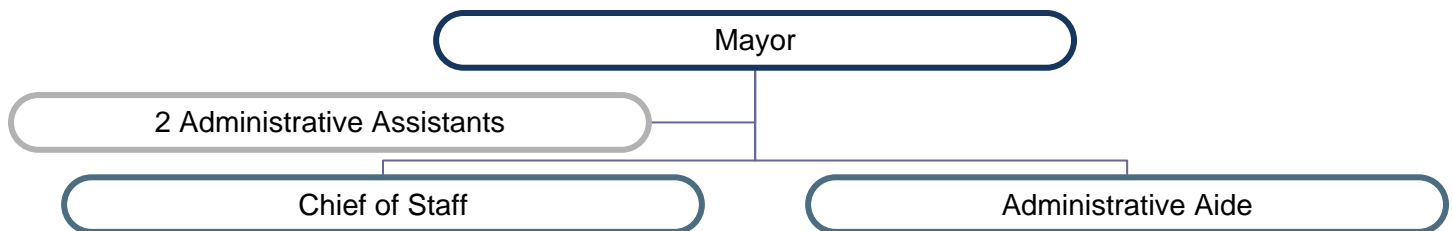
The City of Somerville strives to provide the most responsive and responsible public service in support of a safe, healthy, thriving community. We embrace innovation, foster maximum citizen participation in government, and practice sound fiscal management. We believe Somerville should be an attractive, 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	353,866	353,337	427,003	20.8%
ORDINARY MAINTENANCE	60,529	62,900	62,900	0.0%
SPECIAL ITEMS	104,979	170,000	175,000	2.9%
GENERAL FUND EXPENDITURES	519,374	586,237	674,903	15.1%

CHANGES BETWEEN FY2013 AND FY2014:

- Other differences in salaries are due to the market-adjustment for non-union salaries.

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

EXECUTIVE ADMINISTRATION

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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	353,866	353,337	383,913	427,003	
SUB-TOTAL PERSONAL SVS.	353,866	353,337	383,913	427,003	20.8%
(524034) R&M - SERVICE	2,509	4,000	2,509	4,000	
(530000) PROF & TECH SVS	1,050	3,000	1,176	3,000	
(534003) POSTAGE	-	100	14	100	
(538005) PHOTOGRAPHY	575	750	-	750	
(542000) OFFICE SUPPLIES	1,835	3,000	3,180	3,000	
(542001) STATIONERY	755	3,000	2,150	3,000	
(542002) PHOTOCOPYING	-	300	-	300	
(549000) FOOD SUPPLIES	16,102	13,000	10,543	13,000	
(558004) MAGAZINES/SUBSCRI	-	500	-	500	
(558011) FLOWERS & FLAGS	1,159	500	428	500	
(558012) BADGES	1,585	2,250	1,617	2,250	
(571001) IN STATE CONFERENCES	-	500	-	500	
(572000) OUT OF STATE	1,706	-	219	-	
(573000) DUES AND MEMB	33,253	32,000	33,433	32,000	

EXECUTIVE ADMINISTRATION

SUB-TOTAL ORDINARY MAINT		60,529	62,900	55,268	62,900	0.0%
(512002) SUMMER YOUTH		104,979	120,000	113,616	175,000	
(578022) DISPATCH STUDY		-	50,000	47,500	-	
SUB-TOTAL SPECIAL ITEMS		104,979	170,000	161,116	175,000	2.9%
TOTAL		519,374	586,237	600,297	674,903	15.1%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
MAYOR	CURTATONE, JOSEPH A.	2,788.47	145,558.13	145,558.13
CHIEF OF STAFF	DELORY, JANICE	1,882.13	98,247.19	98,247.19
AIDE TO THE MAYOR	BOUKILI, OMAR	1,538.46	80,307.61	80,307.61
EXECUTIVE ADMIN. AIDE	AYLWARD, NANCY	1,051.38	54,882.04	54,882.04
ADMINISTRATIVE AIDE	GEE, VERONICA	919.69	48,007.82	48,007.82
				427,002.79

MISSION STATEMENT:

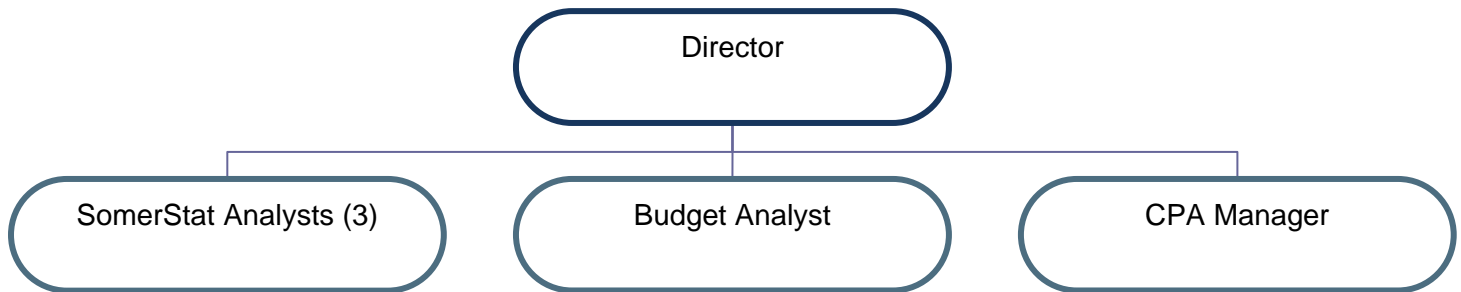
- To collaborate with departments to improve overall performance.
- To identify efficiencies and cost effective strategies that improve the delivery of city services.
- To increase resident engagement and well being.
- To foster a more responsive workforce through leadership training.
- To encourage transparency, accountability and a consistently high level of customer service.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	254,465	363,713	338,813	-6.8%
ORDINARY MAINTENANCE	16,972	31,340	22,840	-27.1%
GENERAL FUND EXPENDITURES	271,437	395,053	361,653	-8.5%

CHANGES BETWEEN FY2013 AND FY2014:

- The Resistat Program has been relocated to the Communications Department. 1.5 FTE and \$8,500 in Neighborhood Improvement monies were transferred to that department.
- \$15,000 was budgeted for a CPA Manager position on the general fund, with the remainder to be paid from estimated CPA proceeds, subject to appropriation.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Spearheaded the streetlight purchase, saving the City approximately **\$500,000/yr.**
- SomerStat 4.0: overhauled the structure and schedule of all regular “stat” meetings – effectively **doubling** the number of key meetings by reducing their duration to 30 minutes. We also added cross-

SOMERSTAT

departmental stat meetings, such as ACEStat and SystemStat, and automated the analysis of important datasets using statistical software.

- Oversaw more than **800 hours** of skilled volunteer work, and piloted SAIL (the Somerville Academy of Innovative Leadership) to increase that number.
- Performed crucial financial and statistical analysis on a wide range of topics, including rat infestations, family systems, pedestrian collisions, suicides, property crime, happiness, staffing needs, street conditions, and the City's solid waste management.
- Increased social media outreach by **130%**, and participation at ResiStat meetings by **10%**

FY2013 GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS
Make use of new datasets and analytical tools to increase public safety and government performance		
	Collaborate with the Police Department to work on a model for "Predictive Policing"	Model Complete; Implementation Ongoing
	Use accident and parking statistics to evaluate new traffic policies	SafeStart 2.0 Nearing Completion
	Use social media analytics in innovative ways to gain new insights into how residents feel about specific policies	Complete
Find more efficient ways to address systemic problems within the city		
	Increase collaboration between departments that would not collaborate otherwise	Complete: SystemStat, ACEStat, etc.
	Use predictive analytics to find connections between city services and outside factors that impact performance	Complete: developed a predictive model to better analyze the factors driving satisfaction with the City
	Increase collaboration with graduate students and local academics	Complete: oversaw 800 hours of graduate student work, and worked closely with professors from Harvard and MIT
Measure well being and evaluate the impact city services/policies have on residents		
	Collect baseline data via mail, phone and email survey	Mail survey is complete; Phone survey will get underway soon
	Use statistical methods to identify correlations between well being and city services	Found a correlation between satisfaction with the city and happiness (R-squared = .25).
	Hold a series of meetings with residents to share and further evaluate data	Complete
	Market approach nationally	Featured on the front page of the Sunday NYT as well as several other papers
	Work towards developing a well being index that can be shared nationally	Underway: second version of happiness survey will give us comparative context

SOMERSTAT

GOAL	STRATEGIC OBJECTIVE	STATUS
Measure and evaluate performance of departments		
	Continue to provide data analysis and performance tracking through SomerStat meetings	Complete: doubled the number of meetings
	Gather baseline and post baseline data on all performance indicators	Incomplete: decided that the ROI was not worth it for <i>all</i> indicators. Focusing now on Key Performance Indicators.
	Compare Somerville's performance to other Statnet member cities via a Common Measures Project	Examined comparisons with vehicle fleet maintenance, park maintenance and several other areas
	Continue to measure customer satisfaction with periodic surveys and ongoing mystery customer and comment box programs	Complete: sent out customer survey to randomly-selected residents
Facilitate more cross-departmental communication and collaboration to identify and solve problems		
	Solicit agenda items from SomerStat panel and department staff	Complete
	Develop and oversee FY12 City-wide goals exercise	
	Facilitate interdepartmental project meetings as needed	Facilitated important meetings on topics from contract settlement to streetlight operation
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	Complete
	Expand training to include staff at all levels	Complete
	Develop a LeaderStat panel to ensure cross departmental sharing and sustainability	Complete: the Adaptive Challenge Team
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	Partially complete: "shadowed" the Police Department, but still waiting to go on a ride-along
	Develop cost saving solutions for departments	Complete: e.g. the bubble closure
	Develop tools departments need for optimal performance	Complete
Increase engagement level of all residents through ResiStat program to help inform City policies and procedures		
	Develop and implement plan to increase engagement of subpopulations: Reach out to networked community members (religious leaders, nonprofit	Complete: created plan and piloted language liaison program

SOMERSTAT

GOAL	STRATEGIC OBJECTIVE	STATUS
	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.).	Complete: used Workflowy internally and introduced several departments to Twitter, Facebook, etc.
	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.	Complete: migrated list to Constant Contact, increasing read rates in the process
	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.	Complete
	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,	Complete
	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.	Incomplete
	Increase number of posts that share data or graphical maps	Complete
	Expand breadth of departments sharing data via ResiStat blog	Complete
	Partner with Aldermen, and other city depts., to coordinate community outreach.	Complete

SOMERSTAT

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Regular SomerStat meetings held	43	43	70	86
CompStat meetings held	0	0	35	20
ResiStat meetings held	13	12	16	18
Skilled volunteer hours overseen	N/A	N/A	800	900
Innovative programs launched	1 (LeaderStat)	1 (Happiness)	2 (SAIL, MIMBY)	3
Monthly Average Facebook Reach (to unique individuals)	N/A	30,000	70,000	

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Make use of new datasets and analytical tools to increase public safety	Finish SafeStart update and continue to analyze pedestrian collision data
	Work with the police and fire analysts to continually monitor public safety hazards
	Automate analysis for key health data – e.g. rat sightings, crime/blight reports, emergency response time, etc.
Improve satisfaction with the City for both residents and employees	Measure satisfaction and happiness for both groups using a scientific survey
	Correlate data to other metrics, and use modeling tools to predict what policies will increase satisfaction
	Share the survey results and analysis with city departments, nonprofits, and elected officials
Save the City money	Spearhead an effort to switch streetlights to LED technology
	Encourage and monitor other efforts to make the City's assets more energy efficient
	Provide financial analysis and consulting for key decisions, such as labor agreements, vendor contracts, capital planning, and project proposals
	Work with department heads to monitor overtime, sick time, and other variable spending
	Borrow cost-saving ideas from other governments and the private sector

SOMERSTAT

BUDGET:

SOMERSTAT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	254,465	363,713	338,742	338,813	
SUBTOTAL PERSONAL SERVICES	254,465	363,713	338,742	338,813	-6.8%
(524034) R&M - SERVICE	704	-	-	-	
(530000) PROFESSIONAL	8,000	21,240	14,500	21,240	
(530011) ADVERTISING	-	-	70	-	
(542000) OFFICE SUPPLI	545	600	218	600	
(542001) PRINTING & ST	180	-	60	-	
(542004) COMPUTER SUPP	-	500	-	500	
(542005) OFFICE EQUIPM	-	500	-	500	
(549000) FOOD SUPPLIES	177	-	-	-	
(571000) IN STATE TRAV	-	-	25	-	
(571001) IN STATE CONF	75	-	-	-	
(578014) NEIGHBORHOOD	7,291	8,500	2,247	-	
SUBTOTAL ORDINARY MAINT.	16,972	31,340	17,121	22,840	-27.1%
TOTAL	271,437	395,053	355,863	361,653	-8.5%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SOMERSTAT DIRECTOR	HADLEY, DANIEL	1,538.46	80,307.61	80,307.61
BUDGET ANALYST	WILLARDSON, DOUG	1,287.79	67,222.64	67,222.64
SOMERSTAT JUNIOR ANALYST	FAISON, AUSTIN	961.54	50,192.39	50,192.39
SOMERSTAT SENIOR ANALYST	HARDING, JOHN	1,261.67	65,859.17	65,859.17
SOMERSTAT SENIOR ANALYST	STEWART, SKYE	1,153.85	60,230.97	60,230.97
CPA MANAGER	VACANT	1,442.31	75,288.58	15,000.00
				338,812.78

CAPITAL PROJECTS MANAGEMENT

MISSION STATEMENT:

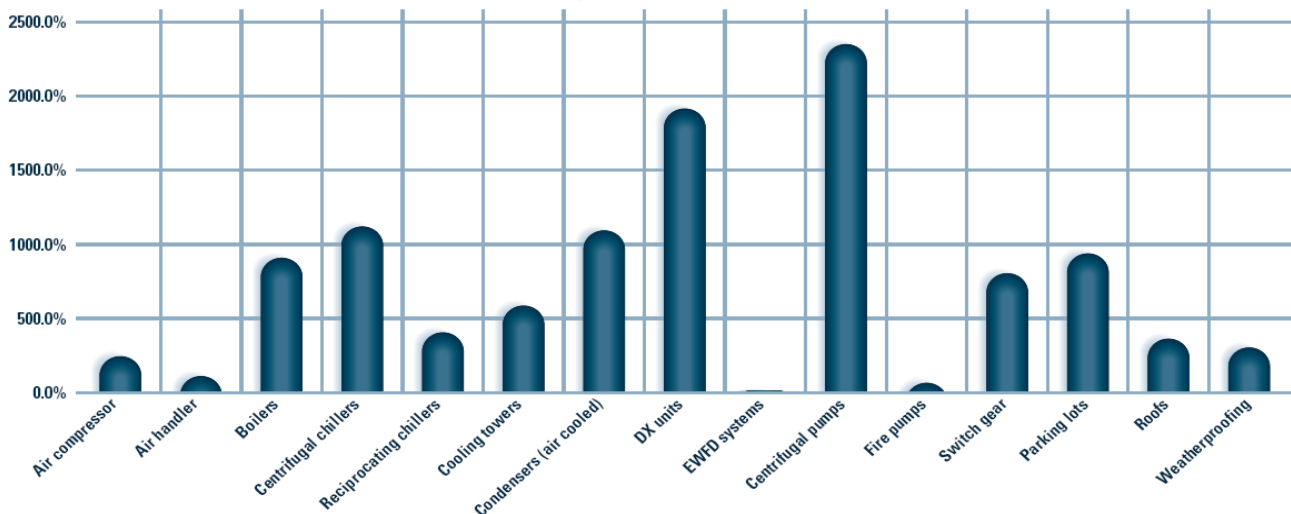
The Capital Projects Department plans, maintains, renovates and/or constructs City-owned property in accordance with the needs of the community. We will strive to have our properties, which consist of 32 buildings and approximately 2.2 million square feet of buildings, be of a sustainable design, and be safe and accessible. We will do so keeping the taxpayer’s interest and the environment in mind and strive to make these projects, as economical and energy efficient as possible.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	-	244,342	371,190	51.9%
ORDINARY MAINTENANCE	-	20,000	27,495	37.5%
CAPITAL	-	-	150,000	N/A
GENERAL FUND EXPENDITURES	-	264,342	548,685	141.7%

CHANGES BETWEEN FY2013 AND FY2014:

- A Preventive Maintenance Manager has been included in the budget. This position will use a proactive approach to building maintenance which occurs on a repetitive basis, or maintenance which protects warranties and guarantees for sustainable new construction. The timely completion of preventive maintenance tasks will increase equipment reliability and service life. For example, a simple \$100 relay switch that controls a critical piece of HVAC equipment, if not inspected and serviced on a regular preventive maintenance schedule, can fail, causing costly unnecessary repair/ replacement cost and significantly impact energy costs. Below is a chart showing the industry standard return on investment for preventive maintenance work.

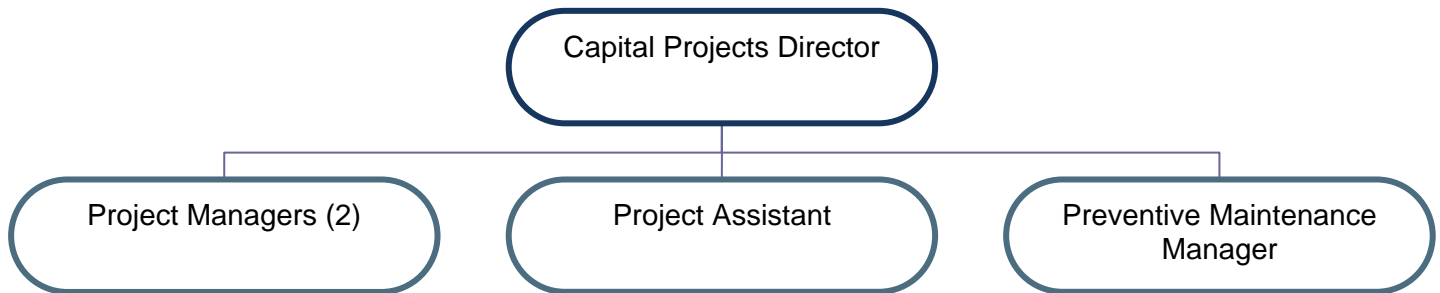
**Return on Investment of Equipment Types
Industry Standard vs. No Preventive Maintenance**



CAPITAL PROJECTS MANAGEMENT

- A \$100,000 appropriation for “House Doctor” contracts has been transferred from the Buildings & Grounds Division to Capital Projects.
- An appropriation of \$100,000 has been included to develop energy cost resolutions and energy retrofits for efficiency purpose. This funding will allow the City to implement energy efficiency projects that have a payback of 2 +/- years on investment through a reduction in annual utility bills.

ORGANIZATIONAL CHART:



PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Buildings Maintained	32	32	32	33
Preventive Work Orders Created	N/A	N/A	N/A	330
Projects in development/construction	N/A	N/A	6	8
% of Buildings with Master Plan	0%	0%	0%	50%

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Create a Master Plan for 16 of the 32 Buildings City-wide. Develop an asset management plan (pending capital funding).
	Negotiate contract with an architectural firm under M.G.L.’s Chapter 7
	Formulate a brief history of each city owned property.
	Identify existing conditions of the buildings and the mechanical systems within the buildings.
	Assess program needs of occupants.
	Identify life expectancy of the building/equipment& remaining useful life
	Identify health and safety concerns within each building.
	Assess program needs of occupants.
	List properties that are of historic value.
	Identify deferred maintenance issues.
	Provide cost estimates, to repair, replace, renovate or reconstruct.

CAPITAL PROJECTS MANAGEMENT

	List operational cost if building is to be renovated or newly constructed.
	Research impact on emergency shelter readiness.
Identify Energy Efficient Opportunities	
	Work with NStar Contractors at no cost to the city to identify energy saving projects.
	Pursue funding for energy saving projects and implement projects as funded.
	Implement projects with the lowest past back period to retrieve savings at the earliest opportunity.
Coordinate corrections for A.D.A. Compliance with the A.D.A. Transitional Team	
	List A.D.A. non compliance issues
	Justify funding for A.D.A. projects
	Pending funding, assist with the public bid process for A.D.A. projects by priority
Create construction documents which protect the cities interest	
	Develop contracts for designers and engineers in affiliation with the Attorney General's Office, Inspector General's Office and the City Solicitor to protect the cities best interest.
	Create a construction close out document list ensuring extra materials, as-builts, warranties/guarantees etc. are received in a quality controlled manner.
	Develop a list of construction standards for new and renovated building projects for sustainability.
	Share list with DPW, Engineering, ISD, SFD, SPD, OSPCD and seek further design criteria for sustainable design.
Develop a 5 year Capital Plan and Prioritize Capital Projects	
	Develop forms for receiving capital project information from department heads within a timeframe to meet the budget deadline.

BUDGET:

CAPITAL PROJECTS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	-	244,342	154,860	371,344	
SUBTOTAL PERSONAL SERVICES	-	244,342	154,860	371,344	51.9%
(524001) R&M BUILDINGS	-	-	-	-	
(530000) PROF & TECH SVS	-	20,000	7,730	20,000	
(530006) ENG & ARCH SERVICES	-	-	15,300	-	
(542000) OFFICE SUPPLIES	-	-	1,000	1,500	
(542001) PRINTING & STATIONERY	-	-	557	2,500	
(542006) OFFICE FURNITURE	-	-	2,218	-	
(542007) COMPUTER EQUIPMENT	-	-	178	-	
(558006) UNIFORMS				500	
(573000) DUES AND MEMB	-	-	740	1,495	

CAPITAL PROJECTS MANAGEMENT

(571001) CONFERENCES				1,500	
SUBTOTAL ORDINARY MAINT.	-	20,000	27,723	27,495	37.5%
(530000) PROF & TECH SVS	-	-	-	75,000	
(530006) ENG & ARCH SERVICES	-	-	-	75,000	
SUBTOTAL CAPITAL	-	-	-	150,000	N/A
TOTAL	-	264,342	182,583	548,685	141.7%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CAPITAL PROJECTS DIRECTOR	BANDINI, SKIP	2,115.38	110,422.84	110,422.84
PROJECT MANAGER	NUZZO, ED	1,682.23	87,812.41	47,812.41
PROJECT MANAGER	ODONOVAN, JAMES	1,538.46	80,307.61	80,307.61
PREVENTIVE MAINTENANCE MANAGER	VACANT	1,538.46	80,307.61	80,307.61
PROJECT ASSISTANT II	MITRANO, DEB	1,005.62	52,493.36	52,493.36
				371,343.83

SOMER PROMISE

MISSION STATEMENT:

The Somerville Promise Alliance is a community-wide effort to improve the educational outcomes of Somerville’s children and youth. SomerPromise focuses on aligning and mobilizing resources to address the academic, social, and environmental factors that affect student success. We are committed to equity and excellence in children’s lives during and out of school, from cradle to career.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	61,273	67,210	75,000	11.6%
ORDINARY MAINTENANCE	335	127,850	120,000	-6.1%
GENERAL FUND EXPENDITURES	61,608	195,060	195,000	0.0%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to minor changes in hours to-be-worked and an adjustment to the hourly rates.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Identified strengths and weaknesses of existing SomerPromise structure and focus. Dedicated resources this year toward clarifying approach and sharpening priorities.
- Supported submission of 5 grant applications
 - August: SPS awarded Early Learning Challenge Grant for Birth Through Grade 3 Alignment; \$160,723 over 2+ years; SPS was one of only five grantees statewide.
 - September: Tufts applied to Institute of Education Sciences for \$396,844 for addressing the early literacy achievement gap among low-income and dual language learners; we were turned down in first round and will be re-submitting based on our strong score.

SOMERPROMISE

- March: SomerPromise applied for and was awarded a \$10,000 grant from America’s Promise Alliance to develop a summer parent engagement project around early literacy for families in the Mystic/Healey community.
- March: The City and SPS, along with regional collaborators, were awarded \$38,326 as one of 27 national Community Innovation Challenge Grants and one of 5 in MA, to create School StatNet.
- April: SPS submitted a three-year Department of Education Physical Education Program (PEP) grant for \$1,399,006 to strengthen and align physical fitness, nutrition, and wellness activities for all SPS K-8 schools; Awards to be announced in October, 2013.
 - TOTAL GRANT DOLLARS APPLIED FOR (Aug 2012-April 2013) TO ALIGN WITH/SUPPORT SOMERPROMISE WORK = \$2,004,899 (Awarded 3 out of 4 and \$209,049 thus far)
- Also supported 2 proposals that went in through community groups (one of which was funded at \$21,118 for Mystic-based quality enhancement program) and are supporting the Working Cities Challenge grant planning. Additional research and writing in progress.
- Supported year-long collaboration between Healey School and the Boys and Girls Club of Middlesex County. Eleven students received intensive additional tutoring and support. Worked extensively to identify how various City youth-serving departments, school staff, and community groups can contribute to collaborative efforts.
- Conducted multiple performance management projects for SPS and municipal projects for the City
- Worked with social innovation firm Root Cause and stakeholders to develop a prospectus and plan for expanding SomerPromise’s scope and impact.
- Participated in Early Learning Challenge Grant alignment work.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Planning and Implementation		
	Conduct more detail-level planning concurrent to implementation of service provision to pilot families	Achieved
	Advance a comprehensive, collaborative, community change initiative model that will provide vision and mission for coordinated efforts among the City, the Schools, Tufts University, and several dozen community-based organizations	Well underway!
	Learn and utilize promising practices from select community change initiatives throughout the country. Increase resident involvement in issues pertaining to youth and their education and life preparedness.	1.Achieved 2. Well underway!
Evaluation		
	Collect data on pilot populations needs and progress toward meeting those needs and use such data to inform resource allocation in a timely manner.	Yes and No. Have changed approach, based on initial

SOMERPromise

		data.
	Secure funding for integrated data system.	Pending
Organizational		
	Strengthen and clarify roles and contributions of all initiative stakeholders, including City and School departments, Advisory Board, Network, staff, and volunteers.	Yes, in progress
	Serve as a bridge between school staff and parents around issues that are both directly and indirectly tied to academic achievement.	This role will shift to school and community.
Integration and Leveraging of Resources		
	Create a mechanism for harnessing the time, talent, and other resources that residents possess to address needs identified by SomerPromise stakeholders, including resident parents and youth.	In progress. Will be a priority in FY14.
	Serve as clearinghouse that aligns available resources with needs and documents impact. Identify trends and themes around successes and challenges in ensuring positive outcomes for youth and use this information to make recommendations at policy and systems levels.	In progress
Support for Performance Management in Schools		
	Work with School Department to gather and analyze data so that it can be used to inform decisions and interventions.	Yes

PERFORMANCE MEASURES:

MEASURE	FY13 PROJECTED	FY14 PROPOSED
Collaborators within City Departments	1. Mayor's Office 2. SomerStat 3. Library 4. Recreation (including youth services) 5. Health (including SuS and SCAP)	Same
Collaborators within SPS	1. Central Office 2. Healey School 3. Somerville Family Learning Collaborative, inc. Parent Child Home Program	Same
Collaborators among Community Groups	15+ Organizations, representing groups that provide basic needs, all forms and levels of education, afterschool, childcare, and support to hundreds of children, youth, and	Approx. Same

SOMERPROMISE

	families, inc. low-income residents and immigrants.	
Collaborators among Other Stakeholders and Supporters (Individuals, Funders, Consultants, aligned work at Regional/State/Nat'l level)	Approx. 6-8	Expected to increase
<p>Also...</p> <ul style="list-style-type: none"> Facilitated ongoing meetings with the SomerPromise Advisory Board and Children and Youth Study Team and were involved in ongoing meetings through the Early Childhood Advisory Council, Youth Workers Network, Jobs Advisory Council, Mystic Providers, School Committee, Healey Staff, the Tufts-led Integrated Data Systems project, and many more. Hosted 3 Tufts students as Tisch scholars and work study students. Learned from over 20 other community change initiatives nationwide. Participated in 2 national conferences. 		

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
1.	<p>Create working groups made up of knowledgeable stakeholders in our identified priority areas with initial focus on factors effecting Kindergarten Readiness and Third Grade Reading Proficiency.</p> <ul style="list-style-type: none"> Convene groups on ongoing basis to identify student needs and ability of community to meet needs. Use data to determine scope of intervention, including number of students to be served, intensity and duration of service(s), and cost. Engage with working groups to communicate student needs to SomerPromise staff and board so as to continue iterative process of prioritizing focus and securing funding.
2.	<p>Develop shared understanding of the approach to a cradle to career initiative that SomerPromise is going to undertake. Increase awareness of what systemic alignment of resources and priorities looks like (timeline, budget, evidence-based strategies) and build support of all kinds for advancing this work.</p> <ul style="list-style-type: none"> Work with members of alliance to transition from thinking about what we're currently doing to developing short term and long term plans. Begin process of identifying and approaching individual donors.

SOMERPROMISE

BUDGET:

SOMERPROMISE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	61,273	67,210	65,134	75,000	
SUBTOTAL PERSONAL SERVICES	61,273	67,210	65,134	75,000	11.6%
(530000) PROF & TECH SVS	-	127,500	86,050	119,500	
(542000) OFFICE SUPPLIES	335	200	46	200	
(549000) FOOD SUPPLIES	-	150	-	300	
SUBTOTAL ORDINARY MAINT.	335	127,850	86,096	120,000	-6.1%
TOTAL	61,608	195,060	151,230	195,000	0.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PROJECT DIRECTOR	DOHERTY, ANNA	862.07	45,000.00	45,000.00
COORDINATOR	VACANT	670.50	30,000.00	30,000.00
				75,000.00

COUNCIL ON AGING

MISSION STATEMENT:

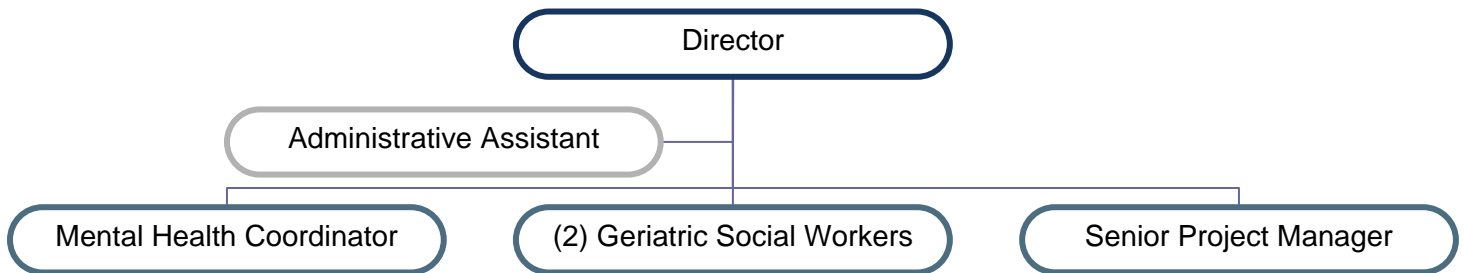
The Somerville Council on Aging (COA) provides comprehensive services that enhance the lives of the older adult population and enrich the community at large. The COA is deeply committed to providing programs that reflects the health and wellness of the diversity of our older adult population. We promote and support the concept of aging in place in our community. We promote and safeguard the health and independence of older adults 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 older adults in the community and other support programs.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	168,559	217,486	291,631	34.1%
ORDINARY MAINTENANCE	33,476	41,375	95,177	130.0%
GENERAL FUND EXPENDITURES	202,035	258,861	386,808	49.4%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



COUNCIL ON AGING

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Created to raised gardens at the Ralph & Jenny Center
- Began the Fit 4 Life program with 75 participants
- Held Monthly Shine Hours served over 100 clients
- Created and held monthly therapeutic programs
- Increased our volunteer opportunities

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Improve the health and wellness of Somerville Elders through increased health and wellness programming		
	Add 2 new exercise programs with Tufts medical students	67 participants working with the OT and PT students.
	Plant herbs, spices and vegetables to use in our lunch program	15-20 ongoing participants in the Garden Club
	Introduce quarterly therapeutic groups; i.e. music, art, and reminiscence	30-35 participants in the Art Therapy and Music Conversation programs
	Take the programs we do in the centers on the road to the community buildings	75 participants
	Develop a medical escort program utilizing volunteers	10-15 participants in the Medical Escorts and Volunteer program
	Hold monthly SHINE office hours in each of the three centers and quarterly meetings	150 participants
	Develop an Adopt a Senior program that has scholarships for clients that cannot pay for a program, training or trip	5 scholarships have been awarded
Improve connection and communication with Somerville Elders		
	Increase the number of client emergency forms in a computer database for clients to update information themselves	Increased completed client emergency forms to more than 250 and still collecting for FY13.
	Put the Snow Shoveling application and program online	Received 62 applications in FY1
	Development talks with the Police and/ or Fire for safety tips 6-8 times a year	135 attended first 2 meetings.

COUNCIL ON AGING

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Exercise Program Participants	N/A	30	67	75
Garden Club Participants	N/A	8-10	15-20	20

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Increase the fit 4 life to 150 members by spring of FY 14
	Increase the programming and outreach to LGBT community members
	Increase program to attract more men, boomers, and create a welcome program to new retirees in the city

BUDGET:

COUNCIL ON AGING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	168,417	217,486	247,334	291,631	
(513000) OVERTIME	142	-	-	-	
SUB-TOTAL PERSONAL SVS.	168,559	217,486	247,334	291,631	34.1%
(524000) REPAIRS AND	-	125	-	125	
(524034) R&M - SERVICE	250	325	250	450	
(527001) RENTAL - BUILDINGS	25,918	26,000	3,872	78,877	
(530000) PROF & TECH SVS	-	800	-	800	
(534003) POSTAGE	3,168	3,600	3,270	4,000	
(542000) OFFICE SUPPLIES	798	800	565	1,200	
(542001) STATIONERY	-	4,100	3,208	4,100	
(549000) FOOD SUPPLIES	3,342	4,500	2,976	4,500	
(558018) PROGRAM SUPPLIES	-	1,125	-	1,125	
SUB-TOTAL ORDINARY MAINT.	33,476	41,375	14,141	95,177	130.0%
TOTAL	202,035	258,861	261,475	386,808	49.4%

COUNCIL ON AGING

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	CINDY L HICKEY	1,366.81	71,347.48	71,347.48
ADMINISTRATIVE ASSISTANT	CONCETTA LORENTI	792.48	41,367.46	41,367.46
GERIATRIC SOCIAL WORKER	SUZANNE NORTON	1,188.73	62,051.71	62,051.71
MENTAL HEALTH COORDINATOR	NANCY O'CONNOR	594.37	31,026.11	31,026.11
GERIATRIC SOCIAL WORKER	LISA HEYISON	923.20	48,191.04	48,191.04
SENIOR PROGECT MANAGER	JANINE LOTTI	721.20	37,646.64	37,646.64
HEALTH & WELLNESS COORDINATOR	CHRIS KOWALSKI	865.60	45,184.32	9,036.86
				291,630.44

ARTS COUNCIL

MISSION STATEMENT:

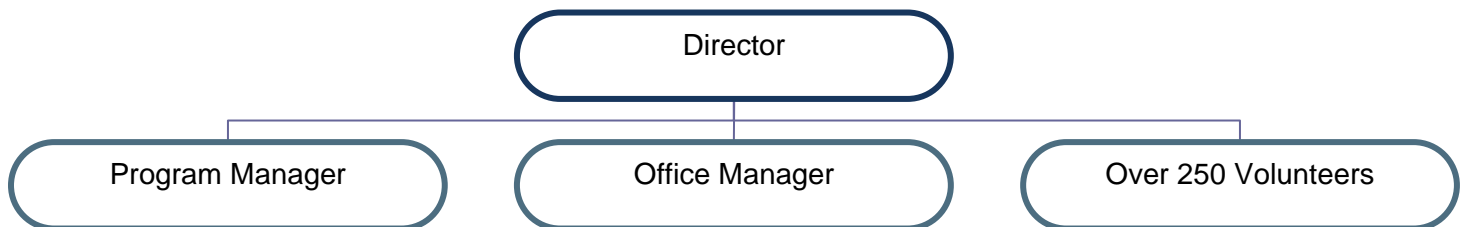
The mission of the Somerville Arts Council is to cultivate and celebrate the creative expressions of the Somerville community. Through innovative collaborations and quality programming we work to make the arts an integral part of life reflective of our diverse city. In addition, the Arts Council is active 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	98,264	112,888	223,883	98.3%
ORDINARY MAINTENANCE	987	101,000	111,000	9.9%
GENERAL FUND EXPENDITURES	99,252	213,888	334,883	56.6%

CHANGES BETWEEN FY2013 AND FY2014:

- The Community Relations Director was relocated from the Communications Department to the Arts Council.
- The Office Manager will now be a full-time position.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- The Council has expanded its capacity in the following programs; Art in the Garden serves more families through a new registration process. We are conducting a new seven part dance series; continuing with our Accordion Festival, and creating a new puppet performance series in East Somerville. We also published our Nibble book and have them placed in approximately 15 stores.

ARTS COUNCIL

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Have secured approximately \$180,000 for all programming.
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	Secured \$11,500 to purchase and install sculpture in Union Square.
	Continue development, with grant funding, for the Beacon project that will be on top of SCAT	Currently conducting Architectural and Engineering services to assess feasibility related to SCAT building.
	Continue development, with grant funding, for the Beacon project that will be on top of SCAT building	Ongoing
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%.	Yes, 22 youth received increased time.
	Expand Books of Hope book touring program to better serve youth and literacy	Yes, 8 tours to regional universities, bookstores, etc. were conducted
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	Complete with Somerville "Creative Cluster" section; new users added daily.
	Develop and publish a book focused on food and culture of Union Square and greater Somerville	Book was published and currently on sale in approximately 15 local businesses and on-line sales.
	Expand our City events that will guided/co-produced by Council but produced by outside groups.	This winter/spring we have create new work in collaborations. Working with Nave Gallery to conduct a phone booth public art project and Accordion Festival this spring. Working with Welcome Project to support a Tibetan Language/Culture program. Working with the Haitian Coalition to support a painting program for youth.
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	Panels are scheduled to be installed this May or June.

ARTS COUNCIL

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Develop a study to measure the asset base of the City's creative industry in terms of employment, wages, and tax base and comparing those metrics to the city's other major sectors.	Work with UMASS Center for Policy Analysis, OSPCD and SomerStat to develop surveys and research data that will inform the study.
Develop a more comprehensive tool kit and/or specific services to support the expansion of more artist studio space within the City.	Work with existing artist groups to identify groups of artist willing to group together to purchase or lease additional commercial space. To explore hiring a contractual coordinator to facilitate this information gathering and convening of groups. Coordinator would work directly b/w Arts Council, OSPCD/City and artist groups and property owners. Formalize a partnership with State agencies to help assist in this process.
Continue the expansion of programs and events that began in FY 13 to reach more residents.	To continue to partner with other non profits and artist groups to expand our services and events. To leverage our OM budget to raise more money through grants and earned income to expand services.

BUDGET:

ARTS COUNCIL	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	98,264	112,888	123,550	223,883	
SUB-TOTAL PERSONAL SVS.	98,264	112,888	123,550	223,883	98.32%
(530000) PROF & TECH SVS	-	100,000	66,061	100,000	
(534008) WEB SITE COST	593	-	-	-	
(542000) OFFICE SUPPLIES	394	1,000	999	1,000	
(585001) VEHICLES	-	-	-	10,000	
SUB-TOTAL ORDINARY MAINT.	987	101,000	67,060	111,000	9.90%
TOTAL	99,252	213,888	190,610	334,883	56.57%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	JENKINS, GREGORY	1,326.71	69,254.26	69,254.26
PROGRAM MANAGER	STRUTT, RACHEL	1,020.54	53,272.19	53,272.19
COMMUNITY RELATIONS DIRECTOR	CAMPBELL, CARLENE	1,103.64	57,610.08	57,610.08
OFFICE MANAGER	BALCHUNAS, HEATHER	842.27	43,996.64	43,996.64
				223,882.22

CONSTITUENT SERVICES

MISSION STATEMENT:

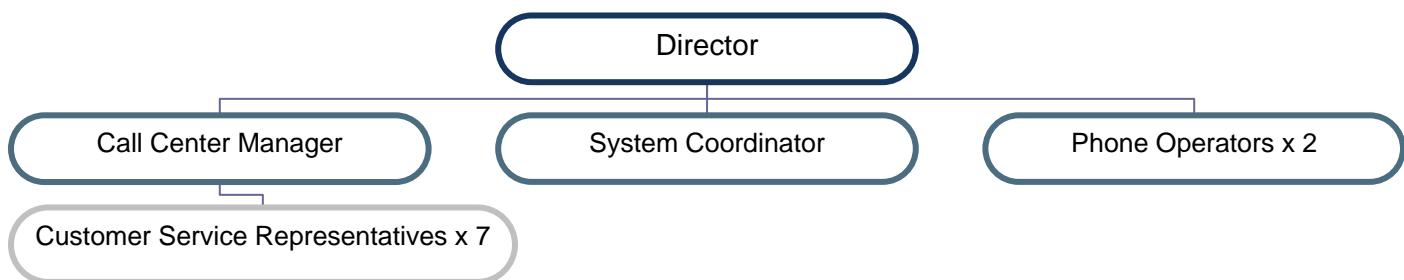
The Mayor's Office of Constituent Services' primary responsibility is the overall delivery of customer service throughout the City. This goal is achieved through the management of five primary point-of-contact centers in the City: the 311 call center; the City Hall welcome desk; the City's switchboard operators; the customer service operators at the public safety building; and online/electronic services (web, email, social media & mobile devices). To help achieve this goal, the Office of Constituent Services also provides high quality training courses to City employees.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	587,546	554,644	648,835	17.0%
ORDINARY MAINTENANCE	8,104	16,150	21,850	35.3%
GENERAL FUND EXPENDITURES	595,651	570,794	670,683	17.5%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Constituent Services as a whole exceed its goal of answering a minimum of 80% within 20 seconds or less, ensuring constituents are connected to a customer service representative in order to process their service request or answer their questions quickly and effectively. Service Level Agreement goal was met despite numerous major events that resulted in large spikes in call volume including a series of snow emergencies and Super Storm Sandy.

CONSTITUENT SERVICES

- Continue to provide translation assistance both internally and externally. Foreign language speaking staff handles incoming foreign language calls, serve as translators for all city departments and translate correspondence, flyers, brochures, and web content in a continuous basis. Additionally, staff makes use of 3rd party vendor for those languages not supported by internal staff ensuring that all constituents, regardless of their language needs, will receive the same level of assistance.
- Thorough review or work order system eliminating service requests that are no longer necessary, as well as add new service request types based on feedback from department heads and in-depth analysis of common requests that did not previously have their own service type from the selection menu.
- Increased our outreach on social media to include over 9,000 connections through Facebook and Twitter.

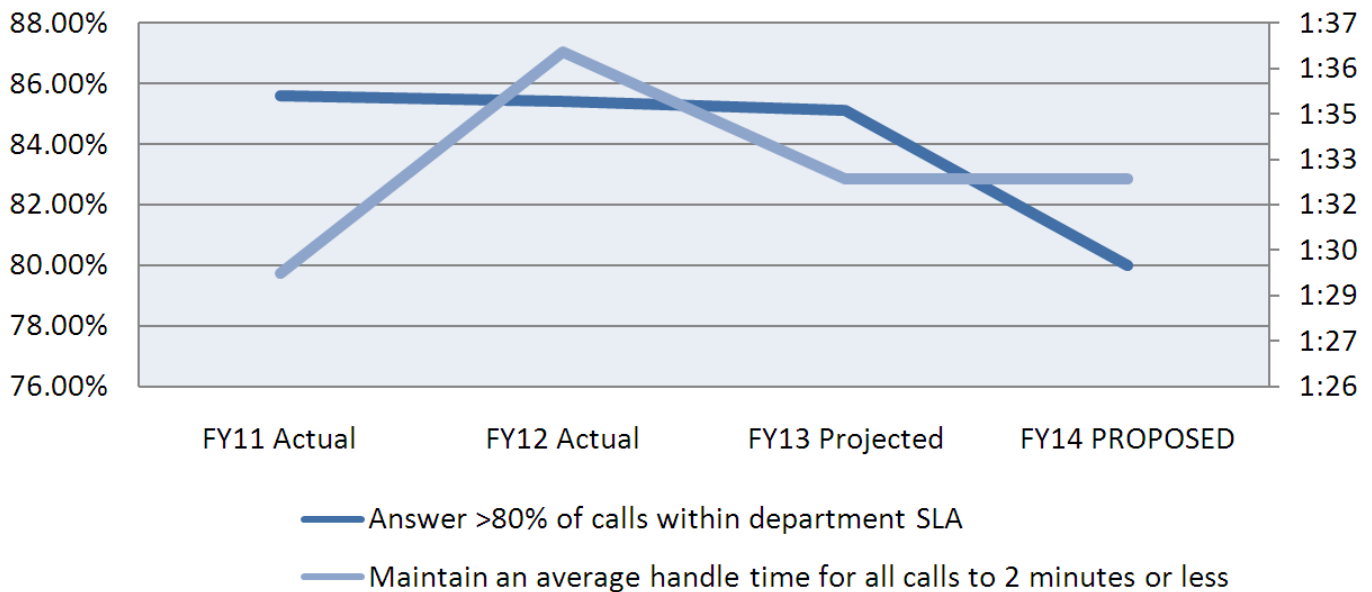
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Increase usage of 311 without hiring new operators		
	Drive traffic to the website through extended outreach and greater web visibility	With the help of the City website and social media we have been able to increase our outreach to and receive more input and feedback from constituents than ever.
Introduce new technologies to engage more residents		
	Work with a vendor to produce smartphone applications for each major platform	The City has signed on with CIC grant funded Commonwealth Connect program which is launching this summer. This will allow residents who use smart phones to connect with Somerville as well as over 3 dozen additional cities in MA all from one app.
	Release frequent reports on 311 data	The Socrata portal pushes out daily reports of all 311 work orders and is publicly available to increase transparency.
Increase call performance during snow emergencies		
	Put more basic snow information in the automated response	The “barge-in” message has allowed constituents to get the basic information needed for snow emergencies and other major events in the city, freeing up phone lines for other callers who require more in-depth information or have other questions. Some of these calls show up as “abandoned call” in the Cisco system; we are working with IT on a solution.
Answer calls in a timely manner after hours		
	Divert calls more quickly to a local call center	Reconfigured SPD queue to route calls to backup answering service after 45 seconds, previous wait time was 2 minutes. No limit on hold time during normal business hours remains.

CONSTITUENT SERVICES

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Answer >80% of calls within department SLA	85.61%	85.41%	85.12%	80%
Average queue time of 20 seconds or less	15 sec	15 sec	15 sec	<20 sec
Abandon rate of <3.5% of all calls to 311	5,287/108,703 (4.8%)	3,070/88,397 (3.5%)	3,263*/90,103 (3.6%*)	3.5%
<i>*Abandon rate data reflects higher than the actual number of abandoned calls due to the hang ups after the end of barge in message during transfer to 311</i>				
Maintain an average handle time for all calls to 2 minutes or less	1:30	1:37	1:33	1:33



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVES
Offer consistent, high-level customer service from 311 on a 24/7/365 basis	<ul style="list-style-type: none"> Ongoing training for 311 staff on policies, procedures and any other pertinent information from all departments we assist in order to deliver a quality experience for all constituent interactions. Strategic planning with afterhours answering service to ensure questions are answered correctly, work orders are processed properly by courteous, professional call takers with strong working knowledge of City services.
Improve city-wide delivery of services to constituents	Increase customer service-based training to all employees in the Constituent Services department.

CONSTITUENT SERVICES

Make more training seminars available for employees in all city departments, with a focus on front line staff.

Technical upgrades to 311 operations that will increase department performance

Replace existing PCs with laptops, enabling employees to take 311 calls remotely in the event of a snow emergency or other major event that could disrupt service within the call center. Continue with new CIC program so that all smart phone platforms will be able to make use of self-serve 311 work orders.

Replace call monitoring software so that managers are able to more effectively supervise calls and provide better coaching and feedback to employees.

BUDGET:

CONSTITUENT SERVICES	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	540,620	508,144	495,149	602,333	
(512000) SAL & WAGES TEMP	38,111	35,000	31,229	35,000	
(513000) OVERTIME	4,890	8,000	7,089	8,000	
(514006) LONGEVITY	2,725	2,800	2,800	2,800	
(515012) PERFECT ATTENDANCE	500	-	-	-	
(519004) UNIFORM ALLOWANCE	700	700	700	700	
SUBTOTAL PERSONAL SERVICES	587,546	554,644	538,967	648,833	17.0%
(530000) PROF & TECH SVS	2,470	2,900	5,100	6,600	
(530008) EMPLOYEE TRAINING	999	3,000	-	5,000	
(534003) POSTAGE	-	1,000	-	1,000	
(542000) OFFICE SUPPLIES	3,625	5,000	3,000	5,000	
(542001) PRINTING & STATIONERY	786	3,500	750	3,500	
(542006) OFFICE FURNITURE	225	750	-	750	
SUBTOTAL ORDINARY MAINT.	8,104	16,150	8,850	21,850	35.3%
TOTAL	595,651	570,794	547,817	670,683	17.5%

CONSTITUENT SERVICES

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	CRAIG, STEVE	1,584.96	82,734.91	82,734.91
SYSTEM COORDINATOR	COSTA, EILEEN	1,020.54	53,272.19	53,272.19
CALL CENTER MANAGER	VIVEIROS, ELENA	990.60	51,709.32	51,709.32
CUSTOMER SERVICE REP II	CONNELLY, LINDA	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP II	COOK, LORI	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP I	JOSEPH, WIDLINE	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP I	MOOS, JESSE	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP I	PERRONE, EMILY	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP I	MITCHELL, PAM	792.48	41,367.46	41,367.46
CUSTOMER SERVICE REP I	ROCHE, CHRIS	769.23	40,153.81	40,153.81
CUSTOMER SERVICE REP II	WRIGHT, HEATHER	792.48	41,367.46	41,367.46
OPERATOR, CITY HALL	DOUGLAS, NORMA	813.12	42,444.86	44,194.86
OPERATOR, CITY HALL	ALLEN, CAROL	813.12	42,444.86	44,194.86
				605,832.15

OFFICE OF SUSTAINABILITY AND ENVIRONMENT

MISSION STATEMENT:

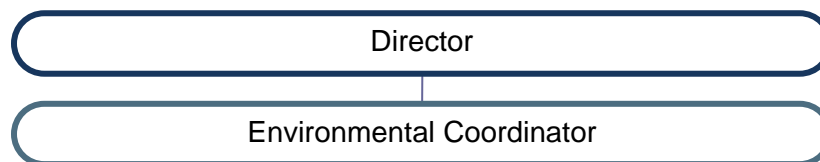
To identify, implement and promote cost effective strategies to reduce the environmental impacts of Somerville City government and Somerville businesses and residents. OSE strives to make Somerville a sustainable city by reducing the energy use and environmental impacts of City operations, adopting and 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	133,005	139,210	156,584	12.5%
ORDINARY MAINTENANCE	-	7,500	2,500	-66.7%
GENERAL FUND EXPENDITURES	133,005	146,710	159,084	8.4%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Expanded residents' opportunities to improve energy efficiency in their home through a partnership with NSTAR. Over 500 audits and 60 retrofit projects were completed.
- Expanded Zero Sort Recycling to commercial and large residential buildings. There were 150 new participants in the recycling program.
- Reduced amount of hard to handle waste (e-waste, white goods). Over 400 tons of e-waste was recycled.

OFFICE OF SUSTAINABILITY AND ENVIRONMENT

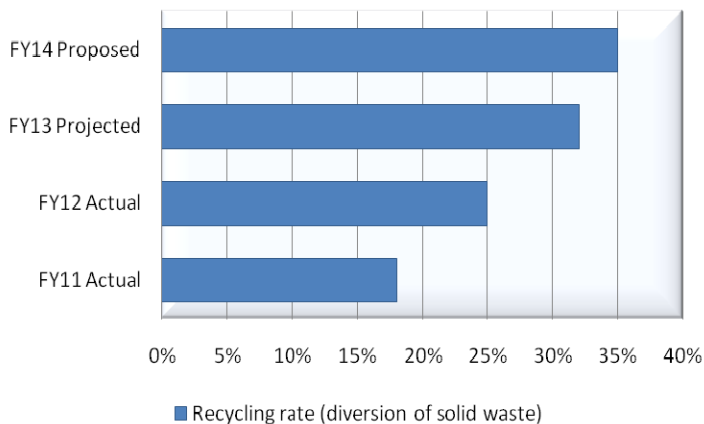
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Increase Grants funds to support City programs		
	Actively seek new grant opportunities to support environmental and clean energy programs.	3 grants applied for/0 received
Increase solid waste diversion rate by promoting recycling and composting citywide		
	Roll out single stream city wide in FY12	Citywide recycling rate before and after single stream 50%
	Expand Zero Sort Recycling to commercial and large residential buildings.	150 new participants in recycling program
	Reduce amount of hard to handle waste (e-waste, white goods)	400 tons of e-waste recycled
Reduce the City of Somerville's carbon footprint		
	Develop a performance contract to upgrade all City Streetlights to LED or other energy saving technology	Goal not achieved in FY'13. Anticipated completion in FY'14.
	Expand residents opportunities to improve energy efficiency in their home through a partnership with NSTAR	Over 500 audits and 60 retrofit projects completed.
	Expand residential EE program through innovative financing model/ Partnership with OSPCD	Agreement spending with Energy Efficiency Partner to expand Residential Energy Efficiency
	Engage City and Community Leaders on long range planning for climate change	Climate adaption and mitigation facilitation process begun in FY'13. To be completed in FY'14.
	Increase the City's use of Renewable Energy Technologies on City property	500% increase in FY'13

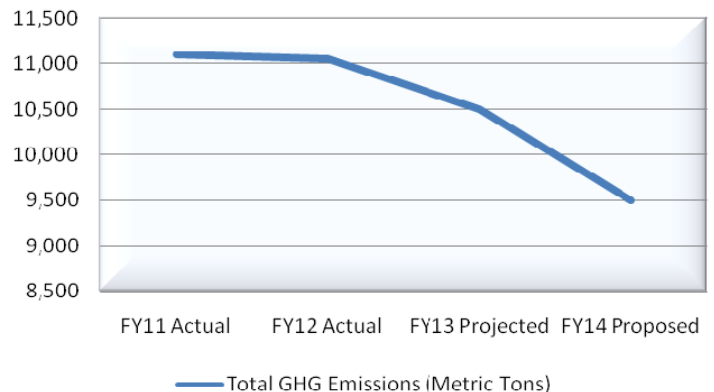
PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Total GHG Emissions (Metric Tons)	11,103	11,050	10,500	9,500
Recycling Rate (diversion of solid waste)	18%	25%	32%	35%
Renewable and Alternative Energy Generation (kW)	13	13	64	300

Recycling Rate



Total GHG Emissions (Metric Tons)



OFFICE OF SUSTAINABILITY AND ENVIRONMENT

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Increase solid waste diversion rate by promoting recycling and composting citywide
	Implement a Solid Waste Reduction program to limit the amount of trash per unit.
	Increase opportunities for residents and businesses to recycle hard to handle wastes
	Reduce the City of Somerville's carbon footprint
	Engage City and Community Leaders on long range planning for climate change
	Increase the City's use of Renewable Energy Technologies on City property
	Develop a performance contract to upgrade all City Streetlights to LED or other energy saving technology

BUDGET:

SUSTAINABILITY AND ENVIRONMENT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	133,005	139,210	130,648	156,584	
SUBTOTAL PERSONAL SERVICES	133,005	139,210	130,648	156,584	12.5%
(521001) ELECTRICITY	-	1,500	-	1,500	
(530000) PROF & TECH SVS	-	5,000	5,000	-	
(534003) POSTAGE	-	50	-	50	
(542000) OFFICE SUPPLIES	-	500	-	500	
(542001) PRINTING & STATIONERY	-	200	-	200	
(542005) OFFICE EQUIPMENT	-	250	-	250	
SUBTOTAL ORDINARY MAINT.	-	7,500	5,000	2,500	-66.7%
TOTAL	133,005	146,710	135,648	159,084	8.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	DAVID LUTES	1,632.87	85,235.81	85,235.81
ENVIRONMENTAL COORDINATOR	VITHAL DESHPANDE	1,366.81	71,347.48	71,347.48
				156,583.30

OFFICE OF ACCESSIBILITY

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	N/A	N/A	60,231	N/A
ORDINARY MAINTENANCE	N/A	N/A	10,000	N/A
GENERAL FUND EXPENDITURES	N/A	N/A	70,231	N/A

BUDGET:

SUSTAINABILITY AND ENVIRONMENT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	N/A	N/A	N/A	60,231	
SUBTOTAL PERSONAL SERVICES	N/A	N/A	N/A	60,231	N/A
(542000) OFFICE SUPPLIES	N/A	N/A	N/A	10,000	
SUBTOTAL ORDINARY MAINT.	N/A	N/A	N/A	10,000	N/A
TOTAL	N/A	N/A	N/A	70,231	N/A

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
COMMISSION DIRECTOR/ADA	ALLEN, BETSY	1,153.85	60,230.97	60,230.97
				60,230.97

COMMUNICATIONS

MISSION STATEMENT:

To facilitate better communications between city government and the general public. The Communications Department strives to use a broad and innovative range of communications channels to ensure that the greatest possible number of community members are reached with information on emergencies, events, initiatives, service information, and opportunities for community engagement within the city. While balancing the need to continue traditional outreach via print and local media, the department also strives to keep Somerville at the cutting edge of new outreach technologies including Internet, social media, and video. 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 be responsive to community needs.

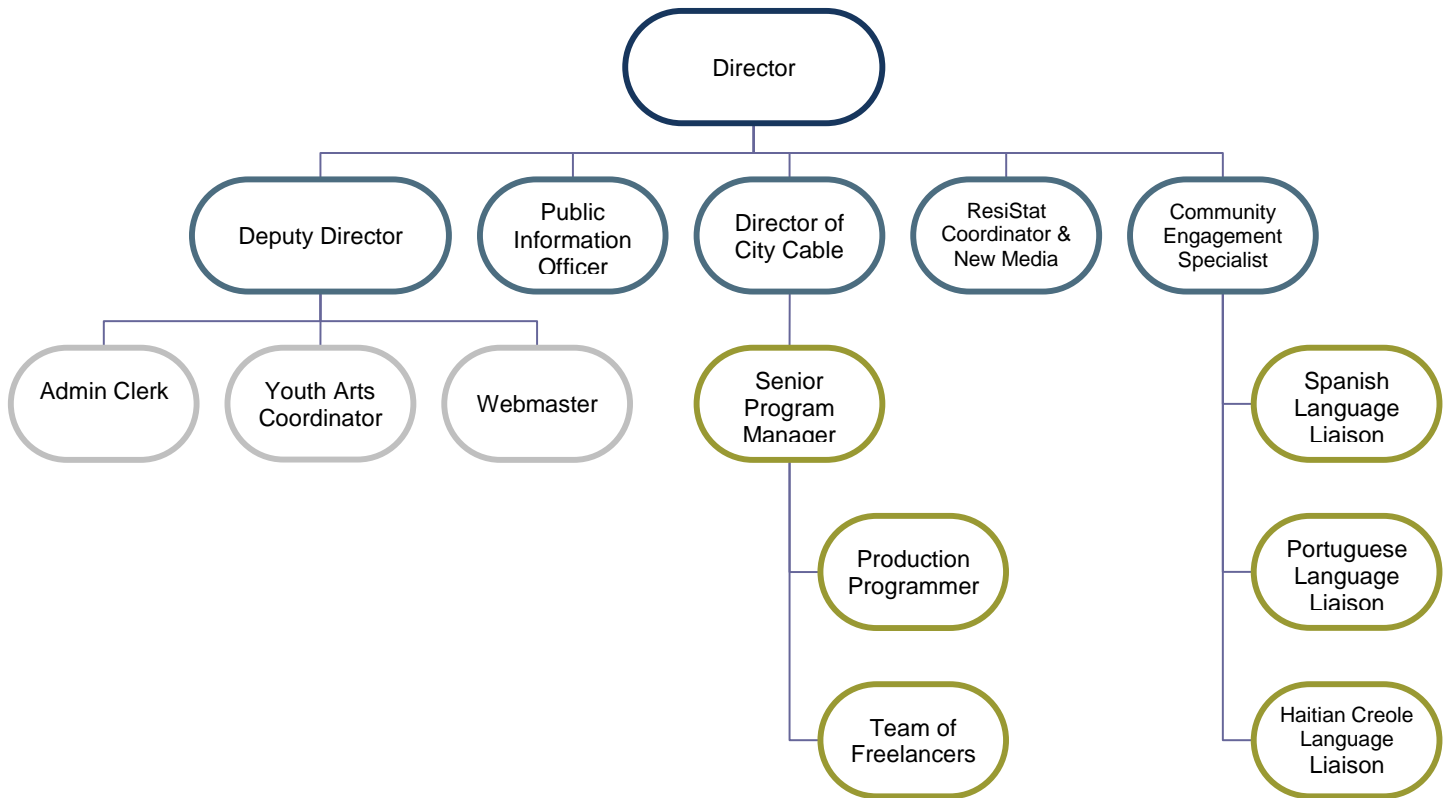
ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	43,068	42,910	237,787	454.2%
ORDINARY MAINTENANCE	7,432	23,325	31,875	36.7%
GENERAL FUND EXPENDITURES	50,500	66,235	269,662	307.1%

FY2013 AND FY2014:

- The ResiStat program has been transferred to Communications.
- Three half-time, bilingual “Language Liaisons” have been added, who will carry out ResiStat programs tailored to their language communities as well as citywide communications and service support for other departments and programs in the stated language (outreach strategies and support, translation of materials, interpretation at meetings or to assist with service access, etc.). The positions are ResiStat Community Engagement Specialist, Spanish; ResiStat Community Engagement Specialist, Portuguese; ResiStat Community Engagement Specialist, Haitian Creole.

COMMUNICATIONS

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY13 ACCOMPLISHMENTS:

- RFP'd and started School Committee Meeting video capture/streaming and archives
- Won 1st place in 2013 Northeast ACM Video Awards for McGrath Highway Crossing PSA Video
- Increased City and educational channel programming (more PSAs, short info shows including new field productions and expanded sports coverage) and also installed new servers that allowed hours of cable broadcast to expand by 33 percent
- Increased reception of student-produced Daily Announcements video from ~55% to nearly 100% of classrooms
- Achieved higher attendance at most Sunsetters shows, increased enrollment our free Summer Theatre Camp Project STAR, and nearly doubled enrollment in The Swinging Singing Seniors AKA The Moonlighters (from 21 to over 40 singers) while increasing concerts at area nursing homes and VNAs by 50%
- Began expansion of Sister Cities Program: Re-established connection with *Sister Cities International*, began process of establishing national (vs. international) programs and new international exchanges
- Made progress toward establishing a Local Film Office (established partnership with Mass. Film Office and staff and submitted Draft Memorandum of Agreement), and also increased filming in City
- Working with Federal Realty to bring in exciting new projects, like *Artists for Humanity*, which will continue the Mayor's goal of providing more jobs to Somerville youth.
- Created new City webpages including Social Media Center, Somerville by Design, Rodent Control, etc.

COMMUNICATIONS

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Modernize city communications		
	Increase City's web presence	Yes, ongoing
	Work with other departments to add multi-lingual capacity to CTY	In progress
	Create new multimedia content for departmental pages within the City's website	In progress
Diversify cable programming		
	Increase youth-generated programming	In progress
	Develop and air reality shows	Yes
Increase Somerville's film/television presence		
	Establish formal film permitting procedure	In progress
Enhance the communication capabilities of city government		
	Represent the Mayor's values, goals and accomplishments through accurate press releases and presentations	Yes, ongoing
	Partner with other departments to help open communication between the City and its residents	Yes, ongoing

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Improve communications to underserved populations	
	Establish Language Liaison Program serving immigrant populations
	Develop new, innovative outreach initiatives for other underserved populations
Redesign City website to improve resident and business access to City information and services	
	Reorganize/update to improve ease of navigation and access to information and online services
	Modernize site to include mobile-friendly loading, integration of social media, improved calendar, etc.
Expand CTY Reverse Call Options	
	Introduce additional CTY choices for residents to allow interest-based selection for meetings, events, alerts, etc., in addition to emergency alerts for all users
	Add City-originated Spanish, Portuguese, and Haitian Creole CTY services as well as auto-translated services in other languages
Improve City Cable services	
	Review programming with community and/or higher ed partner and enhance as appropriate
	Increase educational programming on Channel 15
	Upgrade to current high-definition (HDTV) standards
Enhance the communications capabilities of City government	
	Represent City goals, initiatives, services, and accomplishments through accurate, informative press

COMMUNICATIONS

	releases, community notes, and presentations
	Partner with other departments to help open channels of communication between the City and residents/community members
Expand two-way social media and Web 2.0 communication with residents/community	
	Further explore best practices for and enhance use of social media for emergency communications
	Introduce strategic use of new social media tools for community engagement and information sharing
Continue to grow robust ResiStat program	
	Expand reach of blog, newsletter, meetings, and social media
	Support open government data sharing efforts

BUDGET:

COMMUNICATIONS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
511000 SALARIES	41,468	41,310	44,547	156,187	
512000 SALARIES & WAGES	-	-	-	75,000	
513000 OVERTIME	-	-	-	5,000	
514006 LONGEVITY	1,250	1,250	1,250	1,250	
515011 HOLIDAYS - S.M.E.A.	-	-	-	-	
515012 PERFECT ATTENDANCE	-	-	-	-	
519004 UNIFORM ALLOWANCE	350	350	350	350	
519013 OTHER LUMP SUM	-	-	1,000	-	
SUBTOTAL PERSONAL SERVICES	43,068	42,910	47,147	237,787	454.2%
524006 REPAIRS-COMMUN.	-	300	-	300	
524034 MAINT CONTRACT-OFFC	250	400	-	400	
530000 PROFESSIONL & TECHNCL	-	-	-	-	
530018 POLICE DETAIL	4,929	20,000	6,882	20,000	
534003 POSTAGE	64	200	-	200	
534006 EXPRESS/FREIGHT	-	300	278	300	
534010 BAPERN LINE RENTAL	1,325	1,425	1,475	1,475	
542000 OFFICE SUPPLIES	815	200	200	200	
571000 IN STATE TRAVEL	48	-	-	-	
573000 DUES AND MEMBERSHIPS	-	500	-	500	
578010 RECORDINGS	-	-	-	-	
578014 NEIGHBORHOOD IMP.	-	-	-	8,500	
SUBTOTAL ORDINARY MAINT.	7,432	23,325	8,835	31,875	36.7%
TOTAL	50,500	66,235	55,982	269,662	307.1%

COMMUNICATIONS

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
NEW MEDIA MANAGER	DEMAINA, DAN	1,057.69	55,211.42	55,211.42
COMM. ENGAGEMENT SPECIALIST	ACKERMAN, MEGHANN	1,057.69	55,211.42	55,211.42
PRINCIPAL CLERK	SHERWOOD, ANNA	876.68	45,762.70	47,362.70
				157,785.53

PERSONNEL

MISSION STATEMENT:

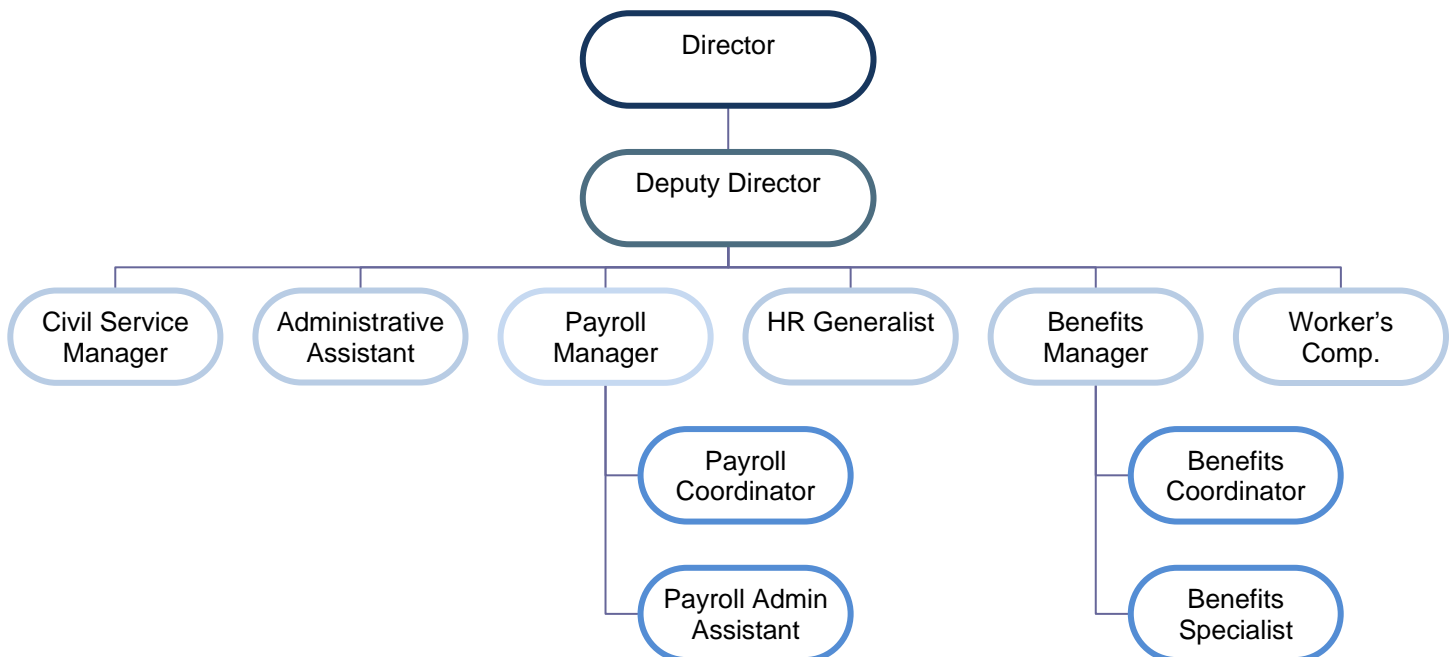
The City of Somerville’s Personnel Department ensures the successful delivery of city services by recruiting, developing, motivating, and retaining qualified employees to provide the highest possible level of public service. The Department also promotes and supports organizational excellence through effective human resources programming regarding benefits, compensation, training and safety, administered in an environment that embraces diversity, quality customer service and professional development.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	230,078	395,985	687,739	73.6%
ORDINARY MAINTENANCE	105,513	218,900	257,195	17.5%
SPECIAL ITEMS	13,720	44,000	44,000	0.0%
GENERAL FUND EXPENDITURES	349,312	658,885	988,934	50.0%

FY2013 AND FY2014:

- A Human Resources Generalist position is included in the budget. This position will be responsible for FMLA reporting, tracking, communication, and verification to effectively manage employee’s rights. In addition the position will provide safety training around OSHA regulations; customer service policy creation & trainings; process accounts payable items in relation to medical bills; manage the MBTA Pass Program; and provide a staff point for the wellness program.
- The Payroll Department was transferred from Auditing to Personnel.

DEPARTMENT ORGANIZATION:



PERSONNEL

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Facilitated and implemented the non-union Wage Compensation Study
- Settled 5 out of 10 collective bargaining agreements
- Resolved more than 24 unfair labor practice (ULP) charges through negotiation
- Developed a formal FMLA policy outlining eligibility, rights, and requirements
- Developed, implemented, and administered Health Insurance Opt Out Program
- Implemented dental offering for all retirees
- Created and instituted an on-boarding checklist for new hires
- Hired 6 firefighters and 14 police officers
- Created and implemented a Performance Management Plan for Non-Union staff
- Workers Compensation: received 117 Employee Personal Injury reports

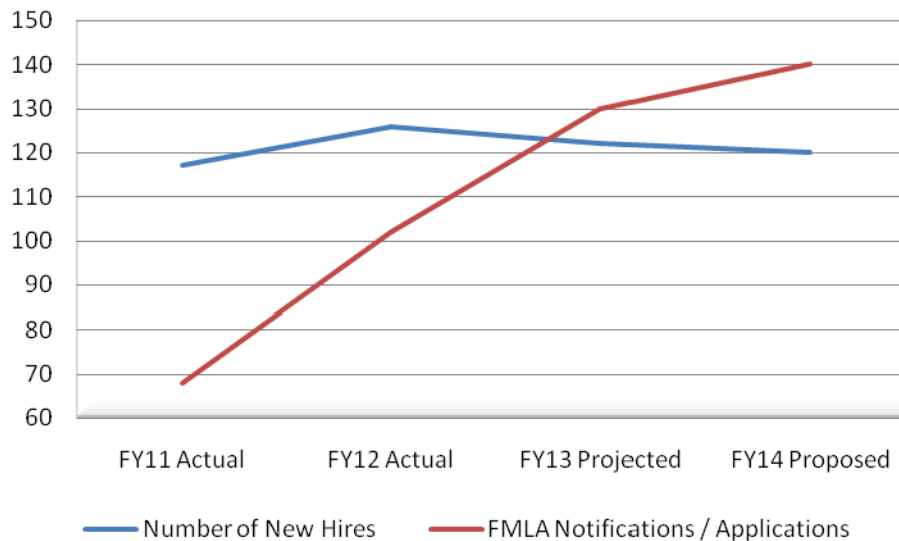
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Recruit, hire, and maintain talented professionals		
	Recruit and hire for all city employees including public safety	Yes / Ongoing
	Administer comprehensive health and welfare benefits for City and School employees, retirees, and surviving spouses	Yes / Ongoing
	Decrease number of errors identified through reconciliation	N/A
	Administer Workers Compensation in compliance with Ch. 152	Yes / Ongoing
Streamline workers' compensation processes		
	Implement the use of MedPayor (a workers' compensation web based software) to further streamline bill paying and case management	Yes / Customizing
Promote worker safety		
	Provide safety trainings for city employees	N/A

PERSONNEL

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Number of New Hires	117	126	122	120
Percent of Unions Under Contract	70%	70%	70%	70%
FMLA Notifications / Applications	68	102	130	140



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Recruit, hire, and maintain talented professionals	Recruit and hire all city employees including public safety
	Administer comprehensive health and welfare benefits for City and School employees, retirees, and surviving spouses
	Administer Workers Compensation in compliance with Ch. 152
Training and Education	Conduct FMLA Training to educate managers on employee rights and responsibilities
	Conduct safety trainings to reduce injuries (there are approximately an average of 11.3 injuries per month)
Committee Facilitation	Absorb duties and role of Wellness Ambassador to increase facilitation of the Wellness Committee
	Re-establish joint Mgt/union safety committee to effectively identify employee Safety and Training needs
	Work with SMEA leadership through Joint Labor Management meetings
Employee and Labor Relations	

PERSONNEL

	Maintain positive relationships with non-union and union staff
	Foster positive relationships and communication with union leadership
Enhance Employee Benefits	
	Obtain and utilize vendor for consulting service to provide guidance on health care reform
	Create partnership with new vendor on offering additional voluntary benefits and conduct employee outreach for enrollment
	Obtain vendor for COBRA Administrator in relation to Dental Benefits
Streamline Processes	
	Evaluate combining 111F and WC
	Implement MUNIS Payroll
	Select HRIS and determine implementation date / begin implementation

BUDGET:

PERSONNEL	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	218,581	383,028	379,987	678,959	
(511002) SALARIES - MONTHLY	7,177	7,177	5,981		
(512000) SAL & WAGES TEMP	1,505	2,080	1,140	2,080	
(513000) OVERTIME	716	-	136	3,000	
(514006) LONGEVITY	1,250	3,350	3,425	3,350	
(515012) PERFECT ATTENDANCE	500	-	200	-	
(519004) UNIFORM ALLOWANCE	350	350	350	350	
SUBTOTAL PERSONAL SERVICES	230,078	395,985	392,218	687,739	73.6%
(524034) R&M - SERVICE	503	300	600	300	
(530000) PROF & TECH SVS	78,606	150,000	115,167	188,295	
(530008) EMPLOYEE TRAI	510	10,000	5,927	10,000	
(530011) ADVERTISING	8,518	20,000	12,135	20,000	
(530017) ARBITRATION SERVICES	9,478	25,000	-	25,000	
(534003) POSTAGE	13	400	48	400	
(542000) OFFICE SUPPLIES	1,189	1,200	1,100	1,200	
(542001) PRINTING & STATIONERY	379	1,000	1,201	1,000	
(542006) OFFICE FURNITURE	1,550	-	-	-	
(549000) FOOD SUPPLIES	994	-	130	-	
(558004) SUBSCRIPTIONS	387	1,000	397	1,000	
(571001) IN STATE CONFERENCES	40	1,000	335	1,000	
(573000) DUES AND MEMB	455	1,000	455	1,000	
(578008) REIMB/ALLOWANCES	2,892	5,000	2,955	5,000	

PERSONNEL

(578015) AWARDS	-	3,000	-	3,000	
SUBTOTAL ORDINARY MAINT.	105,513	218,900	140,449	257,195	17.5%
(519016) ED INCENTIVES	170	7,500	-	7,500	
(519017) ED INCENTIVE	8,300	20,000	2,180	20,000	
(519018) ED INCENTIVE	-	5,000	-	5,000	
(519019) ED INCENTIVE	-	3,500	-	3,500	
(519020) SMEA EMPLOYEE FLUENCY	5,250	8,000	4,500	8,000	
SUBTOTAL SPECIAL ITEMS	13,720	44,000	6,680	44,000	0.00%
TOTAL	349,312	658,885	539,347	988,934	50.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	BILL ROCHE	1,997.62	104,275.76	104,275.76
DEPUTY DIRECTOR	CANDACE COOPER	1,538.46	80,307.61	80,307.61
PAYROLL MANAGER	SHEA, PHYLLIS	1,299.81	67,850.08	67,850.08
PAYROLL COORDINATOR	D'ANGELI, DIANE	961.54	50,192.39	50,192.39
PAYROLL ADMINISTRATIVE ASST.	GAFFNEY, PAUL	976.12	50,953.46	50,953.46
HUMAN RESOURCE COORDINATOR	DEBORAH CONNOLLY	961.54	50,192.39	50,192.39
HR GENERALIST	VACANT	961.54	50,192.39	50,192.39
ADMINISTRATIVE ASSISTANT	DONNA JOY	1,029.83	53,757.13	55,507.13
BENEFITS MANAGER	JENNIFER COMEIRO	1,366.81	71,347.48	71,347.48
BENEFITS SPECIALIST	MARIE BARBARA BROWN	865.50	45,179.10	45,179.10
BENEFITS COORDINATOR	MARY ALICE LALLY	1,124.72	58,710.38	60,660.38
				686,658.18

INFORMATION TECHNOLOGY

MISSION STATEMENT:

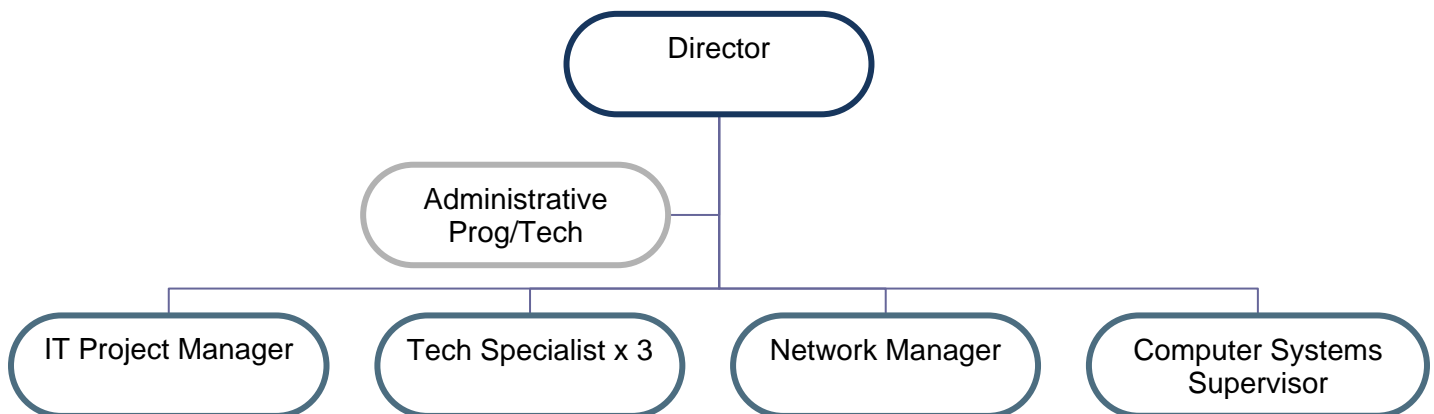
The mission of the IT Department is to leverage technology to maximize the productivity of City staff. The IT Department also improves customer services by partnering closely with other departments to foster and build functional commonality across organizations while maintaining, improving and delivering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

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	552,976	555,108	601,506	8.4%
ORDINARY MAINTENANCE	858,634	1,044,545	1,253,140	20.0%
GENERAL FUND EXPENDITURES	1,411,610	1,599,653	1,854,646	15.9%

FY2013 AND FY2014:

- An increase of \$115,430 has been included for cabling. With increase service demands and the number of networked devices (computers, phones, etc), there is a constant need to provide multiple network connections and the back-end resources to support them. This will consolidate the location of switches by rewiring the network connection at City Hall, Traffic & Parking and the Annex buildings for greater security and increase efficiency in provisioning and deployment of services.
- An additional \$110,000 was included in the software service line for new permit management software for the Inspectional Services Division.

DEPARTMENT ORGANIZATION:



INFORMATION TECHNOLOGY

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Successful MUNIS Software Upgrade to new version
- Completed retirement of Meridian Phone system
- Upgraded City & Schools Network infrastructure to new core, distribution and access switches
- Fire Department Technology upgrades - VoIP for Fire Alarm, New Fire Prevention Software, QED Server Upgrade
- Creation of Second Data Center at City Hall

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Licensing and Tax module implementations were completed. Utility billing is near completion.
Retire Meridian System		
	Complete the E-Fax implementation and turn off the Meridian PBX system.	Completed
Increase Capacity for Server and desktop Virtualization		
	Continue to reduce new hardware procurement by leveraging virtual servers and desktops	Ongoing. Implementation plan is being Finalized. Scheduled for FY14.
Faster response to FOI Requests		
	Empower departments to access Electronic information for Public requests	Ongoing.
New HRIS system		
	Work with Finance and Personnel Departments to formulate the requirements for a comprehensive HR system	Ongoing.
Expand the City's data center footprint		
	Continue to diversify locations for Failover and Disaster recovery needs for City Systems	Ongoing. Full fail-over capabilities completed for the VOIP phone systems across City and Public Safety dispatch locations
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	Ongoing.

INFORMATION TECHNOLOGY

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
IT Work Orders	2,243	2,316	2,700	3,000
IT Work Orders Completed	2,221	2,292	2,694	2,970
Percent of Work Orders Completed	99.02%	98.96%	99.78%	99.00%
Major Projects	12	11	14	19
Smartphones/Tablets	7	21	44	80

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Server & Desktop Virtualization	Increase Server Virtualization and implement end-user Desktop Virtualization.
New HRIS & Payroll System	Plan, Manage and Implement a comprehensive Human Resource and Payroll Management System
Mobile Application Management and Development	Expand Mobile availability for City applications. Expand coverage of desktop applications to mobile devices.

BUDGET:

INFORMATION TECHNOLOGY	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	549,314	551,258	539,962	596,881	
(514006) LONGEVITY	3,600	3,850	3,925	4,275	
(515012) PERFECT ATTENDANCE	62	-	1,100	-	
(519004) UNIFORM ALLOWANCE	-	-	350	350	
SUBTOTAL PERSONAL SERVICES	552,976	555,108	551,228	601,506	8.4%
(524015) R&M - COMPUTER EQUIP	105,825	18,000	82,083	23,000	
(524033) R&M - SOFTWARE	304,221	495,000	472,524	472,300	
(527006) LEASE - PHOTOCOPIER	-	15,560	14,021	24,600	
(530000) PROF & TECH SVS	54,894	5,000	5,753	5,000	
(530008) EMPLOYEE TRAI	3,485	52,000	32,081	51,600	
(530028) SOFTWARE SERVICE	-	47,475	-	131,200	
(534001) PHONE MAINTENANCE	2,497	5,000	4,393	500	
(534002) CELLUAR & PAGING	79,386	98,160	87,984	95,400	

INFORMATION TECHNOLOGY

(534003) POSTAGE	324	200	-	200	
(534007) PSTN-USAGE	47,186	50,000	54,469	44,680	
(534008) WEB SITE COST	3,000	-	-	-	
(534009) INTERNET MAINTENANCE	11,677	39,000	22,903	39,000	
(542000) OFFICE SUPPLIES	825	1,500	297	1,500	
(542004) COMPUTER SUPPLIES	5,861	15,000	6,454	15,000	
(542007) COMPUTER EQUIPMENT	238,624	177,800	238,026	223,900	
(542010) CELLULAR DEVICES	-	24,000	6,975	9,000	
(573000) DUES AND MEMB	830	850	720	830	
(585019) CABLING	-	-	-	115,430	
SUBTOTAL ORDINARY MAINT.	858,634	1,044,545	1,028,684	1,253,140	20.0%
TOTAL	1,411,610	1,599,653	1,579,911	1,854,646	15.9%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	VISWANATHAN, KARTHIK	2,184.29	114,019.94	114,019.94
NETWORK MANAGER	GOODRIDGE, DAVID	1,326.71	68,988.92	68,988.92
IT SPECIALIST-PUBLIC SAFETY	SANTANA, MIGUEL	990.60	51,511.20	51,511.20
IT PROJECT MANAGER	SLONINA, DAVID	1,287.79	66,965.08	66,965.08
SUPV COMPUTER SYS	SANTOS, JOSEPH	1,690.47	82,156.84	83,556.84
		1,694.32	6,099.55	6,099.55
COMP TECH/ SYS ADMN	DASILVA, EDWARD	1,422.24	10,240.13	11,565.13
		1,426.09	65,600.14	65,600.14
ADMIN PROG/TECH	VICENTE, TERESA	1,386.62	41,598.60	42,648.60
		1,390.47	30,868.43	30,868.43
IT SERVER SUPPORT TECH	DESMOND, MATT	1,131.37	58,831.24	59,681.24
				601,505.07

ELECTIONS

MISSION STATEMENT:

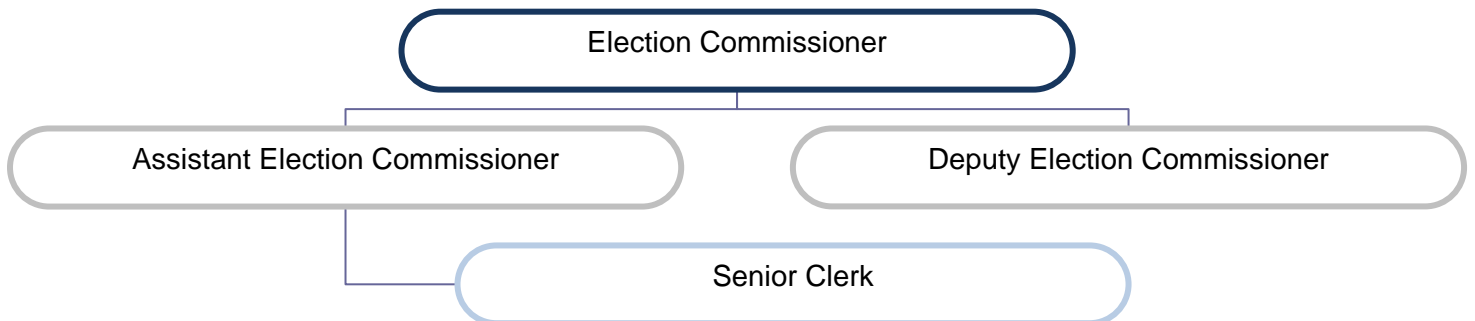
The Election Department’s mission is to conduct elections, oversee the collection of census data, and maintain a collection of public records, including voter and resident lists, campaign finance records, and election results. The Election Department strives to conduct fair and orderly elections by distributing 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	300,643	324,953	341,486	5.1%
ORDINARY MAINTENANCE	127,495	74,670	94,370	26.4%
GENERAL FUND EXPENDITURES	428,139	399,623	435,856	9.0%

CHANGES BETWEEN FY2013 AND FY2014:

- An increase of \$15,000 was budgeted in postage. The annual census will be mailed on a “pay-on-return” basis to encourage a better return rate.

DEPARTMENT ORGANIZATION:



ELECTIONS

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Increased 2012 Census response to 60%.
- Successfully conducted the very busy Presidential Election with record number of new voters and votes cast.
- Collected and posted all Campaign Finance Reports to the City Website in a timely fashion in line with the Mayor's Goal #6: Accountability and Transparency.
- Archived all election results online in line with the Mayor's Goal #6: Accountability and Transparency.
- Worked with Communications to produce a video to encourage census response.
- Continue to deliver quality customer service with limited resources in line with the Mayor's Goal #3: Fiscally-sound Management and Goal #7: Customer Service.

FY13 GOALS:

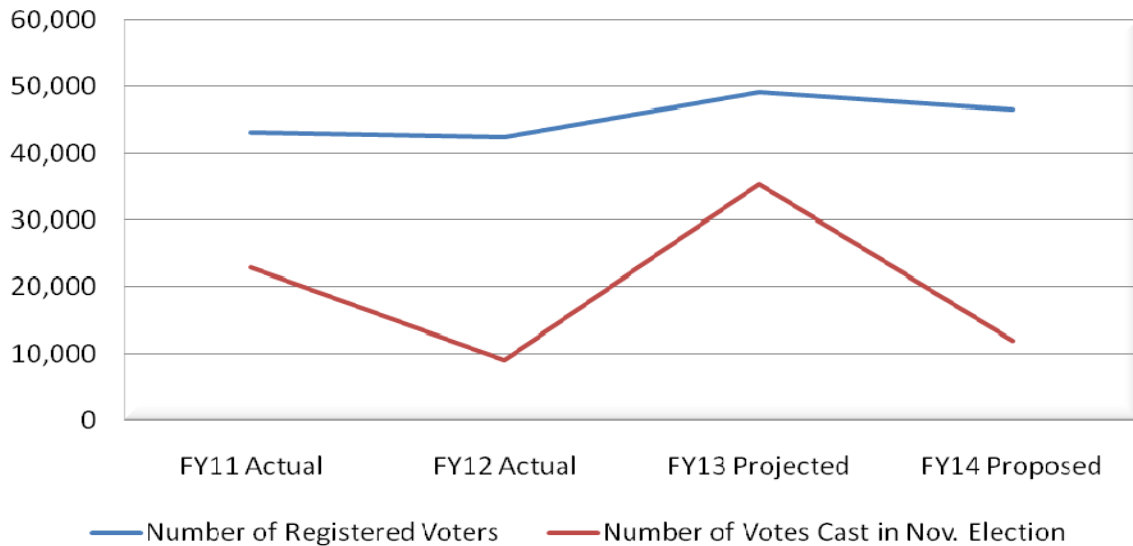
Goal	Strategic Objective	Status
Increase voter awareness of deadlines for registration and the dates of upcoming elections		
	More use of portable signs. More use of bank message boards for publicity. More use of Church Bulletins.	
Register more voters in the City.		
	Continue census/voter outreach programs through various citizen groups & activities such as ArtBeat, etc.	53,895 transactions processed in FY13 (new registrations, name, address, or party changes. Moves out of Somerville). In addition to our work, 311 has done a lot of outreach on our behalf.
Accurately estimate the population for our use and for all other city departments.		
	Design & mail census forms to 33,924 households.	100% of forms were mailed on time in FY13
	Design & Mail follow-up census forms & postcards.	100% of follow-up forms were mailed on time in FY13
	Collect and input data from the census in a timely and accurate manner.	100% of census forms were entered into the state system on time in FY13.
	Increase the Census response rate	60% response rate in FY13.
	To work with Traffic & Parking to increase the number of residents listed in our census.	An increase in our numbers over baseline of 64,000
	To work with the School Department to capture census information from parents registering their children for school	An increase in our numbers over baseline of 64,000
	To work with Police Department regarding evacuation plan.	
	Investigate replacement of voting machines.	
Run impartial, smooth & efficient elections.		
	Ensure all precincts have proper workers, supplies & equipment.	21 precincts were fully staffed on election day
	Have all elections run in a transparent manner to maintain voter confidence in the integrity of the process.	100% of state and local elections laws observed properly by Somerville

ELECTIONS

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.	100% of records and reports are up-to-date and in good order
	Provide access to more records online.	324 records and reports available online
	Post final election results on the City's website	4 elections with results posted online

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Census Return Rate	58%	60%	60%	60%
Number of Registered Voters	43,236	42,507	49,164	46,616
Number of Votes Cast in Nov. Election	23,011	9,073	35,490	12,000



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Increase voter awareness of deadlines for registration and the dates of upcoming elections	More use of portable signs. More use of bank message boards for publicity. More use of Church Bulletins.
Register more voters in the City.	Continue census/voter outreach programs through various citizen groups & activities such as ArtBeat, etc.
Accurately estimate the population for our use and for all other city departments.	Design & mail census forms to 33,924 households. Design & Mail follow-up census forms & postcards.

ELECTIONS

	Collect and input data from the census in a timely and accurate manner.
	Increase the Census response rate
	To work with Traffic & Parking to increase the number of residents listed in our census.
	To work with the School Department to capture census information from parents registering their children for school
	To work with Police Department regarding evacuation plan.
	Investigate replacement of voting machines.
Run impartial, smooth & efficient elections.	
	Ensure all precincts have proper workers, supplies & equipment.
	Have all elections run in a transparent manner to maintain voter confidence in the integrity of the process.
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.
	Provide access to more records online.
	Post final election results on the City's website

BUDGET:

ELECTIONS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	241,612	230,633	236,875	241,086	
(511002) SALARIES - MONTHLY	6,530	6,530	9,000	10,800	
(512000) SAL & WAGES TEMP	35,929	60,340	52,855	63,200	
(513000) OVERTIME	14,073	25,000	23,320	25,000	
(514006) LONGEVITY	2,100	2,100	850	1,050	
(515012) PERFECT ATTENDANCE	400	-	400	-	
(519004) UNIFORM ALLOWANCE	-	350	350	350	
SUBTOTAL PERSONAL SERVICES	300,643	324,953	325,650	341,486	5.1%
(524034) R&M - SERVICE	791	850	806	850	
(527001) RENTAL - BUILDINGS	135	270	470	470	
(527016) RENTALS - VEHICLES	-	-	400	-	
(530000) PROF & TECH SVS	16,940	17,000	11,764	17,000	
(530011) ADVERTISING	3,839	7,500	7,464	8,000	
(530020) FIRE DETAIL	482	-	-	-	
(534003) POSTAGE	24,697	21,000	19,635	36,000	
(542000) OFFICE SUPPLIES	1,342	2,000	2,572	2,500	

ELECTIONS

(542001) PRINTING & STATIONERY	13,041	16,750	2,804	16,750	
(542008) BOOKS & BINDING	534	1,000	804	1,000	
(549000) FOOD SUPPLIES	344	500	443	500	
(571000) IN STATE TRAVEL	578	600	-	600	
(573000) DUES AND MEMB	25	200	-	200	
(578016) CENSUS	5,361	7,000	7,200	10,500	
(578017) SPECIAL ELECTION	59,387	-	36,185	-	
SUBTOTAL ORDINARY MAINT.	127,495	74,670	90,546	94,370	26.4%
TOTAL	428,139	399,623	416,196	435,856	9.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHAIRMAN	SALERNO, NICHOLAS P	1,366.81	71,347.48	71,347.48
DEPUTY ELECTION COMMISSIONER	PIEROTTI, MARIA	1,178.51	7,306.76	62,379.34
		1,197.23	55,072.58	
ASSISTANT ELECTION COMMISSIONER	MURRAY, EDNA J	1,320.37	27,727.77	70,093.43
		1,324.22	41,315.66	
SR. CLERK	CONNOLLY, MEGAN	711.97	20,077.55	38,665.39
		759.91	18,237.84	
P/T ELECTION COMMISSIONER	ALIBRANDI, ANTHONY J	300.00	3,600.00	3,600.00
P/T ELECTION COMMISSIONER	BEDINGFIELD, LAURINDA T	300.00	3,600.00	3,600.00
P/T ELECTION COMMISSIONER	MACHADO, ISAAC M	300.00	3,600.00	3,600.00
				253,285.65

VETERAN'S SERVICES

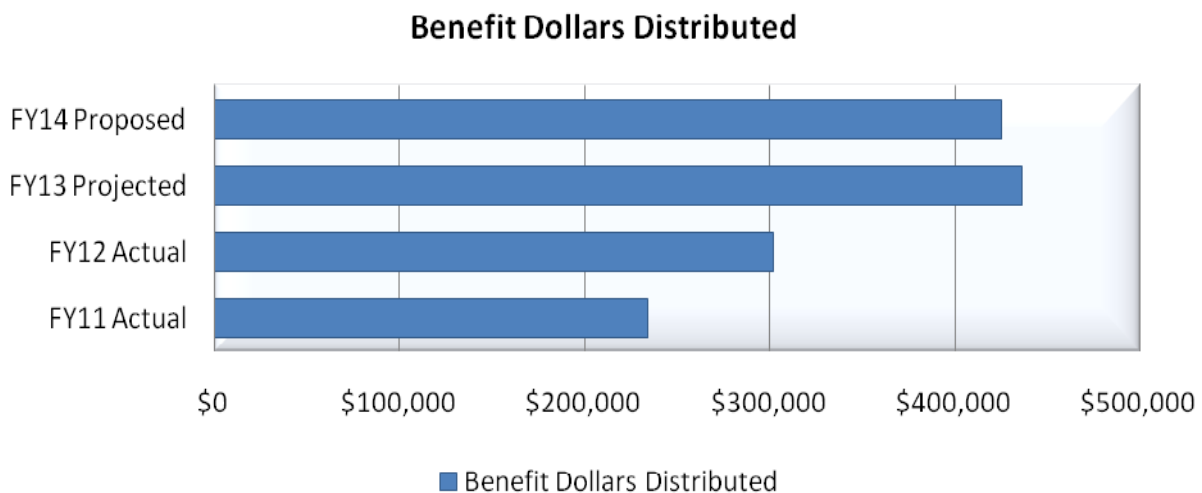
MISSION STATEMENT:

The Department of Veterans Services advocates for the men and women of Somerville who have performed military service. It administers a program of financial assistance to indigent veterans and their dependents in accordance with chapter 115 of the Massachusetts General Laws, which is reimbursed by the State at a rate of \$0.75 for every City dollar expended. This department also assists veterans in applying for dozens of federal and state benefits, such as disability compensation, pensions, annuities, and deployment bonuses. It serves as the City's registrar of veterans' graves, and in conjunction with the Mayor's Office and the Somerville Allied Veterans Council, coordinates ceremonies, dedications, and public events, including the annual Memorial Day parade.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	95,637	107,115	112,346	4.9%
ORDINARY MAINTENANCE	346,612	358,304	489,819	36.7%
GENERAL FUND EXPENDITURES	442,248	465,419	602,165	29.4%

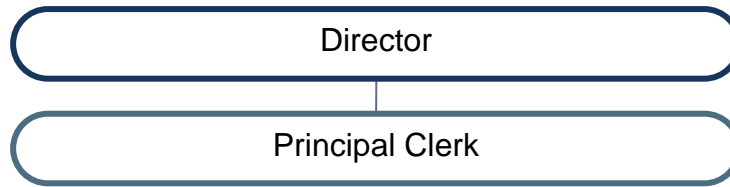
CHANGES BETWEEN FY2013 AND FY2014:

- The veteran's benefits line item was increased by \$135,000 to \$425,000. This increase is necessary to keep up with the consistently growing need for veteran benefit disbursements as shown on the chart below.



VETERAN'S SERVICES

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Made \$307,000 in financial assistance payments to 64 indigent veterans with 100% accuracy after computerizing relevant payment data
- Processed and conducted 25 square dedications – the most in one year in Somerville’s history
- Improved the quality of the City’s square dedication ceremonies by recruiting live national anthem singers, developing a two-page commemorative program, and purchasing a custom cover for the unveiling of the dedication sign
- Increased the public visibility of the department by creating a completely new page on the City’s website that is more comprehensive than any other municipal veterans’ services webpage in the state
- Developed a Facebook page to provide information to the City’s veterans about employment opportunities, changes in benefits, news, events, and scams targeting veterans
- Developed a mechanism with the City Clerk’s office to prove the residency of veterans who wish to apply for state veterans’ annuities and bonus, but who have never registered to vote
- Won two VA appeals that had previously been lost by other veterans’ advocates
- Staged the biggest Memorial Day parade in the city’s history

FY2013 GOALS REVIEW:

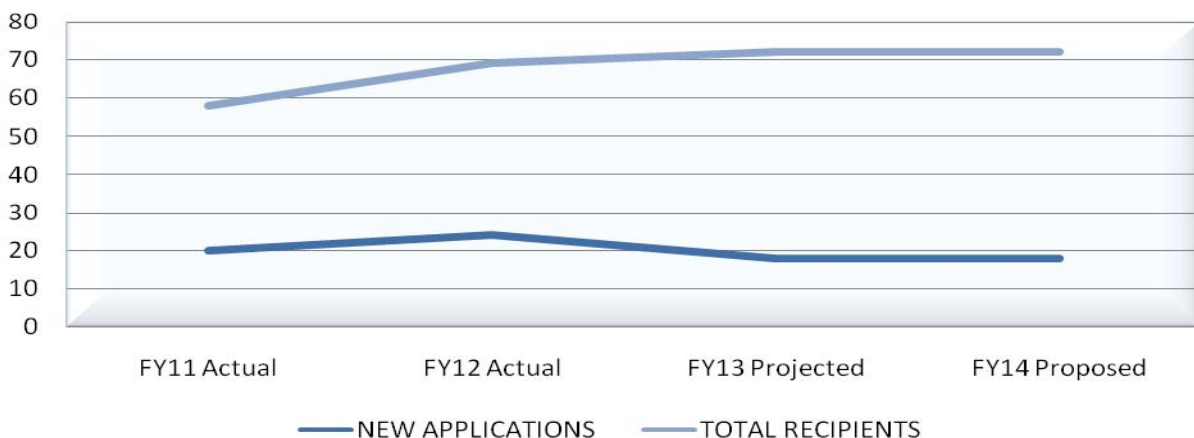
Goal	Strategic Objective
	Provide maximum assistance to veterans and surviving spouses in filing claims for VA compensation or pension
	Assisted veterans with 343 VA matters
	Won 2 appeals previously lost by other advocates
	Continue to provide financial assistance for needy veterans, surviving spouses and dependents in accordance with M.G.L.ch.115
	Provided financial assistance to 65 veterans and their families
	Arranged for extensive dental treatment for two veterans through Tufts University Dental School

VETERAN'S SERVICES

Goal	Strategic Objective
	Matched state authorizations and city payments to the penny
	Found employment for 4 veterans previously receiving financial assistance
Continue to update grave registration information for all burial locations	
	Began the process of computerizing the graves registration database with a summer student-employee and a volunteer
Continue to assist recent returning veterans from Iraq and Afghanistan	
	Monitoring list received from State DVS
	Sent promotional materials to all returning veterans
Monitor the cleaning and or restoration of all veterans monuments and memorials in the city	
	Worked closely with city's Public Works Department
Continue to organize square dedications for veterans in accordance with the city's dedication ordinance	
	Work closely with the Mayor, Board of Aldermen, and local Veterans Organizations
	Conducted 25 dedications
Continue to expand the Memorial Day Parade	
	Added a National Guard marching band, beauty queens from the Miss New England pageant, a bagpipe band, Girl Scouts, and a color guard/drum line from a church-affiliated community service group

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
New Applications	20	24	18	18
Total Recipients	58	69	72	72
Benefit Dollars Distributed	\$233,958	\$302,091	\$436,000	\$425,000



VETERAN'S SERVICES

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Continue to provide financial assistance under M.G.L. chapter 115 accurately and efficiently
	Continue to ensure that all payments match the amount authorized by the Commonwealth
	Monitor chapter 115 claims for out-of-pocket medical expenses to ensure proper reimbursement
	Reduce the City's chapter 115 expenditures by ensuring that all employable chapter 115 recipients seek jobs in accordance with state regulations
	Create an employment plan for every employable chapter 115 recipient
	Require every employable chapter 115 recipient acknowledge his or her job-search obligations in writing
	Establish a system for monitoring job searches
	Take appropriate sanctions against chapter 115 recipient who fail to comply with job-search requirements
	Remain current on changes to federal and state benefits
	Attend biannual Massachusetts Department of Veterans Services training conferences
	Become certified by the state under newly-developed guidelines
	Create a reference manual for state and federal benefits
	Stage another extraordinary Memorial Day Parade
	Identify a suitable Grand Marshal
	Add more military themes
	Invite radically different participants, such as the Hallamore Clydesdales

BUDGET:

VETERANS BENEFITS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	93,282	105,015	99,287	110,246	
(513000) OVERTIME	654	900	88	900	
(514006) LONGEVITY	850	850	850	850	
(515012) PERFECT ATTENDANCE	500	-	500	-	
(519004) UNIFORM	350	350	350	350	
SUBTOTAL PERSONAL SERVICES	95,637	107,115	102,075	112,346	4.9%
(524001) R&M - BUILDIN	200	2,985	26	3,900	
(524007) R&M - OFFICE EQUIP	-	100	-	200	
(524034) R&M - SERVICE	548	550	550	550	

VETERAN'S SERVICES

(530000) PROF & TECH SVS	40,752	61,000	41,699	55,000	
(534003) POSTAGE	90	600	274	600	
(542000) OFFICE SUPPLIES	444	400	353	400	
(542001) PRINTING &	95	600	-	600	
(549000) FOOD SUPPLIES	-	-	-	1,000	
(558004) SUBSCRIPTIONS	-	34	-	34	
(558011) FLOWERS & FLAGS	2,306	1,800	2,177	2,300	
(571001) IN STATE	-	150	-	150	
(573000) DUES AND MEMB	85	85	85	85	
(577000) VETERANS BENEFITS	302,091	290,000	398,007	425,000	
SUBTOTAL ORDINARY MAINT.	346,612	358,304	443,171	489,819	36.7%
TOTAL	442,248	465,419	545,246	602,165	29.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	WEAVER, JAY	1,250.00	65,250.00	65,250.00
PRINCIPAL CLERK II	CAREY, KATHLEEN M.	861.99	44,995.88	46,195.88
				111,445.88

TREASURER

MISSION STATEMENT:

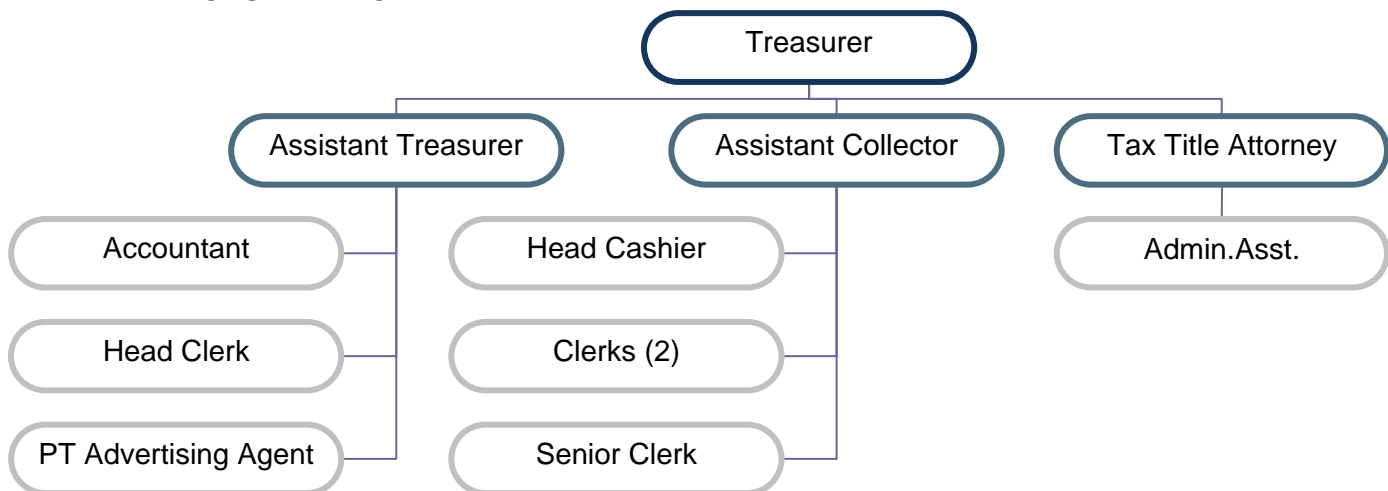
The mission of the Treasurer/Collector is to efficiently manage City assets, including cash and receivables. The Treasury Department ensures that all assets are accounted for and all receipts due the City are collected. In accordance with Mass General Laws Ch44 Section 55B, Treasury is responsible for the City's funds and to insure their safety and liquidity while earning the highest yield possible. Treasurer/Collector also maintains all banking relationships, electronic payment relationships, City debt, Citizen's Scholarship process, deferred compensation plans, and building insurance for all City-owned property.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	522,897	583,986	649,452	11.2%
ORDINARY MAINTENANCE	224,885	296,500	276,500	-6.7%
GENERAL FUND EXPENDITURES	747,782	880,486	925,952	5.2%

CHANGES BETWEEN FY2013 AND FY2014:

- Addition of a part-time Advertising Agent to manage the sale of advertising at city athletic facilities, including, Dilboy Stadium & the ice rinks.
- Other differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



TREASURER

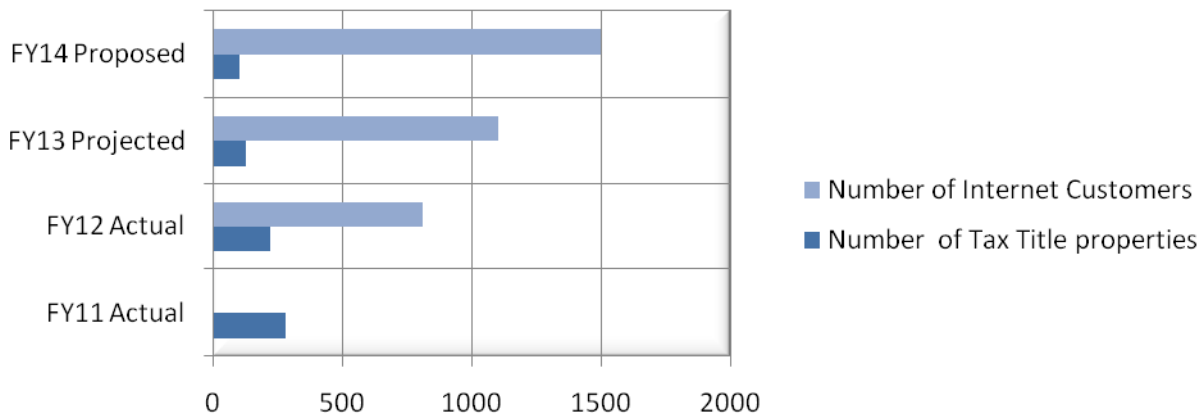
PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Fully implemented Tailings process returning over \$300,000 of unclaimed property to individuals and vendors and reduced items outstanding from 2,300 to 700.
- Removed convenience fee for online Real Estate and Personal Property taxes driving increased electronic payments and building administrative capacity.
- Increased coordination between OSPCD, Water and Treasury to ensure maximum revenue collection and code enforcement.
- Obtained city-wide merchant service provider adding credit card acceptance to Recreation and City Clerk Departments.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Percent of Real Estate Taxes Collected	99.58%	99.58%	99.65%	99.75%
Number of Tax Title properties	277	218	125	100
Number of Internet Customers	n/a	807	1,100	1,500
Investment Revenue Collected	\$384,630	\$302,077	\$245,105	\$250,000
Debt as Percent of Budget	5.13%	5.40%	4.86%	5.22%



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Fully implement E-Payables accounts payable service through Commerce Bank.
	Improve non-criminal violation processing and collection.
	Implement Community Reinvestment Act effectively and clearly for all customers.
	Enhance cooperation across operating departments for revenue projection, billing and collection.

TREASURER

BUDGET:

TREASURER/COLLECTOR	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	510,955	568,661	548,417	609,052	
(512000) SAL & WAGES TEMP	-	-	-	25,000	
(513000) OVERTIME	4,458	7,000	3,503	7,000	
(514006) LONGEVITY	5,125	6,575	6,575	6,650	
(514008) OUT OF GRADE	109	-	372	-	
(515012) PERFECT ATTENDANCE	500	-	-	-	
(519004) UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
SUBTOTAL PERSONAL SERVICES	522,897	583,986	566,617	649,452	11.2%
(524007) R&M - OFFICE EQUIP	410	600	-	600	
(530000) PROF & TECH SVS	442	7,000	3,420	7,000	
(530008) EMPLOYEE TRAI	100	1,400	1,268	1,400	
(530011) ADVERTISING	4,115	17,000	2,100	10,000	
(530012) DATA PROCESSI	97,220	105,000	100,237	105,000	
(530026) BANK CHARGES	36,147	35,000	26,605	35,000	
(534003) POSTAGE	49,496	72,000	55,286	72,000	
(542000) OFFICE SUPPLIES	2,496	4,200	3,890	4,200	
(542001) PRINTING & STATIONERY	9,404	23,000	22,301	20,000	
(542005) OFFICE EQUIPMENT	1,076	1,000	-	1,000	
(542007) COMPUTER EQUIPMENT	-	-	361	-	
(558004) SUBSCRIPTIONS	296	450	450	450	
(571001) IN STATE CONFERENCES	712	1,600	1,373	1,600	
(573000) DUES AND MEMB	874	650	884	650	
(574000) INSURANCE PREMIUM	2,600	2,600	2,600	2,600	
(574001) BUILDING INSURANCE	-	-	9,496	-	
(578012) LAND COURT	19,495	25,000	7,047	15,000	
SUBTOTAL ORDINARY MAINT.	224,885	296,500	237,318	276,500	-6.7%
TOTAL	747,782	880,486	803,935	925,952	5.2%

TREASURER

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
TREASURER/COLLECTOR	FORCELLESE, PETER JR	1,538.46	80,307.61	80,307.61
ASSISTANT COLLECTOR	MORSE, MICHAEL	1,261.67	65,859.17	65,859.17
TAX TITLE ATTORNEY	WESSLING, CAROL	1,021.37	53,315.51	53,315.51
TAX TITLE ADMINISTRATIVE ASSISTANT	BURNS, ROSA	574.81	30,005.08	30,005.08
TREASURY ACCOUNTANT	LOWENSTEIN, RIE	1,184.37	61,824.11	61,824.11
ASSISTANT TREASURER	TOBIN, FRED	1,512.07	68,043.15	80,207.77
		1,515.92	10,914.62	
HEAD CLERK	SHUTE, JOAN	942.61	49,204.24	50,954.24
HEAD CASHIER	RADOCHIA, CAROL	876.68	45,762.70	47,362.70
PRINCIPAL CLERK 1	MURPHY, MARY	861.99	44,995.88	46,745.88
PRINCIPAL CLERK 1	STILLINGS, DEBBIE	861.99	44,995.88	46,195.88
SENIOR CLERK	BARROWS, LUCY	775.11	40,460.74	41,310.74
CUSTOMER SERVICE REPRESENTATIVE	DIPASQUALE, JULIE	256.00	13,363.20	13,363.20
ADVERTISING AGENT	VACANT	478.93	25,000.00	25,000.00
				629,088.69

AUDITING

MISSION STATEMENT:

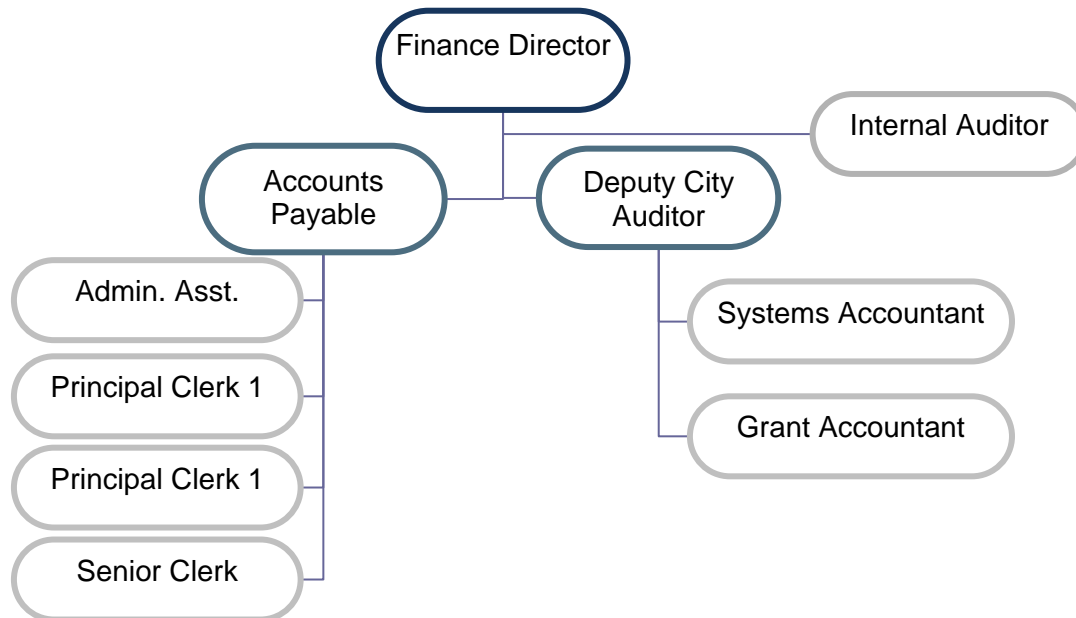
To protect the fiduciary interests of the City by providing independent, timely oversight of the City's finances and by ensuring that financial transactions are executed legally, efficiently, and effectively. To serve as a barrier to potential fraud or misuse of City resources.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	708,594	757,194	656,268	-13.3%
ORDINARY MAINTENANCE	81,122	105,990	105,990	0.0%
GENERAL FUND EXPENDITURES	789,716	863,184	762,258	-11.6%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries. The payroll preparation function has been reassigned to the Personnel Department. The Payroll Manager, Payroll Coordinator, and Payroll Administrative Assistant positions are now included in the Personnel Department Budget. A Temporary salaries line has been created to hire a High School student on a part-time basis to assist in minor clerical functions.

DEPARTMENT ORGANIZATION:



AUDITING

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Published the City’s first Comprehensive Annual Financial Report (CAFR).
- Developed a Long-Range Debt Service Projection for Capital Planning Purposes
- Developed a Five Year Revenue and Expenditure projection for the General Fund (to be revised for FY14)
- Revised the OPEB Liability actuarial valuation taking account of City’s transition to the GIC.
- Attained \$7.8 million in “Free Cash” in State Department of Revenue Certification
- Implemented electronic Accounts Payable with Commerce Bank reducing paper and postage and accruing revenue to the City based on volume.
- Allowed departmental submittal of electronic bill rolls and invoices further speeding up the accounts payable process
- Developed the Share Point Drive as a repository of Finance Policies and Procedures for internal customers
- Expanded the offerings on the Finance Department and Auditing Division websites to include Open Checkbook, Budget to Actual Reports, OPEB Valuation, Comprehensive Annual Financial Report, Annual Audits, and past and present City Budgets.

FY2013 GOALS REVIEW:

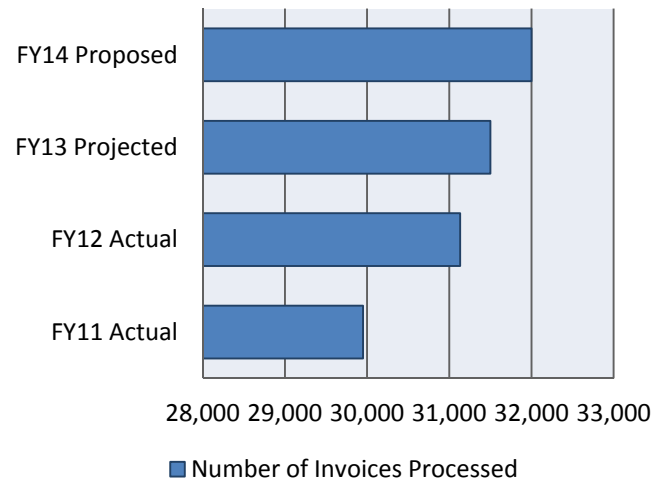
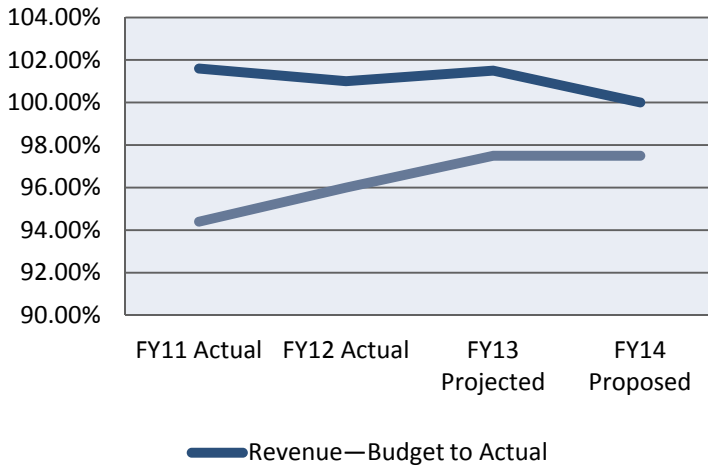
Goal	Strategic Objective	Status
Provide state of the art solutions to improve financial processes and monitoring.		
	Train employees on upgraded version 9.3 MUNIS	Completed.
	Implement Pay cards as an alternative to paper pay checks	Abandoned due to cost considerations and limited expected employee use.
	Allow for electronic submission by employees for certain employee changes to payroll	Completed.
Expedite the processing of payment documents completely, accurately, and on-time.		
	Require vendors in new and renewal contracts to invoice and accept payment electronically	Language incorporated into all new contracts.
	Implement electronic submittal of bill rolls and invoices from departments	Implemented electronic submittal of bill rolls for all departments. Electronic submittal of invoices prioritized for high-volume departments.
Ensure timely and accurate processing of all city payrolls.		
	Implement electronic submittal of payroll warrants from departments	Completed.
	Plan for in-house Payroll using the MUNIS Payroll Module	Ongoing.
	Hold departmental personnel accountable via frequent reporting	Ongoing.

AUDITING

Goal	Strategic Objective	Status
Improve City Performance by Demonstrating Accountability and Transparency.		
	Produce Detailed City Budget in hard copy and on-line	New information added to budget document. Produced in hard copy and on-line on Finance Department Website.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
General Fund Equity	\$27,898,438	\$40,700,160	\$41,612,751	TBD
Free Cash	\$7,364,518	\$7,646,537	\$7,846,054	TBD
Revenue—Budget to Actual	101.6%	101.0%	101.5%	100%
Expenditures—Budget to Actual	94.4%	96.0%	97.5%	97.5%
Number of Invoices Processed	29,950	31,132	31,500	32,000
Number of ACI Payments (Electronic)	N/A	N/A	111	500
Number of Contracts Processed	483	508	515	515



AUDITING

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Undertake Long-Term Financial Planning
	<ul style="list-style-type: none"> Work with Retirement Board and consulting actuary to produce a new actuarial valuation for the pension system as of Jan. 1, 2013. Revise the multi-year Capital Investment Plan in conjunction with the Capital Projects Department Update the 5 year General Fund projection of revenues and expenditures upon passage of the FY2014 Budget Determine asset allocation for the Health Claims Trust Fund Incorporate recommendations for Community Preservation Act spending into long-range capital planning Work with OSPCD to forecast new growth projections for the Union Square Urban Renewal District
	Provide State of the Art solutions to improve financial processes and monitoring
	<ul style="list-style-type: none"> Roll out procurement cards for selective departments effective for the FY2014 Budget Expand Over the Counter Credit Card payments to Fire, DPW, and ISD using Sage/Invoice Cloud Increase the number of vendors participating in the E-Payables Program
	Ensure that City Departments comply with all municipal finance statutes and regulations of the State Department of Revenue as well as flagging areas for potential abuse
	<ul style="list-style-type: none"> Work with Internal Auditor to ensure that a working system of internal checks and balances are in place for City Departmental financial functions including but not limited to, the monitoring of signatory approval for time sheets; the segregation of duties involving financial transactions such as collecting, receiving, and disbursements of funds and City and the appropriate documentation of financial transactions. Conduct periodic audits on cash, payroll, and assets Provide new educational materials on the Share Point drive to foster understanding of laws and regulations Analyze purchase requisitions to determine that the purchase is legally allowable, charged to the correct ledger account, and that the funds are available
	Develop methodologies to maximize return on taxpayer dollars
	<ul style="list-style-type: none"> Develop an indirect cost rate plan for federal government grant applications as recommended by the outside Auditors Develop activity-based costing for selected programs in DPW, Police, and Fire

BUDGET:

AUDITING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	692,480	744,869	612,366	641,088	
(512000) SAL & WAGES TEMP			1,000	2,080	
(513000) OVERTIME	9,059	5,700	6,654	6,300	
(514006) LONGEVITY	3,650	5,225	5,025	5,400	
(515012) PERFECT ATTENDANCE	1,900		1,600		

AUDITING

AUDITING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(519004) UNIFORM ALLOWANCE	1,400	1,400	1,400	1,400	
(519013) OTHER LUMP SUM			6,000		
SUB-TOTAL PERSONAL SERVICES	708,594	757,194	634,046	656,268	-13.3%
(524007) R&M - OFFICE	200	365	0	365	
(524034) R&M – SERVICE	438	725	453	725	
(530008) EMPLOYEE TRAINING	0	1,100	1,100	1,100	
(530009) ACCOUNTING	84,000	90,000	74,035	90,000	
(530011) ADVERTISING	450	0	150	0	
(542000) OFFICE SUPPLIES	3,200	3,000	1,579	3,000	
(542001) PRINTING & STATIONERY	1,475	400	110	400	
(542005) OFFICE EQUIPMENT	0	500	0	500	
(542008) BOOKS & BOOKBINDING	0	0	349	0	
(558004) SUBSCRIPTIONS	215	300	0	300	
(558013) DEPARTMENTAL	2,800	7,500	3,850	7,500	
(571000) IN STATE TRAVEL	0	100	85	100	
(571001) IN STATE CONFERENCES	130	400	435	400	
(573000) DUES AND MEMB	1,534	1,600	773	1,600	
SUB-TOTAL ORDINARY	94,442	105,990	82,919	105,990	0%
TOTAL	803,036	863,184	716,905	762,258	-11.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FINANCE DIRECTOR/CITY AUDITOR	BEAN, EDWARD	1,997.62	104,275.76	104,275.76
DEPUTY CITY AUDITOR	VACANT	1,538.46	80,307.61	74,153.61
ACCOUNTING ANALYST	HOLAK, CHRIS	1,250.00	65,250.00	65,250.00
ACCOUNTS PAYABLE SUPERVISOR	LIPMAN, ANITA	1,436.89	63,223.16	75,637.23
		1,440.74	11,814.07	
SYSTEMS ACCOUNTANT	TAM. COLLEEN	1,368.03	71,411.05	71,911.05
GRANT ACCOUNTANT	O'CONNELL, WILLIAM	1,249.34	65,215.53	66,615.53
ADMINISTRATIVE ASSISTANT	LIBERATORE, JO-ANN	1,029.84	53,757.46	55,507.46
PRINCIPAL CLERK I	MACMULLEN, DIANE	876.68	45,762.70	46,612.70
PRINCIPAL CLERK I	LANDRY, KATHRYN	876.68	45,762.70	46,612.70
SENIOR CLERK	CARRON, CORRIE	775.11	40,460.97	41,310.97
				647,887.01

PURCHASING

MISSION STATEMENT:

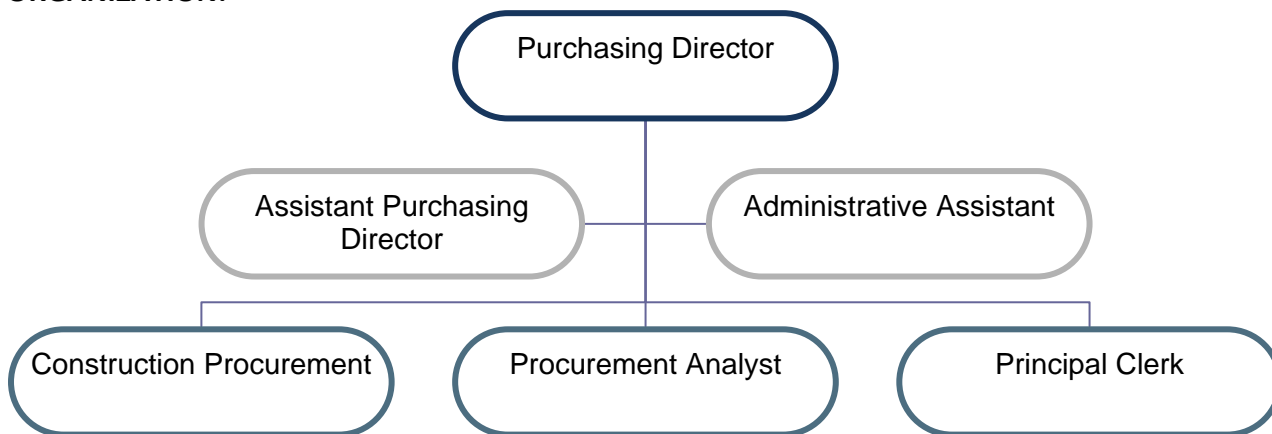
Assist City departments to obtain the best possible value of services and supplies in a timely fashion. To ensure the compliance of all state statutes and local ordinances as well as flagging areas for potential abuse.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	265,877	315,354	363,459	15.3%
ORDINARY MAINTENANCE	25,210	35,075	33,760	-3.7%
GENERAL FUND EXPENDITURES	291,087	350,429	397,219	13.4%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Introduced and rolled out the “purchasing planner” that streamlines procurement planning between Purchasing and the department making the purchase.

PURCHASING

- Provided more analysis of purchasing history within and across departments to identify opportunities to attract more bidders and drive down unit costs.

FY2013 GOALS REVIEW:

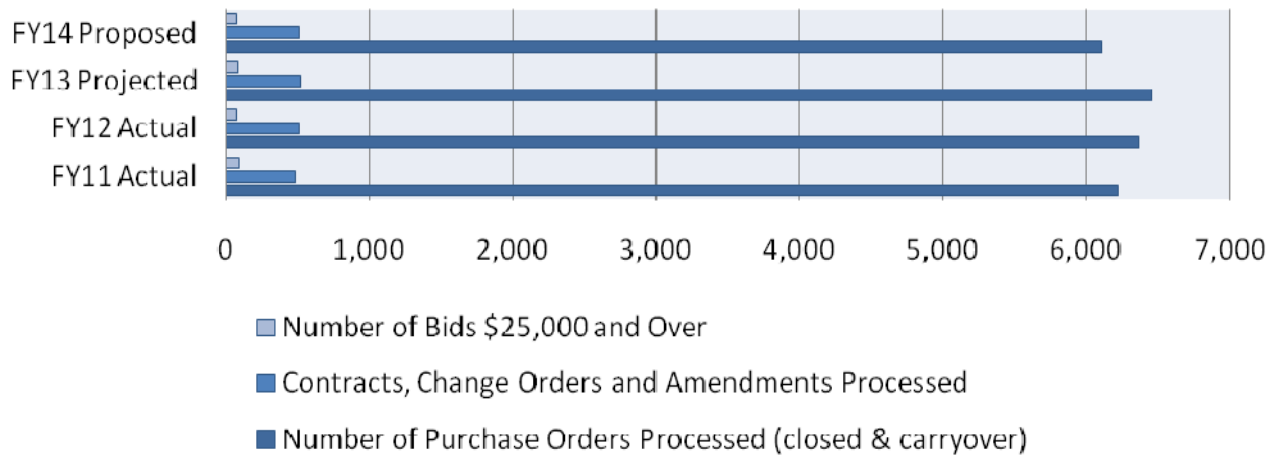
Goal	Strategic Objective	Status
Make purchasing experience in Somerville accurate, courteous, and easy (A.C.E.)		
	Update, formalize and implement purchasing policies and procedures that streamline purchasing processes citywide.	Procurement planner implemented and in use. Contract templates and forms in process of being updated. Standard supplies and services will be completed in the summer of 2013. Bid documents updated for quotes, invitations for bid and RFPs will be rolled out in FY14.
Competitively procure goods and services to get the best value for the City.		
	Drive down costs on projects by comparing year to year, looking at industry standards, negotiate lower prices on bids, and consult with other municipalities on their processes and prices.	Analysis began in FY13 to determine baseline spending using available data in MUNIS. Opportunities have been identified to pool purchasing power across departments for some goods that have traditionally been procured individually by departments.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Number of Purchase Orders Processed	6,223 – Closed & Carry Fwd 6,182 – Closed only	6,364 – Closed & Carry Fwd 6,152 – Closed only	Projected: 6,450 Closed, Printed & Carry Fwd Currently 5,850 – Closed & Printed, 3690 Closed only	Projected: 5,900 - 6,100 Fiscal climate to remain steady / status quo or slightly lighter than previous years. We assume slightly fewer PO's due to increased efficiency on ordering, department credit card implementation and slightly less spending overall by departments.
Number of Contracts Processed	483 contracts, change orders and	508 contracts, change orders and	Projected: 515 contracts, change	Projected: 495 – 510 We project similar or slightly lower amount of contracts processed due

PURCHASING

	amendments processed	amendments processed	orders and amendments processed 363 currently	to purchasing department encouraging the combining of contracts / orders from various departments to leverage the City's spending power and from various analysis reports.
Number of Bids \$25,000 and Over	94	74	87	Projected: 80



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Improve Procurement Process	
	Roll out a comprehensive procurement planning program and training citywide.
	Update and implement standard contract forms (with the Law Department). Update and implement standard bid documents.
	Drive down costs of supplies and services within current market conditions.
	Utilize spending analysis in procurement planning with departments to identify new strategies for attracting more competition.

PURCHASING

BUDGET:

PURCHASING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	263,677	312,754	284,521	362,259	
(514006) LONGEVITY	1,500	1,900	1,125	500	
(515011) HOLIDAYS - SMEA	-	-	1,276	-	
(519004) UNIFORM ALLOWANCE	700	700	700	700	
SUB-TOTAL PERSONAL SVS.	265,877	315,354	289,622	363,459	15.3%
(524007) R&M - OFFICE	-	250	220	250	
(524034) R&M - SERVICE	563	1,200	700	420	
(527015) RENTALS EQUIPMENT	5,109	9,000	8,555	9,600	
(530011) ADVERTISING	5,928	10,000	6,015	7,000	
(530024) TUITION	500	1,500	2,700	3,100	
(534003) POSTAGE	31	-	-	-	
(542000) OFFICE SUPPLIES	12,494	12,000	10,300	12,000	
(542001) STATIONERY	-	200	60	100	
(542006) OFFICE FURNIT	-	-	-	300	
(558004) MAGAZINES/SUB	176	325	129	150	
(571001) IN STATE CONF	-	-	60	140	
(573000) DUES AND MEMB	410	600	475	700	
SUB-TOTAL ORDINARY MAINT.	25,210	35,075	29,214	33,760	-3.7%
TOTAL	291,087	350,429	318,836	397,219	13.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PURCHASING DIRECTOR	ANGELA ALLEN	1,538.46	80,307.61	80,307.61
ASSISTANT PURCHASING DIRECTOR	KAREN MANCINI	1,326.71	69,254.26	69,254.26
CONSTRUCTION PROCUREMENT MGR	ORAZIO DELUCA	1,188.73	62,051.71	62,051.71
PROCUREMENT ANALYST	MICHAEL GAUTHIER	1,153.85	60,230.97	60,230.97
ADMINISTRATIVE ASSISTANT	BONNIE TANNER	909.95	35,670.04	49,649.00
		1,009.92	13,128.96	
PRINCIPAL CLERK	VACANT	797.22	41,614.88	41,964.88
				363,458.43

BOARD OF ASSESSORS

MISSION STATEMENT:

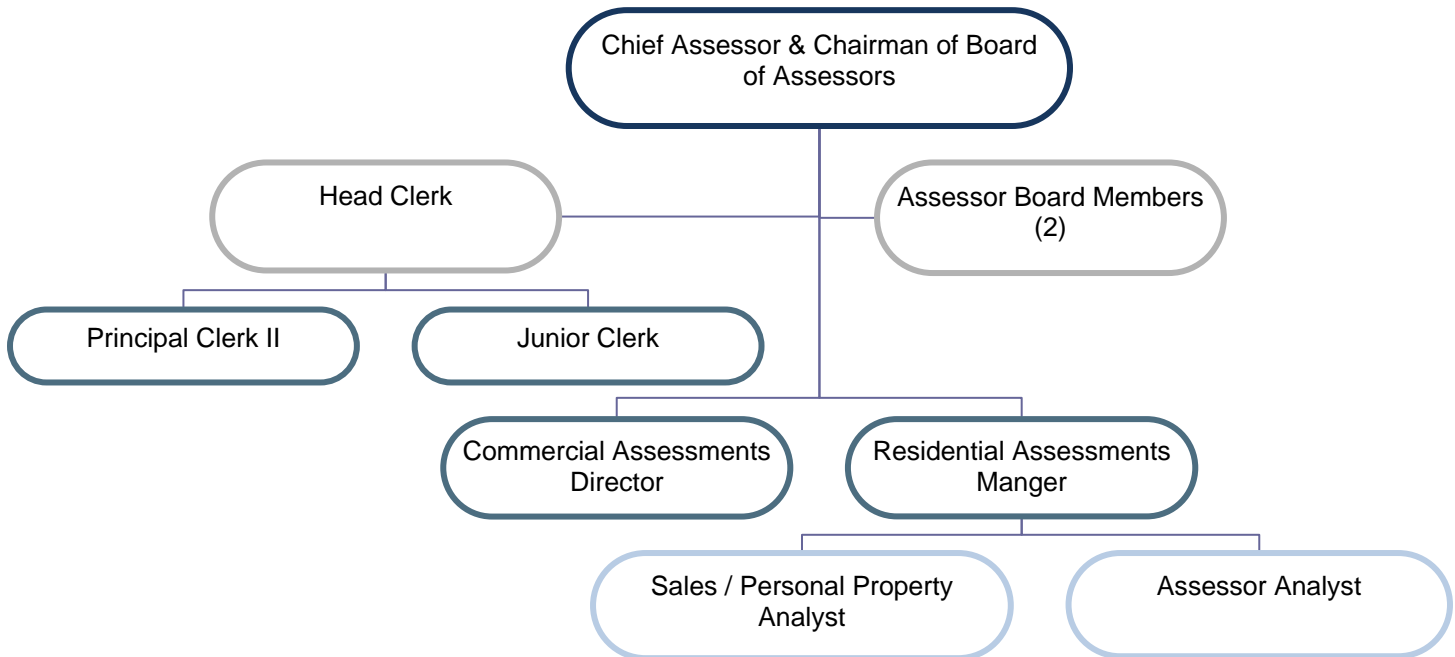
To provide taxpayers and the general public with the best professional service and information available. Efficient and effective assistance allows taxpayers, the public, other city departments, and state agencies to maintain the highest level of confidence in the Assessors and their data.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	446,054	445,678	498,604	11.9%
ORDINARY MAINTENANCE	57,610	87,100	88,300	1.4%
GENERAL FUND EXPENDITURES	503,664	532,778	586,904	10.2%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



BOARD OF ASSESSORS

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Successful completion of DOR required interim year adjustment on all values.
- Provided Administration with captured increment for Assembly Square project.
- Provided Administration with revenue projections for Union Square project.
- Provided Administration with anticipated tax implications of Community Preservation Act.
- Reviewed and certified the residential exemption status of 1,700 new and existing residents.

FY2013 GOALS:

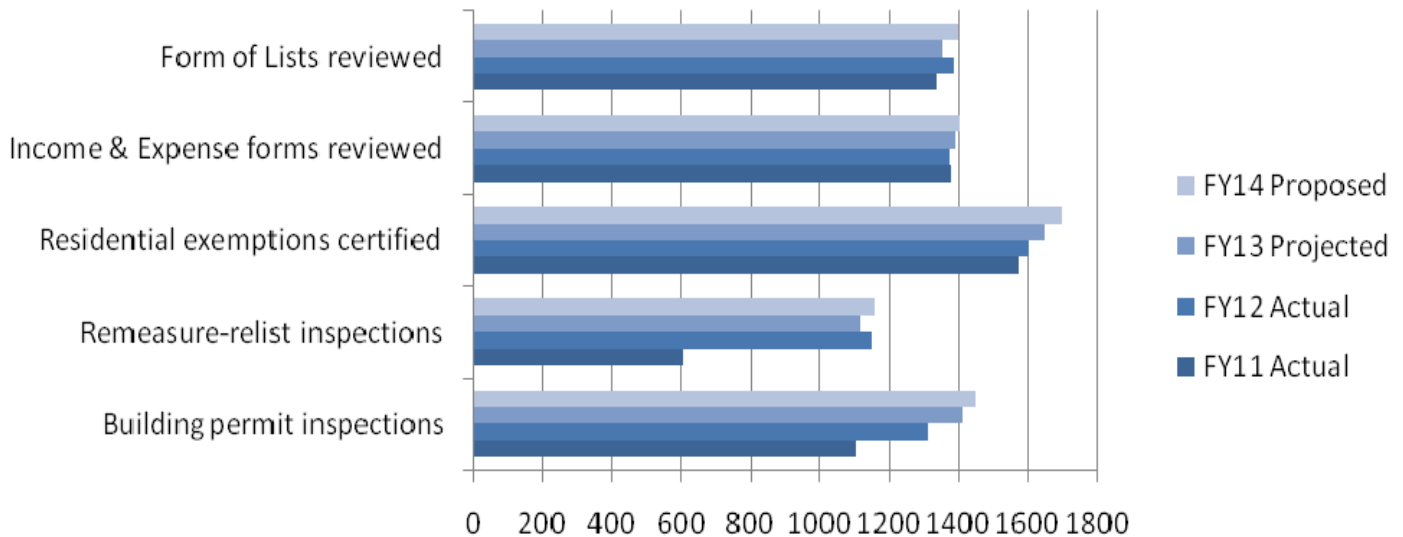
Goal	Strategic Objective	Status
Begin the FY 2014 revaluation or State required certification		
	Coordinate with our Consultant, (Vision Appraisal-real estate and RRC-personal property) to ensure a clear understanding of the required tasks and formulate a work strategy.	Work plan approved by DOR. Work underway on all levels; in-house and with both real estate and personal property consultants.
	Coordinate with our DOR representative to ensure requirements are met	In progress-several meetings held with DOR representative.
	Begin Site index analysis and survey of cost changes	In progress
Update Assessors maps		
	Coordinate with Vision Appraisal and mapping consultant, (CDM) to account for all required map changes and technical issues.	Project completed
	Coordinate with other City Departments who may be aware of needed corrections.	Completed
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.	Completed for FY 2013
	Review 1,200 building permits and determine impact on growth leading to DOR approval of form LA-13.	Completed
	Re-measure & relist 1,500 properties last inspected in 2003, 2004, or 2005.	Completed
	Send out, review and process 1,600 income & expense forms.	Completed
	Send out, review, and process 1,200 forms of list.	Completed

BOARD OF ASSESSORS

Goal	Strategic Objective	Status
	Coordinate with the City's Inspectional Services Division to flag discrepancies in building permits	On-going
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.	Completed

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Sales verification inspections	671	703	750	800
Building permit inspections	1105	1311	1415	1450
Remeasure-relist inspections	607	1153	1120	1160
Residential exemptions certified	1571	1603	1700	1700
Potential bldg. permit issues sent to ISD	46	54	55	60
Income & Expense forms reviewed	1382	1376	1392	1405
Form of Lists reviewed	1338	1387	1356	1400
Statutory exemptions reviewed	549	526	483	475



BOARD OF ASSESSORS

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Complete the DOR required certification	
	Coordinate with our Consultants and DOR to ensure timely completion of all tasks and that all DOR standards are met.
	Meet all DOR requirements regarding public disclosure to taxpayers.
Determine Assembly Square captured tax increment	
	Inspect and assess DIF blocks as of 6/30/2013 to calculate construction completion value for FY 2014.
Determine City-wide tax base growth	
	Inspect all properties improved (with bldg. permits) to determine new growth value as of 6/30/2013 for FY 2014.

BUDGET:

BOARD OF ASSESSORS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	426,587	425,930	418,873	477,139	
(511002) SALARIES - MONTHLY	16,498	16,498	15,179	18,215	
(513000) OVERTIME	-	500	-	500	
(514006) LONGEVITY	1,700	1,700	1,700	1,700	
(515012) PERFECT ATTENDANCE	219	-	1,500	-	
(519004) UNIFORM ALLOWANCE	1,050	1,050	1,050	1,050	
SUBTOTAL PERSONAL SERVICES	446,054	445,678	444,913	498,604	11.9%
(524007) R&M - OFFICE EQUIP	451	300	130	300	
(524033) R&M - SOFTWARE	12,200	13,900	-	-	
(524034) R&M - SERVICE	438	500	438	500	
(530000) PROF & TECH SVS	31,976	36,000	33,307	36,000	
(530011) ADVERTISING	65	500	50	500	
(530016) PROPERTY DATA	3,700	25,000	33,640	38,000	
(530024) TUITION	1,869	2,500	1,665	2,700	
(542000) OFFICE SUPPLIES	2,096	2,500	2,499	2,500	
(542001) PRINTING &	1,744	1,500	860	1,500	
(542008) BOOKS & BINDING	325	650	350	650	
(558002) ONLINE SUBSCRIPTIONS	-	-	1,000	1,100	

BOARD OF ASSESSORS

BOARD OF ASSESSORS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(558004) SUBSCRIPTIONS	255	550	899	1,000	
(571000) IN STATE TRAVEL	1,564	2,500	1,708	2,500	
(571001) IN STATE CONFERENCES	373	-	352	500	
(573000) DUES AND MEMB	480	700	480	550	
(578010) RECORDINGS	75	-	-	-	
SUBTOTAL ORDINARY	57,610	87,100	77,378	88,300	1.4%
TOTAL	503,664	532,778	522,291	586,904	10.2%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ASSESSOR	LEVYE, MARC A	1,733.08	90,466.78	90,466.78
ASSESSOR	MOYNIHAN, HUMPHREY	758.95	9,107.40	9,107.40
ASSESSOR	FLYNN, MICHAEL	758.95	9,107.40	9,107.40
DIRECTOR OF COMMERCIAL ASSESSMENTS	SWARTZ, LYNDA	1,408.12	73,503.86	73,503.86
MANAGER OF RESIDENTIAL ASSESSMENTS	IRELAND, MARY LOUISE	1,287.79	67,222.64	67,222.64
SALES/PERSONAL PROPERTY ANALYST	MATHEWS, DANIEL	1,153.85	60,230.97	60,230.97
ASSESSOR ANALYST	D'AURIA, RUSSELL	961.54	50,192.39	50,192.39
ADMINISTRATIVE ASSISTANT	HALEY, CAROL	1,029.84	53,757.65	54,957.65
PRINCIPAL CLERK II	NUNZIATO, TERESA	861.98	44,995.36	46,195.36
JR CLERK	LANDRY, THERESA	701.31	28,613.45	37,118.33
		715.34	8,154.88	
				498,102.76

GRANTS DEVELOPMENT

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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	100,631	106,123	112,431	5.9%
ORDINARY MAINTENANCE	-	4,456	4,456	0.0%
GENERAL FUND EXPENDITURES	83,474	110,579	116,887	5.7%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Ensure City Departments are pursuing all appropriate Grant funding		
	Maintain institutional knowledge of grant funding by monitoring websites and other sources of information on potential grant opportunities	
	Ensure that City Departments have needed information to act on potential funding opportunities and help departments to evaluate grant opportunities they have identified on their own	
	Explore non-traditional funding streams for emerging innovative City projects	
Ensure that City Departments are fully aware of Grants Development as an internal resource.		
	Connect City departments with information needed to act on potential funding opportunities and devise 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 Development as an internal resource.		

GRANTS DEVELOPMENT

Goal	Strategic Objective	Status
	Continue to develop and enhance a departmental grants manual that informs City departments about Grants Development resources	
	Continue to develop and enhance the Grants Development page on the City's website and update departments on best practices in Grants Development	

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Number of Grants Submitted	82	68	64	60
Number of Grants Awarded	58	50	48	45
Awarded Success Rate	70.7%	73.5%	75%	75%
Dollar Amount of Grants Received	\$6.7 Million	\$4.8 Million	\$7.5 Million	\$5 Million

BUDGET:

GRANTS DEVELOPMENT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	100,631	106,123	84,445	112,431	
SUB-TOTAL PERSONAL SVS.	100,631	106,123	84,445	112,431	5.9%
(530000) PROF & TECH SVS	945	1,000	-	1,000	
(542000) OFFICE SUPPLIES	856	1,000	-	1,000	
(542001) STATIONERY	-	-	-	-	
(542004) COMPUTER SUPPLIES	353	440	-	440	
(558004) SUBSCRIPTIONS	1,674	1,700	-	1,700	
(573000) DUES AND MEMB	312	316	-	316	
SUB-TOTAL ORDINARY MAINT.	4,140	4,456	-	4,456	0.0%
TOTAL	83,474	110,579	84,445	116,887	5.7%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
GRANT ADMINISTRATOR	HARTKE, KATE	1,153.85	60,230.77	60,230.77
GRANT WRITER	HAAS, LAURA	1,000.00	52,200.00	52,200.00
				112,430.77

CITY CLERK

MISSION STATEMENT:

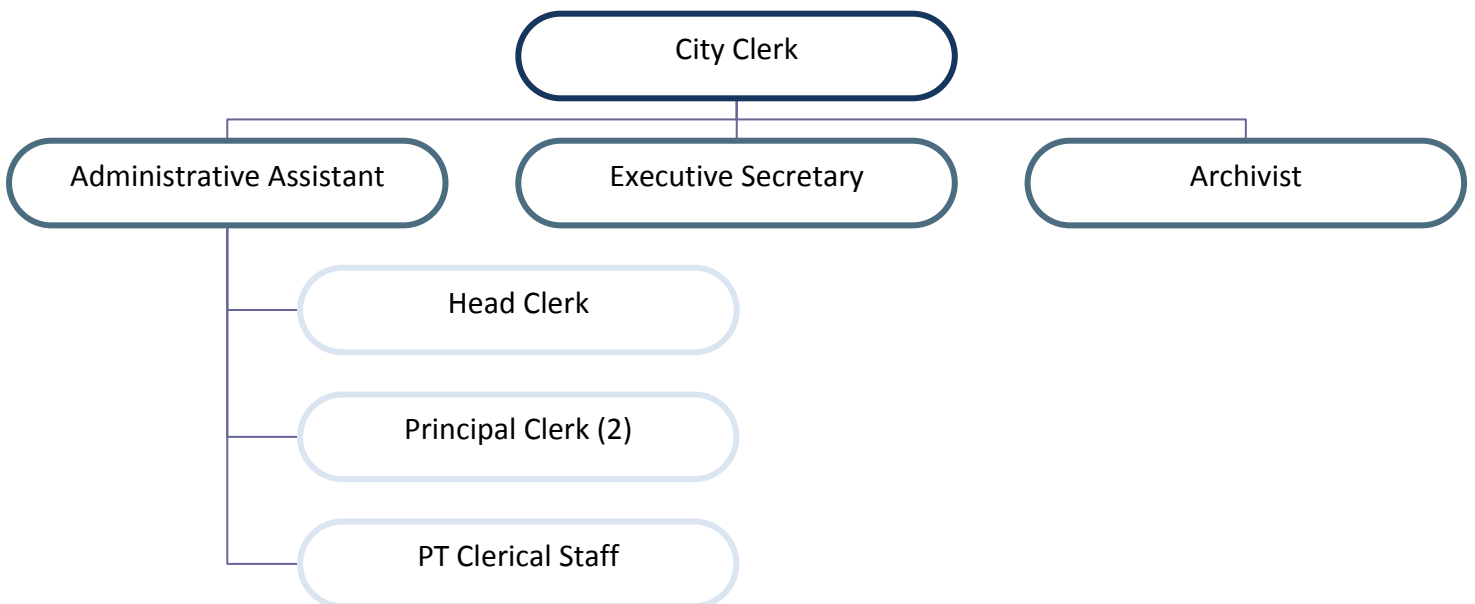
The City Clerk’s Office is the City’s keeper of records, vital statistics, and general information. The mission of the Office is to record, maintain, and certify municipal records, including resident vital statistics, business licenses and permits, and legislative acts. To that end, we provide technical 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	326,666	345,501	405,292	17.3%
ORDINARY MAINTENANCE	79,232	133,797	154,506	15.5%
GENERAL FUND EXPENDITURES	405,898	479,298	559,798	16.8%

CHANGES BETWEEN FY2013 AND FY2014:

- The postage line has been increased due to a new lease on our postage machine and an increasing volume of in-house mail.
- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- The City Clerk’s Office began accepting credit cards for financial transactions at the counter for walk-up customers.
- The City Clerk’s Office completed the conversion to the Munis Business Licensing Module for licenses issued by the Board of Aldermen.
- The City Clerk’s Office expanded its archiving initiatives with the hiring of the city’s first full-time Archivist, and the Archivist launched daily Tumblr and Facebook postings to publicize the public’s ever-increasing access to the city’s physical and digital records.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Provide accurate, courteous and easy customer service with respect to vital records, dog licenses, and other residential services.		
	Allow the use of credit cards for in-person and online vital records requests.	Credit cards are now accepted for in-person financial transactions. The goal of accepting credit cards for online transactions is in progress.
	Complete the conversion to the Munis Business Licensing Module for all City Clerk, Board of Aldermen, and Licensing Commission licenses.	BOA business licenses are now recorded using the Munis Business Licensing module. The goal of using the module for the Licensing Commission’s licenses is in progress.
Provide consistent administrative support for municipal government		
	Continue to stream BOA meetings online and post minutes and video links within 2 business days.	All BOA meetings are now posted online within 2 business days.
	Continue using MinuteTraq to promptly inform departments of relevant BOA actions.	All BOA actions are now forwarded via MinuteTraq within 2 business days of adoption or Mayoral approval.
	Roll out to all city departments the resources of the Archivist, and complete an internal needs assessment and 3-year action plan for onsite and offsite storage, and records retention.	The Archivist is now available citywide, and has assisted four city departments with significant archiving projects. The goal of completing a needs assessment/ action plan is in progress.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Vital Records Requests	4,952	4,622	4,667	4,667
Board of Aldermen Licenses	608	547	591	615
Licensing Commission Licenses	414	428	418	427
Archived Records (Cubic Feet)	1,950	2,220	2,325	2,525

CITY CLERK

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Provide accurate, courteous and easy customer service with respect to vital records, dog licenses, and other residential services.
	Allow the use of credit cards for online vital records requests.
	Complete the conversion to the Munis Business Licensing Module for Licensing Commission licenses.
	Provide consistent administrative support for municipal government.
	Continue to stream BOA meetings online and post minutes and video links within 2 business days.
	Continue using MinuteTraQ to promptly inform departments of relevant BOA actions.
	Complete an internal needs assessment and 3-year action plan for onsite and offsite records storage and records retention.

BUDGET:

CITY CLERK	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	316,223	335,909	355,176	386,284	
(512000) SAL & WAGES TEMP	-	-	-	9,416	
(512002) SUMMER YOUTH	104	-	-	-	
(513000) OVERTIME	2,015	2,192	1,270	2,192	
(514006) LONGEVITY	5,575	5,650	5,575	5,650	
(515012) PERFECT ATTENDANCE	1,000	-	500	-	
(519004) UNIFORM ALLOWANCE	1,750	1,750	1,750	1,750	
SUBTOTAL PERSONAL SERVICES	326,666	345,501	369,271	405,292	17.3%
(524007) R&M - OFFICE EQUIP	409	1,900	1,815	1,900	
(524033) R&M - SOFTWARE	15,040	16,040	15,040	18,040	
(524034) R&M - SERVICE	313	-	-	-	
(527006) LEASE - PHOTOCOPIER	2,151	2,500	2,200	2,500	
(527013) RENTAL - STORAGE	3,021	3,930	3,930	5,050	
(527018) POSTAGE MACHINE	624	10,392	1,000	10,392	
(530000) PROF & TECH SVS	1,002	1,300	1,299	1,300	
(530011) ADVERTISING	605	750	750	750	
(534003) POSTAGE	41,679	58,875	67,924	75,964	
(542000) OFFICE SUPPLIES	6,120	5,000	5,450	5,000	

CITY CLERK

(542001) PRINTING &	1,535	7,600	1,321	5,600	
(542005) OFFICE EQUIPMENT	-	1,600	-	2,300	
(542008) BOOKS & BINDING	5,910	12,610	7,700	14,410	
(571001) IN STATE CONFERENCES	200	500	-	500	
(573000) DUES AND MEMB	339	500	225	500	
(574000) INSURANCE PREMIUM	256	300	275	300	
(578001) CREDIT CARD FEE	-	10,000	-	10,000	
SUBTOTAL ORDINARY MAINT.	79,232	133,797	108,930	154,506	15.5%
TOTAL	405,898	479,298	478,201	559,798	16.8%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CITY CLERK	LONG, JOHN J	1,682.23	87,812.41	87,812.41
ARCHIVIST	DIXSON, NADIA	961.54	50,192.39	50,192.39
ADMN ASST	DEPRIZIO, JO-ANN	1,029.84	53,757.65	55,507.65
EXECUTIVE SECRETARY	PAGLIARO, JENNEEN	1,029.84	53,757.65	55,507.65
HEAD CLERK	JAMES, MAUREEN	942.63	49,205.29	50,955.29
PRINCIPAL CLERK II	CASSIDY, NANCY	891.99	46,561.88	47,761.88
PRINCIPAL CLERK II	STONE, MARY	861.99	44,995.88	45,945.88
				393,683.13

MISSION STATEMENT:

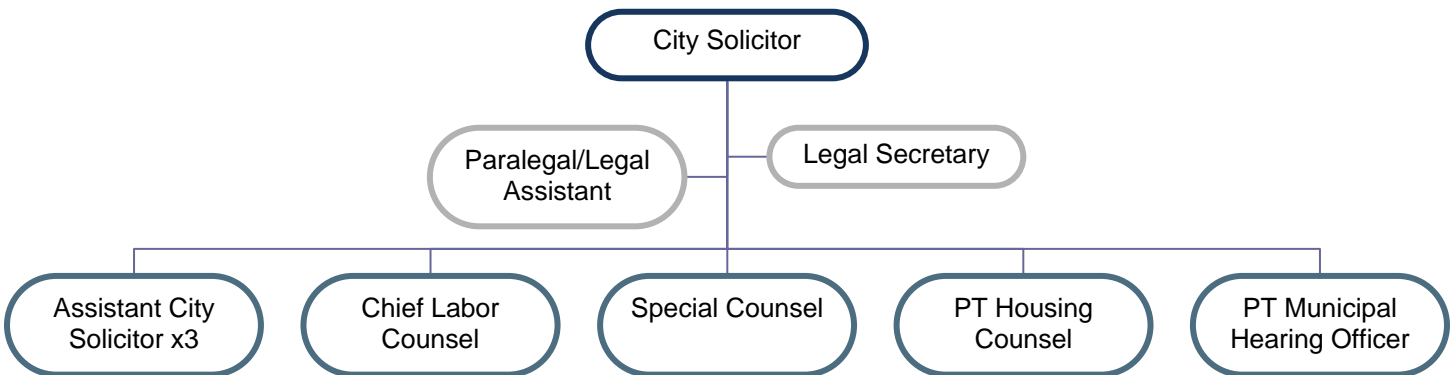
To provide high quality, cost effective legal services to the Mayor, Board of Aldermen, Department Heads, Boards and Commissions. The Law Department strives to successfully prosecute and defend actions before state and federal courts and administrative agencies, as well as provide knowledgeable and efficient responses 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 - including first of their kind - in the Commonwealth of Massachusetts.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	535,449	556,538	603,993	8.5%
ORDINARY MAINTENANCE	32,643	125,700	125,900	0.2%
GENERAL FUND EXPENDITURES	568,092	682,238	729,893	7.0%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Successfully negotiated collective bargaining agreements with firefighter unit, fire alarm unit and all three SMEA units;
- Prepared Union Square Urban Renewal Area Plan and assisted in related GLX matters;
- Drafted and provided legal guidance related to passage of Community Preservation Act ordinance;
- Drafted and successfully advocated for passage of Home Rule Amendment increasing number of available alcoholic beverage licenses that may be granted to local restaurant establishments;
- Processed 87 new claims, opened files on 20 new lawsuits and reviewed 430 contracts in first 10 months of FY 13.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Continually improve the skill set of all staff		
	Encourage staff to routinely attend legal seminars and take courses in computer programs	Ongoing
Strive for excellent customer service according to A.C.E		
	Continue to provide prompt responses to law claims.	Ongoing
Advance the Assembly Row project		
	Contract execution w/MBTA	Construction expected to be ongoing throughout FY14.
	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	Regularly scheduled meetings held with Purchasing Department
Code violation enforcement Implementation		
	Maintain efficient code enforcement	
	Assisting NIT team and using Receivership	An attorney meets weekly with NIT team
Improve client communication		
	Vet items internally before submitting to BOA, dept. heads, etc.	Ongoing
	Efficiently and effectively communicate opinions to BOA members	

LAW

	Educate clients on importance of including law department in decision-making	Ongoing
Continually strive to develop cost effective and prudent legal strategies		
	Retain litigation against the City in-house to avoid incurring outside counsel fees	Ongoing
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	Ongoing
Scan and index legal documents to preserve the quality of the documents and to provide greater accessibility		
	Scanning and indexing continues throughout the year	Ongoing

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Claims Against the City	N/A	N/A	87	80
Reimbursement of 111F liens	N/A	N/A	\$29,548	\$30,000
Contracts Reviewed	N/A	N/A	430	400

FY2014 GOALS:

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	Continue to provide prompt responses to law claims.
Advance the Green Line Extension project.	Work with MBTA as to easements and takings. Complete eminent domain takings process (as part of USURP).
Increase the efficiency of city-wide contract and procurement process	Continue to 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 to advance Assembly Row project.	
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
	Continue to provide prompt responses to law claims.
Advance the Green Line Extension project.	
	Work with MBTA as to easements and takings.
	Complete eminent domain takings process (as part of USURP).
Increase the efficiency of city-wide contract and procurement process	
	Continue to 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 to advance Assembly Row project.	

LAW

	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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	524,199	545,288	530,776	591,702	
(511002) SALARIES - MONTHLY	10,000	10,000	9,201	11,041	
(514006) LONGEVITY	1,250	1,250	1,250	1,250	
SUBTOTAL PERSONAL SERVICES	535,449	556,538	542,226	603,993	8.5%
(524007) R&M - OFFICE EQUIP	439	800	-	800	
(524034) R&M - SERVICE	325	-	-	-	
(530000) PROF & TECH SVS	12,299	16,000	26,621	16,000	
(530010) LEGAL SERVICE	394	75,000	1,000	75,000	
(530024) TUITION	610	3,000	1,400	3,000	
(534003) POSTAGE	267	-	3	200	
(542000) OFFICE SUPPLIES	358	2,500	1,732	2,500	
(542001) PRINTING &	170	400	-	400	
(542002) PHOTOCOPYING	182	-	-	-	
(542005) OFFICE EQUIPMENT	6,646	2,000	-	2,000	
(542008) BOOKS & BINDING	6,271	19,000	8,031	19,000	
(558004) SUBSCRIPTIONS	644	500	447	500	
(571000) IN STATE TRAVEL	1,019	1,000	700	1,000	
(573000) DUES AND MEMB	2,475	4,000	2,935	4,000	
(578010) RECORDINGS	545	1,500	100	1,500	
SUBTOTAL ORDINARY MAINT.	32,643	125,700	42,969	125,900	0.2%
TOTAL	568,092	682,238	585,195	729,893	7.0%

PERSONNEL LIST:

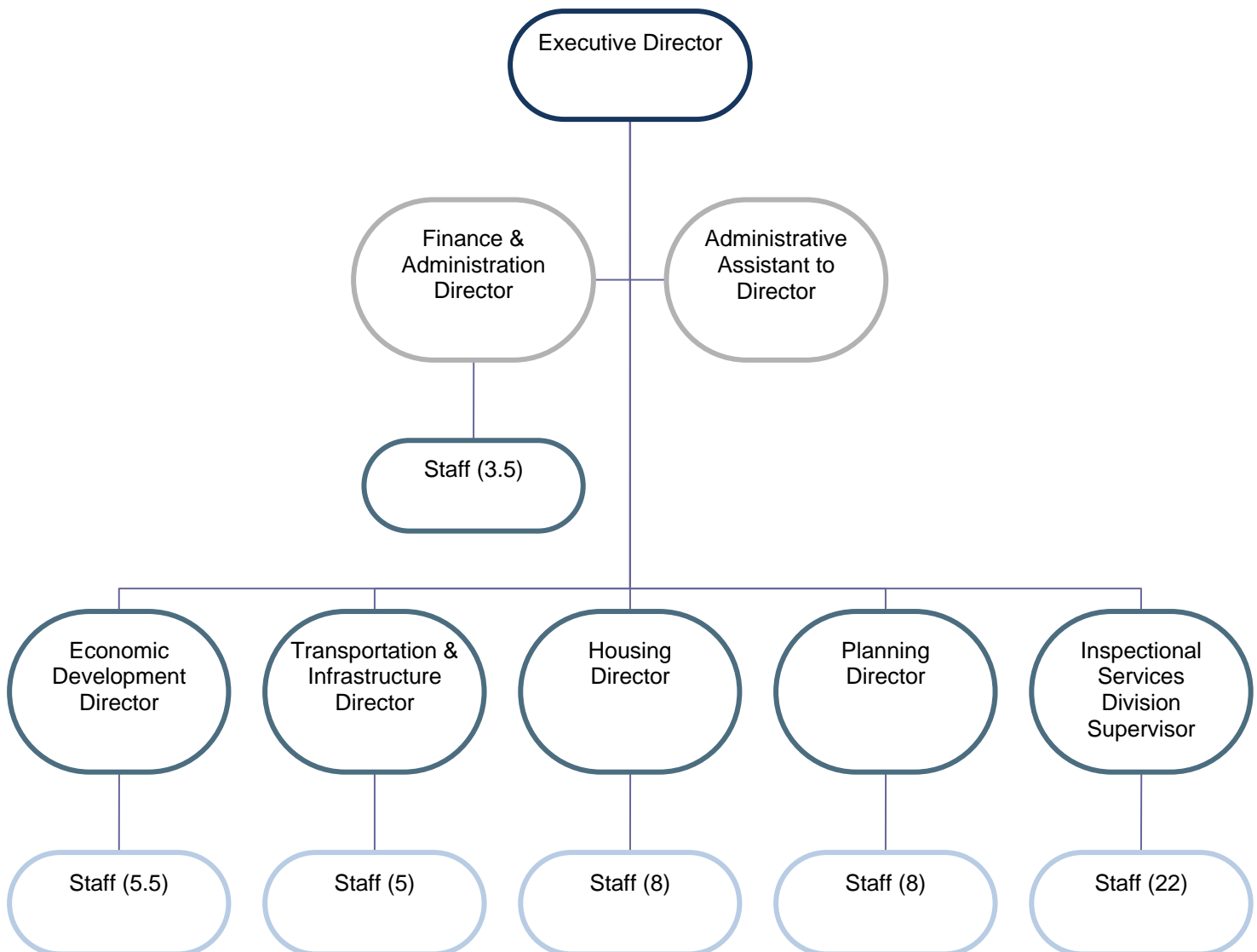
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CITY SOLICITOR	FRANCIS X. WRIGHT, JR.	1,997.62	104,275.76	104,275.76
ASSISTANT CITY SOLICITOR	MATTHEW J. BUCKLEY	1,632.87	85,235.81	85,235.81
ASSISTANT CITY SOLICITOR	ROBERT V. COLLINS	1,632.87	85,235.81	85,235.81
ASSISTANT CITY SOLICITOR	DAVID P. SHAPIRO	1,682.23	87,812.41	87,812.41
ASSISTANT CITY SOLICITOR	JASON GROSSFIELD	1,538.46	80,307.61	80,307.61
LEGAL COUNSEL	EILEEN MCGETTIGAN	384.02	20,045.84	20,045.84
PARALEGAL/LEGAL ASSISTANT	SUSAN M. TKACZUK	788.54	41,161.79	41,161.79
LEGAL ASSISTANT	PAULA GARTLAND	1,447.85	60,809.70	76,867.04
		1,451.70	14,807.34	
HOUSING COUNSEL	DONATO, KELLY	250.00	13,050.00	13,050.00
MUNICIPAL HEARING OFFICER	KENNETH JOYCE	833.33	9,999.96	9,999.96
				603,992.04

OFFICE OF STRATEGIC PLANNING & COMMUNITY DEVELOPMENT

MISSION STATEMENT:

The Mayor's Office of Strategic Planning and Community Development (OSPCD) is committed to making Somerville an even more exceptional place to live, work, play and raise a family by implementing the goals, policies and actions of the SomerVision comprehensive plan. OSPCD seeks to enhance low and moderate income areas of the City, stimulate economic development, increase job opportunities, create future development opportunities, improve the City's neighborhoods, expand housing options, preserve and enhance open space and improve transportation access, with a focus on Somerville's long-term economic, environmental and social quality of life.

DEPARTMENT ORGANIZATION:



OSPCD ADMINISTRATION

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	79,107	142,203	154,381	8.6%
ORDINARY MAINTENANCE	1,887	21,551	21,551	0.0%
GENERAL FUND EXPENDITURES	80,994	163,754	175,932	7.4%

CHANGES BETWEEN FY2013 AND FY2014:

- A vacant project manager position has been eliminated. Other differences in salaries are due to the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Work with the Somerville community to strategically plan for its future		
	Prepare Implementation Program for Comprehensive Plan	Ongoing
	Work with Planning staff to initiate Citywide rezoning study	Ongoing
	Seek New Business Opportunities	Ongoing
Ensure that OSPCD revenues and expenditures are within annual budget parameters		
	Develop New Five Year Plan	Completed
	Submit annual HUD Action Plan in timely manner	Completed
	Expend HPRP and CDBG-R funds within HUD timeframes	Completed and closed
	Submit City budget proposal in timely manner	Completed
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	Ongoing
	Actively monitor performance of sub grantees	Ongoing
	Work as Financial Liaison to Grants and help seek new Grants	Ongoing
	Identify opportunities for professional development	Ongoing
Administer funds from HUD Community Challenge Grant		
	Work with Housing Director to identify parcels to create land bank for affordable housing	Ongoing
	Work with Planning & Zoning staff to prepare Area Plans around future Green Line Stations	Ongoing

OSPCD ADMINISTRATION

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Total community meetings held	N/A	N/A	98	120
Total jobs created	N/A	N/A	13	685
Total new public open space (acres)	N/A	N/A	1.5	2.0
Total new affordable housing rental units	N/A	N/A	35	116
Total new affordable homeownership units	N/A	N/A	6	8
Percentage increase in biking or walking	N/A	N/A	50%	25%
Total new public project starts	N/A	N/A	12	5
Total new residential development (sf)	N/A	N/A	754,900	250,000
Total new commercial development (sf)	N/A	N/A	592,000	150,000
Total new development in transformative areas (sf)	N/A	N/A	1,298,300	287,000

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Submit Annual HUD Action Plan	
Submit Annual CAPER	
Submit City budget in a timely manner.	
Provide financial and administrative support to all OSPCD divisions	

BUDGET:

OSPCD ADMINISTRATION	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	79,107	142,203	81,088	154,381	
SUBTOTAL PERSONAL SERVICES	79,107	142,203	81,088	154,381	8.6%
(524007) R&M - OFFICE EQUIP	-	-	199	-	
(524034) R&M - SERVICE	1,580	-	1,375	-	
(527006) LEASE - PHOTOCOPIER	2,152	7,771	2,516	7,771	
(530000) PROF & TECH SVS	-	11,280	250	11,280	
(530011) ADVERTISING	-	1,250	-	1,250	
(530023) STAFF DEVELOPMENT	-	-	500	-	
(534003) POSTAGE	-	500	-	500	

OSPCD ADMINISTRATION

(542000) OFFICE SUPPLIES	459	500	156	500	
(542001) PRINTING & STATIONERY	30	-	30	-	
(549000) FOOD SUPPLIES	-	-	71	-	
(558004) SUBSCRIPTIONS	-	250	-	250	
(572000) OUT OF STATE TRAVEL	1,645	-	456	-	
(573000) DUES AND MEMB	325	-	940	-	
SUBTOTAL ORDINARY MAINT.	1,887	21,551	6,493	21,551	0.0%
TOTAL	80,994	163,754	87,581	175,932	7.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	GLAVIN, MICHAEL	2,318.33	121,016.83	48,406.73
DIRECTOR FIN & ADMIN	GULLA, JAYNE	1,538.46	80,307.61	21,683.06
SENIOR ACCOUNTANT	MENGESTU, ZEWDITU	1,224.65	63,926.73	12,146.08
SENIOR ACCOUNTANT	INACIO, ALAN	1,153.85	60,230.97	12,046.19
PROGRAM COMPLIANCE OFFICER	VACANT	961.54	50,192.39	35,134.67
ADMINISTRATIVE ASST TO DIRECTOR	LYNCH, NANCY	919.69	48,007.82	24,964.07
PROGRAMS ANALYST PT	SNYDER, PENELOPE	630.83	32,929.33	0.00
				154,380.78

OSPCD PLANNING & ZONING

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	274,882	403,723	524,895	30.7%
ORDINARY MAINTENANCE	22,456	23,637	175,558	642.7%
GENERAL FUND EXPENDITURES	297,338	427,360	700,453	63.9%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to the market adjustment for nonunion salaries and expiration of grant funding for two senior planner positions.
- An increase of \$165,000 was included in Professional and Technical Services to pay for technical assistance associated with the Somerville by Design program.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Coordinated the review of over 100 cases before the Planning Board, Zoning Board of Appeals and Historic Preservation Commission, including completion of the Maxwell's Green development and permitting to allow Assembly Square blocks 1 through 4 to be under construction
- Coordinated the Somerville by Design Station Area Planning Series, planning for Gilman Square, Lowell Street / Magoun Square and Ball Square
- Completed a report on the challenges with existing residential zoning districts and begun the process of overhauling the Somerville Zoning Ordinance

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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; Provide a similar schedule for cases before the SHPC	Over 100 cases at PB and ZBA were reviewed with reports prepared and available well before each meeting. - SHPC process has improved in 2013, providing a more strategic review and more comprehensive case reports
	Continue to post zoning reports, plans and decisions on the city website for easy review; Provide similar access to case information before the SHPC.	- PB and ZBA cases posted on Friday before scheduled meeting
	Coordinate reviews by Historical Commission and DRC to ensure that applicants are receiving consistent design advice.	A new system to provide HPC recommendations on new development to DRC as an input into the DRC process.
Overhaul the SZO to reflect the vision and goals of the Comprehensive Plan, and clearly establish the City's expectations for development		

OSPCD PLANNING & ZONING

	Identify strategies and begin the process for implementing SomerVision through zoning, by establishing a new zoning code structure and introducing form-based code strategies where appropriate	Staff is working to draft chapters now, and will have a draft document in FY14. Staff is working with a new Zoning Advisory Committee to develop strategies
	Complete study for Innerbelt and Brickbottom thereby identifying zoning recommendations for these areas	Project meetings will be complete in June 2013. Project report expected in September 2013
	Kick off station area charrette planning with a series of workshops that will create zoning and urban design recommendations for each green line station area.	Three station charrettes complete in 2013, with final reports due this summer. Additional charrettes for Davis Square and East Somerville to occur in FY14
Increase information flow with other divisions, departments and the public		
	Continue the 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. Integrate Fire Department standards earlier into the planning process.	Monthly meetings began in 2012 12 meetings held in 2013 Planning staff will continue meetings in 2013 4
	Continue to coordinate with ISD on project review	Planning and ISD staffs continue to meet weekly.
	Continue to improve coordination with Housing Division	Planning and Housing staff coordinated to add new inclusionary units in FY13
	Implement strategies for tracking and coordinating permitting with ISD, using a permitting software model where it will facilitate this goal	Software upgrade in progress in FY13

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Maintain and enhance the City's transparent, streamlined, fair, efficient and effective permit review process	Continue to serve the Planning Board, ZBA and Historic Preservation Commission with an orderly system that allows projects to be schedule 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.
	Continue to refine and improve reviews between the staff, the Historical Commission, DRC and Planning Board and ZBA to ensure that applicants are receiving consistent design advice.
Overhaul the SZO to reflect the vision and goals of the Comprehensive Plan and clearly establish the City's expectations for development	Introduce a draft of the new Somerville by Design zoning ordinance to the Board of Aldermen in FY14.
Expand the "Somerville by Design" neighborhood planning series to neighborhoods in need of a new physical design plan that can inform zoning and provide predictable outcomes based upon a physical design plan built through community consensus.	Complete the station area plans for Gilman Square, Lowell Street/Magoun Square and Ball Square and implement these plans through the proposed new zoning
	Complete the Somerville by Design process in East Somerville and Davis Square, and implement regulatory recommendations in the plans.

OSPCD PLANNING & ZONING

BUDGET:

PLANNING AND ZONING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	213,015	336,777	307,547	453,784	
(511002) SALARIES - MONTHLY	61,867	66,946	53,519	71,111	
SUBTOTAL PERSONAL SERVICES	274,882	403,723	361,066	524,895	30.0%
(524034) R&M - SERVICE	205	-	-	-	
(527001) RENTAL - BUILDINGS	574	-	-	-	
(530000) PROF & TECH SVS	2,837	14,349	4,975	165,500	
(530011) ADVERTISING	-	2,210	-	2,210	
(530028) SOFTWARE SERVICE	-	1,000	-	1,000	
(534003) POSTAGE	1,018	400	5,400	400	
(542000) OFFICE SUPPLIES	1,246	1,250	585	1,250	
(542001) PRINTING & STATIONERY	11,523	1,800	2,148	2,200	
(542007) COMPUTER EQUIPMENT	-	500	-	-	
(542008) BOOKS & BINDING	-	2,000	-	500	
(549000) FOOD SUPPLIES	289	-	82	-	
(558002) ONLINE SUBSCRIPTIONS	4,052	-	1,409	1,500	
(558004) SUBSCRIPTIONS	-	28	-	28	
(571000) IN STATE TRAVEL	130	-	24	-	
(571001) IN STATE CONFERENCES	102	100	-	100	
(572000) OUT OF STATE TRAVEL	-	-	-	-	
(573000) DUES AND MEMB	480	-	870	870	
SUBTOTAL ORDINARY MAINT.	22,456	23,637	15,493	175,558	642.7%
TOTAL	297,338	427,360	376,559	700,453	63.9%

OSPCD PLANNING & ZONING

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF PLANNING& ZONING	PROAKIS, GEORGE	1,584.96	82,734.91	82,734.91
PLANNER	WOODS, MELISSA	961.54	50,192.39	50,192.39
SENIOR PLANNER	MASSA, LORI	1,153.85	60,230.97	60,230.97
ADMINISTRATIVE ASSISTANT ZBA	PEREIRA, DAWN	816.42	42,617.12	42,617.12
SENIOR PLANNER (STATION AREA)	RAWSON, BRAD	1,153.85	60,230.97	30,115.49
SENIOR PLANNER (ZONING)	BARTMAN, DANIEL	1,153.85	60,230.97	30,115.49
PLANNER (PLANNING & HISTORIC PRESERVATION)	HAYES, AMIE	961.54	50,192.39	50,192.39
DIR. OF HISTORIC PRESERVATION PT	WILSON, BRANDON	1,040.48	54,313.06	54,313.06
PLANNER HISTORIC PRESERVATION	CHASE, KRISTI	1,020.54	53,272.19	53,272.19
BOARD MEMBER PLANNING	PRIOR, KEVIN	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	MORONEY, ELIZABETH	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	KIRYLO, JAMES	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	FAVALORO, JOSEPH	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	AMARAL, GERARD	233.65	2,803.80	2,803.80
BOARD MEMBER PLANNING	CAPUANO, MICHAEL	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING MPO REP	BENT, THOMAS	552.04	6,624.48	6,624.48
BOARD MEMBER ZBA	ROSSETTI, RICHARD	467.29	5,607.48	5,607.48
BOARD MEMBER ZBA	FOSTER J. HERBERT	467.29	5,607.48	5,607.48
BOARD MEMBER ZBA	SEVERINO, ELAINE	467.29	5,607.48	5,607.48
BOARD MEMBER ZBA	FILLIS, DANIELLE	467.29	5,607.48	5,607.48
BOARD MEMBER ZBA	FONTANO, ORSOLA	467.29	5,607.48	5,607.48
ASSOC BOARD MEMBER ZBA	SAFDIE, JOSHA	233.65	2,803.80	2,803.80
ASSOC BOARD MEMBER ZBA	BROOKS, BRANDY	233.65	2,803.80	2,803.80
				524,894.68

HOUSING

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	23,546	59,271	107,447	81.3%
ORDINARY MAINTENANCE	1,544	1,600	2,300	43.8%
GENERAL FUND EXPENDITURES	25,090	60,871	109,747	80.3%

CHANGES BETWEEN FY2013 AND FY2014:

- The Housing Program Specialist for the Energy Efficiency Program has previously been partially funded by a grant. That position will now be fully budgeted on the general fund.
- All other differences in salaries are due to the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Housing Development: Completed 8 units of new housing for formerly homeless households, began construction on an additional 60 units of rental housing
- Housing Stock Improvements: Rehabilitated 25 units, replaced 4 heating systems, performed lead abatement on 34 units and made energy efficiency improvements on 29 units.
- Policy changes: Completed Linkage Fee Nexus Study and submitted proposed changes for affordable housing linkage fee and creation of new Jobs Trust.
- Secured a competitively awarded \$2,007,700 HUD LEAD Hazard Reduction Demonstration grant to complete lead abatement of an additional 120 units.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Increase affordable housing opportunities for rental, homeownership and special needs residents		
	Facilitate construction of 31-units of affordable rental housing at St. Polycarp Village Phase III	31 units currently under construction. Completion by December 2013
	Facilitate funding of 60 units of affordable senior housing at former MWRA pumping station	Conditional commitment of \$500,000 for Phase 1 including 25 units.
	Create \$1.3 million Land Bank for Affordable Housing and acquire one property for affordable housing creation	Draft Land bank Strategy created and discussions for acquisition of one parcel ongoing.
	Update Linkage Ordinance and Inclusionary Housing Ordinance	Linkage Fee Nexus Study completed. Proposed changes submitted to BoA in April 2013. Inclusionary Housing Ordinance changes being reviewed by

HOUSING

		Zoning Advisory Committee.
	Reduce barriers to affordable housing through implementation of Analysis of Impediments to Fair Housing Action Plan	Final Analysis of Impediments completed October 2012. Activities ongoing.
Prevent and address homelessness		
	Facilitate funding and construction of 22 units of transitional and 7 units of permanent housing for formerly homeless veterans at 1323 Broadway	29 units under construction. Anticipated completion July 2013.
	Facilitate construction of an 8 unit rental housing project for formerly homeless households at 75 Cross Street	8 units completed in October 2012
	Assist Continuum of Care in applying for over \$2.2 million in HUD grants for homeless assistance	\$2,334,299 for FY12
Energy Efficiency and Weatherization program		
	Provide rebates for energy efficiency improvements for 45 units in 1-4 family buildings	29 units assisted, 207 audits conducted
	Work with Office of Sustainability and Energy to implement innovative relationship with an Energy Management Partner to coordinate energy efficiency retrofits in 1-4 family buildings	Draft agreement with Next Step Living in process
Finalize plans and market new affordable units		
	Ensure compliance with affordable housing implementation plans (AHIP) for residential developments	Ongoing; completed Maxwell's Green rental development
	Work with developers and Planning staff to develop new AHIPs for residential projects	5 new AHIPs developed
Improve Quality of Housing Stock in Somerville		
	Rehabilitate 25 units and replace 5 heating systems for low or moderate income owners and tenants	25 units rehabilitated and 4 heating systems replaced
	Perform lead abatement on 36 units	34 units abated, 12 in progress. Secured additional \$2,007,700 for additional abatement work.
	Complete HUD Healthy Homes Technical Study and secure funding for implementation of recommended mitigation strategies	Performing final analysis for submission to HUD

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Increase affordable housing opportunities for rental, homeownership and special needs residents	Fund two additional housing development projects for a total of 65 new affordable rental units
	Expand opportunities for new family-sized housing development
Improve Quality of Housing Stock in Somerville	Rehabilitate 25 units and replace 5 heating systems for low or moderate income owners and tenants

HOUSING

	Perform lead abatement on 36 units
	Implement relationship with Energy Management Partner to offer energy-efficiency retrofits to owners of 1-4 family homes
Finalize plans and market new affordable units	
	Complete marketing of first 56 units of inclusionary housing units at Assembly Row
	Implement changes to Inclusionary Zoning as determined by the Zoning work being conducted by Planning Division

BUDGET:

HOUSING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	14,405	50,131	19,216	89,447	
(511002) SALARIES - MONTHLY	9,140	9,140	9,000	18,000	
SUBTOTAL PERSONAL	23,546	59,271	28,216	107,447	81.3%
(524034) R&M - SERVICE	-	-	441	-	
(527001) RENTAL - BUILDINGS	725	-	-	-	
(530011) ADVERTISING	-	750	-	450	
(542000) OFFICE SUPPLIES	79	100	28	500	
(542001) PRINTING &	105	250	30	100	
(549000) FOOD SUPPLIES	410	-	22	-	
(558004) SUBSCRIPTIONS	-	-	59	-	
(572000) OUT OF STATE	224	-	-	-	
(573000) DUES AND MEMB	-	500	300	1,250	
(578010) RECORDINGS	-	-	150	-	
SUBTOTAL ORDINARY MAINT.	1,544	1,600	1,030	2,300	43.8%
TOTAL	25,090	60,871	29,246	109,747	80.3%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF HOUSING	LEWINTER, DANA	1,584.96	82,734.91	10,755.54
DIRECTOR SPECIAL PROJECTS/SPECIAL COUNSEL	DONATO, KELLY	1,250.00	65,250.00	13,050.00
LEAD PROGRAM MANAGER	HAUCK, DANIEL	1,287.79	67,222.64	0.00
HOUSING GRANTS MANAGER	PERSOFF, EVELYN	1,261.67	65,859.17	0.00
PROGRAM SPECIALIST	WIARI, VICKI	1,020.54	53,272.19	15,448.93
HOUSING PROGRAM SPECIALIST	KOTY, RUSSELL	961.54	50,192.39	50,192.39

HOUSING

HOUSING COORDINATOR	BEUZILE, MARIO	1,020.54	53,272.19	0.00
REHABILITATION SPECIALIST	WHITNEY, WALTER	1,224.65	63,926.73	0.00
LEAD PROGRAM COORDINATOR	CARRINGTON, GERRY	1,153.85	60,230.97	0.00
BOARD MEMBER	VACANT	300.00	3,600.00	3,600.00
BOARD MEMBER	VACANT	300.00	3,600.00	3,600.00
BOARD MEMBER	MEDEIROS, WILLIAM	300.00	3,600.00	3,600.00
BOARD MEMBER	MEDEIROS, ELIZABETH	300.00	3,600.00	3,600.00
BOARD MEMBER	SMITHERS, MARLENE	300.00	3,600.00	3,600.00
				107,446.86

REDEVELOPMENT AUTHORITY

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	10,883	10,883	18,000	65.4%
GENERAL FUND EXPENDITURES	10,883	10,883	18,000	65.4%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Further development of the Assembly Square Urban Renewal Area and implementation of the Union Square Redevelopment Plan		
	Reach 100% construction completion on Development Block 10.	Complete
	Reach 75% construction completion on Development Blocks 1, 3, and 4.	Complete
	Prepare a Union Square Revitalization Plan	Complete
	Acquire Parcels needed for Union Square T Station	Substantially complete

BUDGET:

REDEVELOPMENT AUTHORITY	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	10,883	10,883	12,181	18,000	
SUBTOTAL PERSONAL SERVICES	10,883	10,883	12,181	18,000	65.4%
TOTAL	10,883	10,883	12,181	18,000	65.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
BOARD MEMBER	MCCARTHY, JAMES	300.00	3,600.00	3,600.00
BOARD MEMBER	BUSNACH, ANN NANCY	300.00	3,600.00	3,600.00
BOARD MEMBER	BONNEY, IWONA	300.00	3,600.00	3,600.00
BOARD MEMBER	GAGE, WILLIAM	300.00	3,600.00	3,600.00
BOARD MEMBER	DWYER, MICHAEL	300.00	3,600.00	3,600.00
				18,000.00

TRANSPORTATION & INFRASTRUCTURE

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	121,855	124,828	142,580	14.2%
ORDINARY MAINTENANCE	3,448	5,212	179,080	3335.9%
GENERAL FUND EXPENDITURES	125,304	130,040	321,660	147.3%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to the market-adjustment for non-union salaries.
- A budget of \$173,000 has been included to fund operational costs of the Hubway bicycle transportation system.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Broke ground on phase one of the Green Line Extension
- Broke ground on interim improvements on McGrath Highway
- Broke ground on the Community Path Extension
- Nearing completion of design of Beacon Street
- Chuckie Harris Park to open Summer 2013
- Broke ground on Cross St bridge
- Broke ground on the bicycle and pedestrian path from Ten Hills to Assembly Square Station
- Broke ground on Baxter Park in Assembly Square
- Completed design of North Street Park
- Completed design of Kenney Park, construction in early 2014
- Continued design of Davis Square transportation and streetscape improvements
- Started selection process for transportation, utility and streetscape improvements at Union Square

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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, application for Federal Transit Administration New Starts Funding, prepare for Construction Management/General Contractor bid.	
	Together with MIT and MBTA, implement recommendations for improved bus service citywide	Avg. AM/PM peak headways for bus lines within city; Avg. off-peak headways for bus lines within city
Enhance streetscapes, roads and intersections to increase safety, active use, accessibility and environmental quality, while also reducing barriers that divide neighborhoods		

TRANSPORTATION & INFRASTRUCTURE

Goal	Strategic Objective	Status
	Continue to monitor bicycle ridership throughout the City and accommodate for those users as needed	Miles of bike markings added per year; # bike riders observed
	Continue to add ADA ramps to increase mobility	ADA ramps constructed
	Complete the design of the reconstruction of Beacon St.	Substantially Complete
	Along with MassDOT, take the completed McGrath de-elevation study into the environmental review process.	Substantial progress made
	Continue to grow the Hubway Bikeshare program	Positioned for expansion
	Complete construction of Community Path (Cedar to Lowell)	Underway
	Complete construction of the path from Ten Hills to Assembly Square	Under construction
	Finalize design of the Community Path from Lowell to Boston	Under discussion with MASSDOT
	Initiate the public process for transportation, utility and streetscape improvements at Union Square	RFP for design conducted
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 street tree cover citywide	Expansion completed
	Encourage the reduction in impervious surfaces that currently contribute to storm water runoff and flooding	Reduction increased
	Continue to grow the opportunities for urban agriculture in the City.	Program promoted successfully
	Support innovative green technologies for businesses, residences, and nonprofits	Under development
Improve and increase Somerville's open and recreational spaces		
	Complete construction of North Street and Kenney parks	Designs completed
	Begin design and construction of improvements to Lincoln Park	Scheduled for re-design
	Finalize a citywide parks and fields inventory	Inventory planned

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Improve all open spaces and the transportation system, making them more accessible and safety for all users	
	Implement ADA upgrades
	Implement the Mayor's Neighborhood Street Reconstruction Program goals
Preserve, improve and maintain the existing parks, open space and transportation infrastructure	
	Move forward with recommendations from the parks inventory and investment plan
	Implement the Mayor's Neighborhood Street Reconstruction Program goals
Balance transportation mode choices by providing critical system connections for pedestrian, bicycle and the	

TRANSPORTATION & INFRASTRUCTURE

transit network

Implement the Mayor's Neighborhood Street Reconstruction Program goals

Foster a sense of community through design and provide a built environment that complements the innovation and creativity that is uniquely Somerville

Implement the Mayor's Neighborhood Street Reconstruction Program goals

BUDGET:

TRANSPORTATION & INFRASTRUCTURE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	121,855	124,828	45,857	142,580	
SUBTOTAL PERSONAL	121,855	124,828	45,857	142,580	14.20%
(524034) R&M - SERVICE	205	-	-	-	
(530000) PROF & TECH SVS	-	2,967	2,400	183,600	
(530011) ADVERTISING	-	400	-	400	
(530023) STAFF	-	-	160	-	
(530028) SOFTWARE SERVICE	1,000	-	1,000	2,000	
(534003) POSTAGE	-	100	63	-	
(542000) OFFICE SUPPLIES	60	100	100	100	
(542001) PRINTING &	205	-	-	-	
(542002) PHOTOCOPYING	-	30	-	30	
(542008) BOOKS & BINDING	-	-	127	-	
(558005) RECREATION	1,978	-	55	-	
(571000) IN STATE TRAVEL	-	-	306	300	
(571001) IN STATE	-	300	-	300	
(573000) DUES AND MEMB	-	1,315	100	2,350	
SUBTOTAL ORDINARY MAINT.	3,448	5,212	4,311	189,080	3527.8%
(584002) TREE PLANTING	-	-	26,000	-	
TOTAL	125,304	130,040	76,167	331,660	155.0%

TRANSPORTATION & INFRASTRUCTURE

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR TRANS & INFRA	MORRISON, HAYES	1,584.96	82,734.91	38,885.41
DIRECTOR OF PARKS & OPEN SPACE	FRANZEN, ARN	1,326.71	69,254.26	20,776.28
SENIOR PLANNER LANDSCAPE	OLIVERIA, LUISA	1,153.85	60,230.97	28,910.87
SENIOR PLANNER TRANSPORTATION	SPICER, SARAH	1,153.85	60,230.97	28,910.87
PLANNER GREEN INFRASTRUCTURE	KELLY, RACHEL	961.54	50,192.39	25,096.19
				142,579.61

ECONOMIC DEVELOPMENT

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	109,933	75,170	101,648	35.2%
ORDINARY MAINTENANCE	2,038	5,417	90,417	1569.1%
GENERAL FUND EXPENDITURES	111,971	80,587	192,065	138.3%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to the market-adjustment for non-union salaries.
- An additional \$50,000 was included in professional and technical services to pay for professional marketing materials and services for Union Square and other areas of the city.
- \$35,000 was included for the Main Streets programs.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Substantial completion of Block 10, the first new component of the Assembly Row project.
- Continued construction at Assembly Row on Block 2, a commercial project of approximately 400,000 sf and on Blocks 1 and 4, creating 458 new residential units, 12.5% of which will be affordable, along with 111,000 sf of restaurant and retail space.
- Groundbreaking at Assembly Row of Block 2, a 130,000 sf commercial structure with ground floor retail.
- Adoption and initial implementation measures for the Union Square Revitalization Plan
- Staffing and support services to the Somerville Redevelopment Authority for the land assembly effort for new Green Line MBTA stations.
- Secured significant grant monies from State and Federal sources for remediation of brownsfields site in support of economic development initiatives.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Facilitate investment and development in key opportunity areas		
	Complete construction of Assembly Square Drive and off-site infrastructure	Substantially complete and Aldermen's vote to accept fee interest in newly named Grand Union Boulevard
	Complete Boynton Yards Transportation and Infrastructure Study	Parsons Brinkerhoff will complete initial study by summer 2013
	Continue work on new Brownfield Program, completion of Assembly	Substantially complete

ECONOMIC DEVELOPMENT

Goal	Strategic Objective	Status
	Square Block 10, and other new economic development issues	
	Continued review by Board of Aldermen for ASQ District Improvement Financing Plan	Board of Aldermen provided with breakdown of revenue and expenditures within DIF area, along with chronology of votes
	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	Work continues with residents and business owners in Brickbottom, Inner Belt, Union Square and other neighborhoods in planning for future opportunities arising from areas along the new Green Line.
Enhance the vitality of existing commercial corridors and squares		
	Preparation of concept plan for Union Square Transportation and Infrastructure Study	RFP issued and respondents interviewed toward initial phase contract award
	Submit Union Square commercial properties to National Register of Historic Places for consideration	Efforts have focused on USPS building
	Complete Urban Renewal Study	Union Square Revitalization Plan approved in October, 2012
	Continue Business Support Initiatives – SIP, Workshops, Retail Best Practices	Work remains ongoing

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Assist in advancing Assembly Row projects currently under construction to timely completion and occupancy.	Realize the goal of Assembly Square as a true commercial and residential community, adding to the City's economic base.
Transform surplus municipal properties currently under review after response to Request For Proposals solicitation into sources of economic growth and public revenue.	Working with the community and the Board of Aldermen, these properties can be developed in a manner consistent with planning standards and as new sources of opportunity, employment and economic growth.
Advance enhancement of Union Square area by timely solicitation of mixed use, Transportation Oriented Development options for the North Prospect Block, as contemplated in Somervision and the Union Square Revitalization Plan.	Prepare Request for Proposals in a timely fashion and utilize Boynton Yards Transportation and Infrastructure study as a guide in reaching the full potential of the areas included in the Union Square Revitalization Plan.

ECONOMIC DEVELOPMENT

BUDGET:

ECONOMIC DEVELOPMENT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	109,933	75,170	60,136	101,648	
SUBTOTAL PERSONAL SERVICES	109,933	75,170	44,886	101,648	35.2%
(524034) R&M - SERVICE	205	-	-	-	
(530000) PROF & TECH SVS	1,039	2,342	800	87,500	
(530011) ADVERTISING	-	-	829	-	
(534003) POSTAGE	332	400	-	500	
(542000) OFFICE SUPPLIES	139	650	-	392	
(542001) PRINTING &	283	300	813	300	
(558011) FLOWERS & FLAGS	-	100	-	-	
(571001) IN STATE CONFERENCES	40	500	-	600	
(573000) DUES AND MEMB	-	1,125	-	1,125	
SUBTOTAL ORDINARY MAINT.	2,038	5,417	2,442	90,417	1569.1%
TOTAL	111,971	80,587	47,328	192,065	138.3%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR ECONOMIC DEVELOPMENT	O'DONNELL, EDWARD	1,538.46	80,307.61	32,123.04
ECONOMIC DEVELOPMENT SPECIALIST	MAHER, AMANDA	1,201.92	62,740.22	9,411.03
PLANNER	VACANT	961.54	50,192.39	28,107.74
SENIOR PLANNER	HOUDLETTE, STEPHEN	1,188.73	62,051.71	8,687.24
SENIOR PLANNER	AZAR, STEVEN	1,188.73	62,051.71	8,687.24
PLANNER	GUZMAN, DAVID	990.60	51,709.32	10,341.86
ECONOMIC DEVELOPMENT SPECIALIST	OFFIT, ANDY	175.00	9,135.00	9,135.00
				106,493.16

INSPECTIONAL SERVICES

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	922,535	999,765	1,316,035	31.6%
ORDINARY MAINTENANCE	90,270	199,312	199,312	0.0%
GENERAL FUND EXPENDITURES	1,012,805	1,199,077	1,515,347	26.4%

CHANGES BETWEEN FY2013 AND FY2014:

- Two new Junior Clerk positions are budgeted. These positions will improve department processes and customer service: shorten turnaround time for permit processing, fee collection and public record requests; provide necessary administrative support to increase inspections and revenues, expedite reports and better manage project files.
- A Code Enforcement Inspector has also been included in the budget. This position will address rodent control and public sanitation issues by implementing a systematic program for the Board of Health dumpster licensing and inspections city-wide. The job duties will include inspections, code enforcement and tracking of all licensed dumpsters in the City; additional support for Division housing and food inspection programs; assistance on special Health projects as determined by the Superintendent.
- A Chief Electrical Wire Inspector position is being established in the Inspectional Services Division.
- Other differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Support of key development efforts: ISD ensured the safety of residents and general public by enforcing building and health codes and supervising construction projects, including critical development at Assembly Square.
- Successful management of ISD leadership transition: ISD staff maintained level of services during search and hire of a new Superintendent.
- Rodent Control Pilot Program: ISD conducted a door-to-door assessment in one neighborhood to gather data on rodent behavior and activity. The results are being used to strengthen the ISD code enforcement program and develop public educational materials.

INSPECTIONAL SERVICES

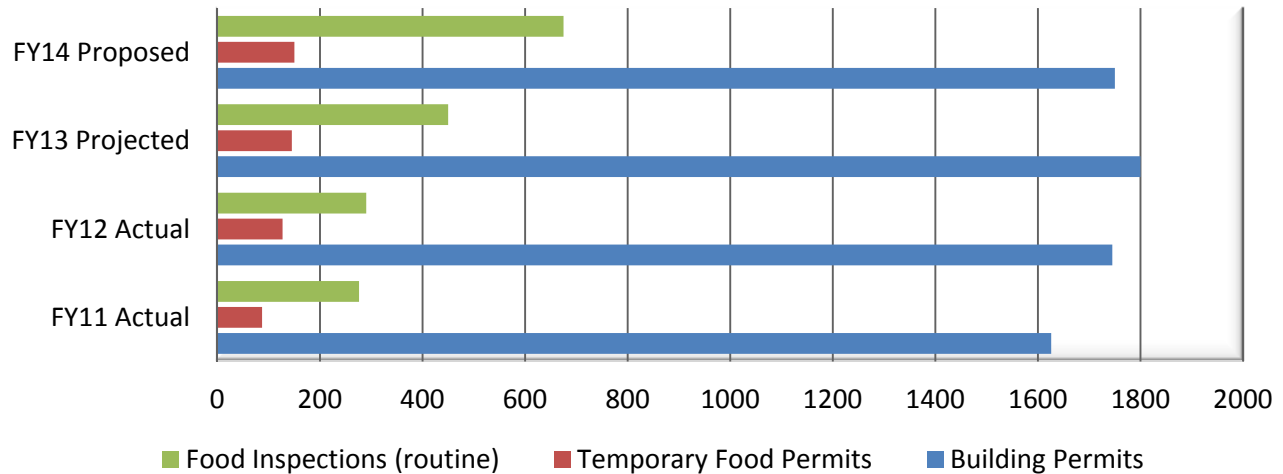
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Streamline and improve IS permits, inspection, and code enforcement processes		
	Create action plan and implement ISD organizational study	In progress: implementing strategies outlined in report
	Implement MUNIS module for permitting, inspections, and code enforcement	MUNIS permits module developed with a target date of July 2013 Go Live; code enforcement to follow. Significant challenges to implementing the MUNIS module were encountered.
	Provide clear, accurate and easily understood information on the City website and in other materials	Forms and mailings continue to be revised and streamlined; new weblink for rodent control program
	Continue supporting the Assembly Square Effort	Complete
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	In progress
	Issue over 1,700 building permits for work in Somerville	On target for FY13
Ensure that all uses and construction activities are in compliance with the city, state, and federal requirements		
	Perform pre-scheduled inspections in a timely and professional manner	On target
	Utilize NIT and AG Receivership Program to review, inspect and close out critical properties needing multi-departmental attention	On target
	Schedule time for proactive and comprehensive inspection process	Complete
Enforce health, housing, sanitary and food codes to ensure that Somerville is a healthy and safe place to live, work and play		
	Continue work on rodent action plan	On target
	Ensure that all food establishments are inspected twice a year	On target
Ensure ISD meets annual revenue expectations		
	Examine revenue projection methods and make changes as needed	Complete
	Closely monitor revenues and ensure that all fees for licenses and permits are accurately and promptly collected	On target

INSPECTIONAL SERVICES

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Building Permits	1626	1745	1800	1750
Temporary Food Permits	87	127	145	150
Food Inspections (routine)	276	290	450	675



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Streamline and improve ISD permits, inspection, and code enforcement processes	Implement electronic permitting and code enforcement system
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
	Provide clear, accurate and easily understood information on the City website and in other materials
Continue implementation of ISD organizational study recommendations	Create performance measures to measure progress

INSPECTIONAL SERVICES

BUDGET:

INSPECTIONAL SERVICES	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	847,551	923,536	940,938	1,226,011	
(512000) SAL & WAGES TEMP	-	-	8,997	-	
(513000) OVERTIME	26,054	26,000	30,616	30,000	
(514006) LONGEVITY	13,700	13,400	14,950	15,375	
(514008) OUT OF GRADE	1,756	1,873	1,351	2,000	
(514015) OTHER DIFFERENTIAL	19,834	23,456	21,392	28,049	
(515012) PERFECT ATTENDANCE	1,000	-	1,500	-	
(519004) UNIFORM ALLOWANCE	4,150	4,250	3,500	6,250	
(519015) AUTO ALLOWANCE	6,185	7,250	5,491	8,350	
SUBTOTAL PERSONAL SERVICES	922,535	999,765	1,059,568	1,316,035	31.6%
(524007) R&M - OFFICE EQUIP	195	-	364	500	
(524034) R&M - SERVICE	1,075	50	325	400	
(527006) LEASE - PHOTOCOPIER	1,979	-	1,492	-	
(529011) DEMOLITION SERVICES	-	2,500	-	2,500	
(530000) PROF & TECH SVS	45,700	145,960	129,143	148,312	
(530023) STAFF DEVELOPMENT	2,345	1,750	2,882	3,000	
(538004) EXTERMINATION	28,343	30,000	25,000	30,000	
(542000) OFFICE SUPPLIES	3,945	4,000	3,353	4,000	
(542001) PRINTING &	3,121	10,590	2,295	5,000	
(542005) OFFICE EQUIPMENT	449	700	-	700	
(542006) OFFICE FURNITURE	-	-	717	-	
(542008) BOOKS & BINDING	2,153	3,262	200	2,500	
(558006) UNIFORMS	85	-	211	500	
(558010) INSPECTION SERVICES	-	-	165	500	
(573000) DUES AND MEMB	680	400	720	900	
(578007) REIMB OF LICENCES	200	100	200	500	
SUBTOTAL ORDINARY MAINT.	90,270	199,312	167,067	199,312	0.0%
TOTAL	1,012,805	1,199,077	1,226,635	1,515,347	26.4%

INSPECTIONAL SERVICES

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ISD SUPERVISOR	SMILJIC, GORAN	1,538.46	80,307.61	80,307.61
ISD OPERATIONS MANAGER	COLLINS, ELLEN	1,250.00	65,250.00	65,250.00
SENIOR BUILDING INSPECTOR	NONNI, PAUL	1,436.18	74,968.58	79,738.80
LOCAL BUILDING INSPECTOR	BARGOOT, ALBERT	1,171.79	61,167.54	65,283.02
LOCAL BUILDING INSPECTOR	WALDRON, LUIS	1,171.79	61,167.54	64,033.02
LOCAL BUILDING INSPECTOR	DRISCOLL, JOHN	1,171.79	61,167.54	64,633.02
LOCAL BUILDING INSPECTOR	KARAPETIAN, LEO	1,171.79	61,167.54	65,283.02
LOCAL BUILDING INSPECTOR	AURILIO, JAMES	1,171.79	61,167.54	64,883.02
LOCAL BUILDING INSPECTOR	RICHARDSON, FLOYD	860.50	44,918.09	47,248.15
PLUMBING & GAS INSPECTOR	SILLARI, ANTHONY	1,135.65	59,281.14	63,459.47
CHIEF WIRE & ELECTRICAL INSPECTOR	POWER, JOHN	1,135.65	59,281.14	63,384.47
WIRE INSPECTOR	VACANT	.2	1.00	1.00
CHIEF CODE EXAMINER/INSPECTOR	VACANT	1,246.73	65,079.51	69,523.89
CODE ENFORCEMENT OFFICER	LAINE, JEAN RICHARD	869.77	45,402.08	47,748.08
CODE ENFORCEMENT OFFICER	HAMEL, JOSEPH	869.77	45,402.08	47,748.08
ADMIN ASSISTANT	PICKETT, DONNA	1,029.84	53,757.46	55,507.46
INSPECTIONAL COORDINATOR I	COMO, KELLY	936.43	48,881.73	50,081.73
SENIOR CODE ENFORCEMENT INSPECTOR	SELFRIDGE, GUY	1,171.79	61,167.54	65,358.02
INSPECTIONAL COORDINATOR II	VACANT	830.80	43,367.54	44,317.54
SR CODE ENFORCEMENT OFFICER	BOWLER, MICHELLE	1,171.79	61,167.54	65,908.02
CODE ENFORCEMENT INSPECTOR	VACANT	861.16	44,952.55	46,749.83
JR. CLERK	VACANT	674.64	35,216.21	35,516.21
JR. CLERK	VACANT	674.64	35,216.21	35,516.21
				1,287,478.67

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.

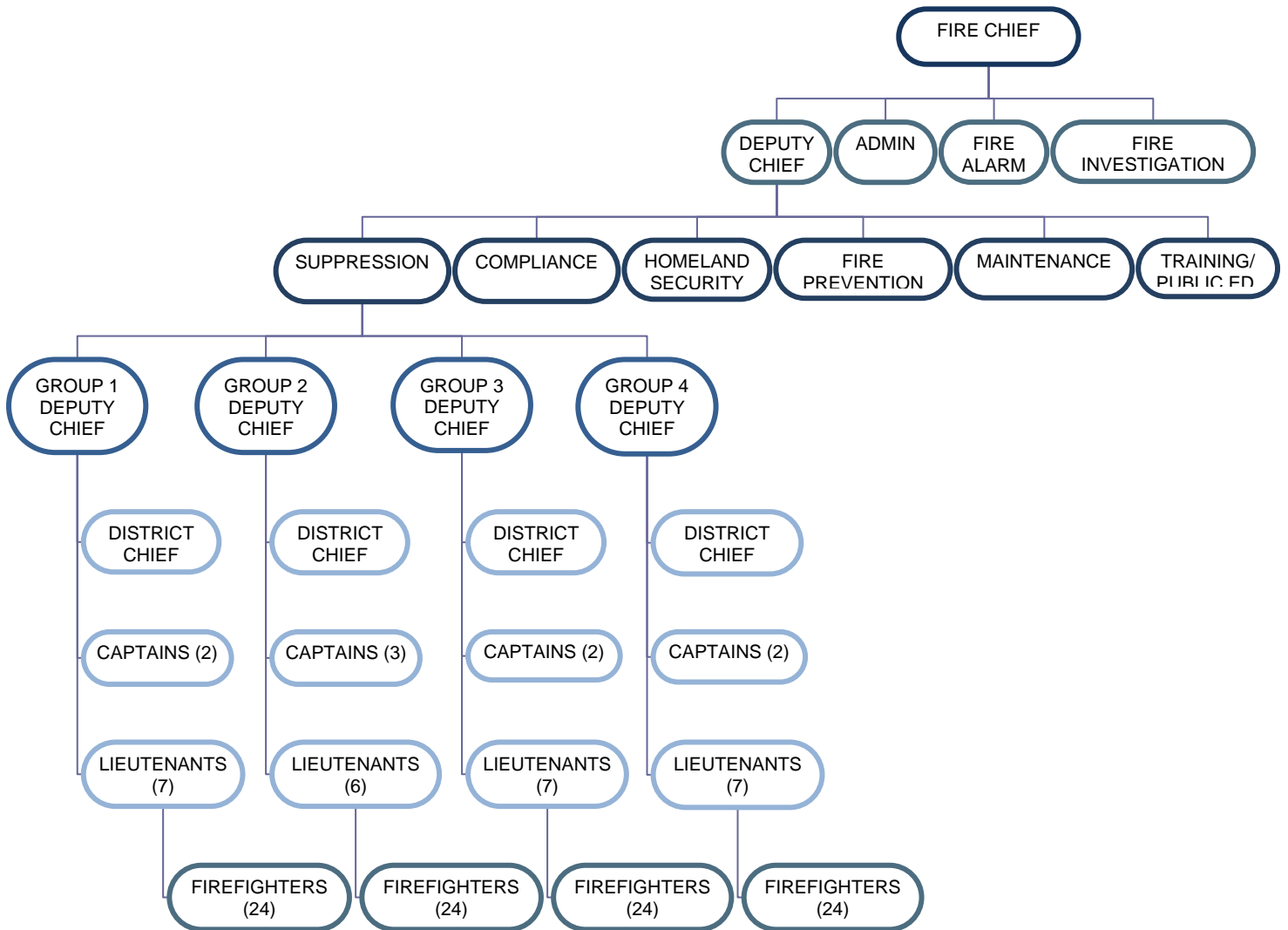
We will actively participate in our community, serve as role models, and strive to effectively and efficiently utilize all of the resources at our command to provide a quality of service deemed excellent by our residents with "Courage, Integrity and Honor."

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	15,446,103	14,421,057	14,823,601	2.8%
ORDINARY MAINTENANCE	265,344	333,050	401,100	20.4%
SPECIAL ITEMS	35,738	54,465	50,400	-7.5%
GENERAL FUND EXPENDITURES	15,747,185	14,808,572	15,263,166	3.1%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.
- An additional \$39,000 was budgeted in various lines for additional repairs and maintenance to the Fire fleet.

DEPARTMENT ORGANIZATION:



PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Installed Opticom preemption systems at 22 key intersections
- Established electronic maintenance record keeping
- Hired a Fire Analyst
- Awarded AFG grant to update firefighter bunker gear

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Protect Somerville residents from threats to their health, safety and property from fire		
	Installation of Opticom preemption systems at 22 key intersections	Completed June, 2013
	Completion of all modules of Emergency Vehicle Operator training for all operators	Started in FY 12andcompleting in FY14
	Conversion of a Deputy Chief to a non-union Assistant Chief	FY 13 Study recommendation. Not completed
	Hiring a management analyst	Completed
	Apply for FEMA fire prevention grant to install smoke detectors and education to seniors	Applied. Application not funded
	Commence and complete pump operator training phase #2	Began late FY13. To be completed in FY14
	Install Firehouse software to automate Fire Prevention inspections	Began in FY13. To be completed in FY14
	Incorporate pre-incident planning of specific buildings as part of the upgraded training program	Began in FY13. Ongoing in FY14
	Review Department protocol at monthly Chiefs meetings	Ongoing
	Review Department protocol at bi-monthly Captains meetings	Ongoing
	Improve department performance with a more efficient utilization of Department data	Target: call creation time in CAD system: 100% under 109 seconds in FY11. 99.35% under 109 seconds in FY12.
	Implement the recommendations of the fire management study in a timely manner based upon priority	Several recommendations have a longer time table and will be worked on in FY14
	Complete a total revision of the fire department rules and regulations and standard operating guidelines utilizing committees with participation from all ranks	Standard Operating Guidelines went into effect May 20, 2013. The Rules and Regulations went into effect at the end of FY13.
	Sufficiently train Department personnel	Maintained rate of 65%
		100% in FY13 percentage of personnel completing training exercises
		100% of personnel completing pump training Phase 1
	Begin certified emergency vehicle operator training for apparatus drivers	79% of apparatus drivers completed one or more of the three-module course
	Increase emphasis on fire education for school age population with the use of the SAFE Program	100 SAFE presentations made in FY13
	Assist in the regionalization of emergency response (E-911) services	Reviewing internal option as well as regional possibilities. Project ongoing. IXP hired.
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	Conducted 4-day UASI rescue training exercise in Somerville with 4 other fire departments. Annual specialized training in confined space, trench, and rope rescue conducted for rescue and other

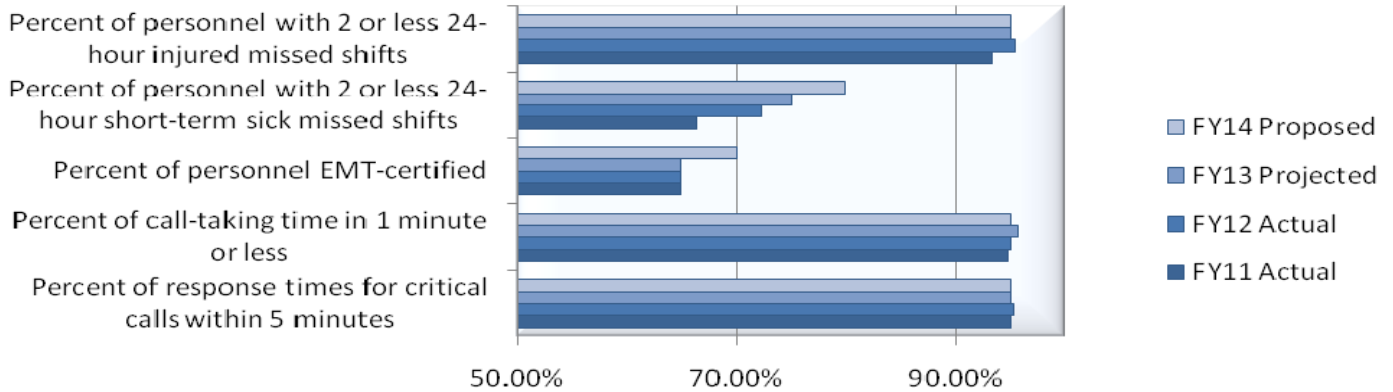
FIRE

Goal	Strategic Objective	Status
		interested members.
	Continue participation in the Local Emergency Planning Committee (LEPC) and the Mystic Region, Regional Emergency Planning Committee (REPC)	Participating monthly
	Continue participation in the Urban Area Security Initiative (UASI) to secure training and equipment to address natural and man-made disasters	Participating monthly
Improve Apparatus Maintenance		
	Establish electronic maintenance record keeping	Completed
	Utilize factory service facilities for routine small vehicle maintenance	Small vehicles go directly to local dealership for 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	To be determined by the city
Improve Fire Department Facilities		
	Replace existing trailer at Public Safety Building or find alternative location in Union Square area	Alternative building may not be available in a timely manner. Under review by Capital Projects
	Review options for fire station at Assembly Square as project develops	Management study recommendation. Will be reviewed as development continues
	Completion of a long range plan	Not completed. Will coordinate with new Capital Projects Director
	Replace the existing trailer at the Public Safety Building with a more suitable facility.	Capital Projects to determine
	Review existing facilities for needed improvements.	Capital Projects to determine

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Percent of response times for critical calls within 5 minutes	95.03%	95.23%	95%	95%
Percent of call-taking time in 1 minute or less	94.73%	94.97%	95.7%	95%
Percent of personnel EMT-certified	65%	65%	65%	70%
Percent of personnel with 2 or less 24-hour short-term sick missed shifts	66.45%	72.37%	75%	80%
Percent of personnel with 2 or less 24-hour injured missed shifts	93.42%	95.4%	95%	95%

FIRE



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Begin electronic reporting of incidents to increase efficiency	Train personnel to use electronic reporting system
	Maintain current system while transitioning to ensure correct reporting
	Track apparatus through vehicle locator system to use apparatus more efficiently
Track apparatus through vehicle locator system to use apparatus more efficiently	Acquire and install vehicle locator system
	Train personnel to use vehicle locator system
Equip the Department with new bunker gear	Select size and purchase new gear
	Distribute gear and train personnel on new features

BUDGET:

FIRE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	12,622,955	12,037,140	10,316,950	12,513,570	
(513000) OVERTIME	875,059	900,000	813,072	925,000	
(513001) TRAINING-OVERTIME	54,734	72,600	39,307	75,000	
(514006) LONGEVITY	169,700	2,575	2,575	1,250	
(514008) OUT OF GRADE	79,981	80,000	70,565	81,600	
(515004) HOLIDAYS	626,534	798,542	796,211	827,981	
(515012) PERFECT ATTENDANCE	40,375	-	45,575	-	
(519002) CAREER/ED INCENTIVE	155,500	169,000	163,000	25,000	

FIRE

FIRE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(519003) IN SERVICE TRAINING	27,155	32,000	34,975	35,000	
(519004) UNIFORM ALLOWANCE	168,725	700	700	700	
(519008) E.M.T.'S STIP	181,500	-	-	-	
(519009) DEFIBRILLATOR	113,813	-	-	-	
(519013) OTHER LUMP SUM	151,750	159,000	153,750	169,000	
(519011) REIMBURSEMENT	125,772	155,000	62,758	155,000	
(519012) PHYSICAL EXAM	2,800	14,500	-	14,500	
SUBTOTAL PERSONAL SERVICES	15,446,103	14,421,057	12,501,438	14,823,601	2.8%
(524003) R&M - VEHICLE	138,860	150,000	141,260	175,000	
(524007) R&M - OFFICE EQUIP	-	-	30	100	
(524013) R&M - TOOLS	14,959	35,000	14,986	45,000	
(524030) R&M - RADIO	5,123	8,000	3,156	10,000	
(524034) R&M - SERVICE	5,241	4,500	815	6,500	
(530011) ADVERTISING	-	200	-	200	
(530021) TOWING	1,531	2,000	1,250	3,000	
(530025) IN SERVICE TRAINING	1,395	2,100	1,826	2,100	
(534000) COMMUNICATION	1,500	1,500	1,500	1,500	
(534003) POSTAGE	225	300	184	300	
(534006) EXPRESS/FREIGHT	31	150	149	150	
(538003) LAUNDRY SERVICE	48	1,800	-	-	
(538005) PHOTOGRAPHY	-	150	-	100	
(542000) OFFICE SUPPLIES	4,733	6,500	5,200	7,000	
(542001) PRINTING & STATIONERY	816	800	330	800	
(542004) COMPUTER SUPPLIES	1,410	3,400	1,166	3,400	
(542005) OFFICE EQUIPMENT	-	2,500	680	2,500	
(542006) OFFICE FURNITURE	1,205	-	2,595	2,500	
(542007) COMPUTER EQUIPMENT	4,626	9,000	-	9,000	
(542008) BOOKS & BINDING	966	800	-	800	
(542012) OTHER EQUIPMENT	-	-	2,158	-	
(543011) HARDWARE	8,574	9,000	8,100	12,000	
(548001) MOTOR GAS AND OIL	-	1,000	1,836	2,000	
(548002) ANTI-FREEZE	-	500	-	500	
(548003) BATTERIES	1,334	1,200	1,000	2,000	

FIRE

FIRE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(548004) TIRES AND TUBES	11,598	11,000	11,000	15,000	
(549000) FOOD SUPPLIES	-	200	-	200	
(550000) MEDICAL & DENTAL	12,213	22,000	15,400	30,000	
(558001) FIRE HOSES	1,920	7,000	5,157	7,000	
(558003) PUBLIC SAFETY	17,703	20,000	24,921	30,000	
(558012) BADGES	90	-	-	0	
(558015) SUPPLIES	22,693	25,500	15,758	25,500	
(558016) COLORGUARD	3,250	3,250	3,250	3,250	
(571000) IN STATE TRAVEL	-	100	-	100	
(573000) DUES AND MEMB	3,299	3,600	3,599	3,600	
SUBTOTAL ORDINARY MAINT.	265,344	333,050	267,305	401,100	20.4%
(558003) PUBLIC SAFETY	615	-	-	-	
(558020) FIRE GRANT MATCH	35,123	54,465	54,464	50,400	
SUBTOTAL SPECIAL ITEMS	35,738	54,465	54,464	50,400	-7.5%
TOTAL	15,747,185	14,808,572	12,823,207	15,275,101	3.2%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ENGINEER	KELLEHER, KEVIN	2,348.78	122,472.10	152,055.43
DEPUTY CHIEF	HALLINAN, WILLIAM	1,999.56	104,262.77	133,235.33
DEPUTY CHIEF	LEE, WILLIAM	1,999.56	104,262.77	133,235.33
DEPUTY CHIEF	LUCIA, JAMES	1,999.56	104,262.77	130,847.79
DEPUTY CHIEF	VACANT	1,999.56	104,262.77	128,460.24
DEPUTY CHIEF	MEMORY, JOHN	1,999.56	104,262.77	135,622.88
DEPUTY CHIEF	SULLIVAN, PATRICK 3D	1,999.56	104,262.77	128,460.24
DEPUTY CHIEF	BREEN, CHARLES JR	1,938.13	101,059.49	130,104.53
		1,999.56	104,262.77	
DISTRICT CHIEF	LEE, FRANK J	1,769.55	92,269.39	121,654.70
DISTRICT CHIEF	MURPHY, DENNIS	1,769.55	92,269.39	119,150.68
DISTRICT CHIEF	NORTON, JOHN JR	1,715.20	89,435.43	113,834.39
		1,769.55	92,269.39	
DISTRICT CHIEF	FORREST, WALLACE	1,715.20	89,435.43	114,672.22
		1,769.55	92,269.39	
CAPTAIN	AVERY, MICHAEL	1,565.94	81,652.59	109,281.74

FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CAPTAIN	DOHENEY, JAMES	1,565.94	81,652.59	104,514.64
CAPTAIN	FITZPATRICK, WILLIAM	1,565.94	81,652.59	109,281.74
CAPTAIN	KEANE, JOHN JR	1,565.94	81,652.59	106,894.19
CAPTAIN	MAJOR, CHRISTOPHER	1,565.94	81,652.59	106,544.06
CAPTAIN	MCCARTHY, ROBERT	1,565.94	81,652.59	106,544.06
CAPTAIN	TIERNEY, SEAN	1,565.94	81,652.59	106,536.78
CAPTAIN	WALL, MATTHEW	1,565.94	81,652.59	105,947.17
CAPTAIN	LAMPLEY, VINCENT	1,517.85	79,145.04	105,65.15
		1,565.94	81,652.59	
CAPTAIN	ANZALONE, MICHAEL	1,517.85	79,145.04	104,011.24
		1,565.94	81,652.59	
CAPTAIN	GOVER, GIRARD	1,517.85	79,145.04	102,568.55
		1,565.94	81,652.59	
LIEUTENANT	ALCARAZ, BLANCA	1,385.79	72,259.05	90,821.42
LIEUTENANT	BAKEY, TIMOTHY	1,385.79	72,259.05	92,619.36
LIEUTENANT	BELSKI, STEPHEN	1,385.79	72,259.05	90,231.81
LIEUTENANT	BYRNE, JOHN JR	1,385.79	72,259.05	93,574.38
LIEUTENANT	COLBERT, JOHN	1,385.79	72,259.05	95,953.93
LIEUTENANT	DIPALMA, DANIEL R	1,385.79	72,259.05	93,208.97
LIEUTENANT	FRENCH, GREGORY	1,385.79	72,259.05	95,006.91
LIEUTENANT	GALLAGHER, JAMES	1,385.79	72,259.05	93,574.38
LIEUTENANT	HOUGHTON, CHARLES	1,385.79	72,259.05	91,186.83
LIEUTENANT	KEANE, PATRICK	1,385.79	72,259.05	90,231.81
LIEUTENANT	KEENAN, JAMES	1,385.79	72,259.05	95,961.93
LIEUTENANT	KERNER, ELLIOT	1,385.79	72,259.05	95,961.93
LIEUTENANT	LONGO, STEPHEN	1,385.79	72,259.05	91,186.83
LIEUTENANT	MACK, DENNIS	1,385.79	72,259.05	95,961.93
LIEUTENANT	MACLAUGHLAN,	1,385.79	72,259.05	93,574.38
LIEUTENANT	MATTHEWS, MARK	1,385.79	72,259.05	95,006.91
LIEUTENANT	MAURAS, STEVEN	1,385.79	72,259.05	92,619.36
LIEUTENANT	NOLAN, JAMES	1,385.79	72,259.05	93,574.38
LIEUTENANT	O'DONOVAN, BRIAN	1,385.79	72,259.05	93,208.97
LIEUTENANT	ORTOLANI, STEPHEN	1,385.79	72,259.05	91,186.83
LIEUTANANT	RICHARDSON,	1,385.79	72,259.05	90,231.81
LIEUTENANT	SICILIANO, CHARLES	1,385.79	72,259.05	91,186.83
LIEUTENANT	STILTNER, DAVID	1,385.79	72,259.05	95,006.91
LIEUTENANT	TEIXEIRA, GARY	1,385.79	72,259.05	90,828.70
LIEUTENANT	TIERNEY, THOMAS	1,385.79	72,259.05	90,821.42
LIEUTENANT	WILKER, ROBERT	1,385.79	72,259.05	93,574.38
LIEUTENANT	SILVA, KENNETH	1,385.79	72,259.05	92,499.99
LIEUTENANT	GORMAN, THOMAS	1,343.22	70,039.33	19,012.31
		1,385.79	72,259.05	74,583.95

FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIEUTENANT	NOLAN, DEREK	1,343.22	70,039.33	91,984.66
		1,385.79	72,259.05	
LIEUTENANT	DONOVAN, JOHN	1,343.22	70,039.33	90,313.38
		1,385.79	72,259.05	
LIEUTENANT	VACANT	205.19	10,699.41	12,462.32
FIREFIGHTER	ALFANO, DAVID W	1,174.39	61,236.05	80,370.94
FIREFIGHTER	BARCLAY, RICHARD	1,174.39	61,236.05	80,728.35
FIREFIGHTER	BARRY, JOSEPH	1,174.39	61,236.05	78,348.80
FIREFIGHTER	BARRY, PATRICK	1,174.39	61,236.05	82,168.88
FIREFIGHTER	BECKWITH, JOHN	1,174.39	61,236.05	80,736.35
FIREFIGHTER	BENNETT, MICHAEL	1,174.39	61,236.05	83,123.90
FIREFIGHTER	BONNER, JUSTIN	1,174.39	61,236.05	76,916.28
FIREFIGHTER	BROWN, THOMAS	1,174.39	61,236.05	80,736.35
FIREFIGHTER	CAHILL, WILLIAM	1,174.39	61,236.05	78,348.80
FIREFIGHTER	CARROLL,	1,174.39	61,236.05	76,916.28
FIREFIGHTER	CASEY, PATRICK	1,174.39	61,236.05	74,882.49
FIREFIGHTER	CHEIMETS, STEVEN	1,174.39	61,236.05	77,393.78
FIREFIGHTER	CICOLINI, ANTONIO	1,174.39	61,236.05	76,916.28
FIREFIGHTER	CLARK, CHRISTOPHER	1,174.39	61,236.05	76,916.28
FIREFIGHTER	CLARK, JAMES	1,174.39	61,236.05	75,006.24
FIREFIGHTER	CONNELLY, ROBERT	1,174.39	61,236.05	80,736.35
FIREFIGHTER	COSTA, DANIEL	1,174.39	61,236.05	76,858.04
FIREFIGHTER	COSTA, WILLIAM	1,174.39	61,236.05	75,006.24
FIREFIGHTER	CURTIS, MICHAEL	1,174.39	61,236.05	74,882.49
FIREFIGHTER	DAVIS, JULIAN	1,174.39	61,236.05	77,393.78
FIREFIGHTER	DOMINIQUE, MELVIN	1,174.39	61,236.05	75,006.24
FIREFIGHTER	DONOVAN, TIMOTHY	1,174.39	61,236.05	77,270.04
FIREFIGHTER	DORANT, JASON	1,174.39	61,236.05	77,270.04
FIREFIGHTER	DORANT, PATRICK	1,174.39	61,236.05	80,736.35
FIREFIGHTER	ELLIS, WILLIAM	1,174.39	61,236.05	80,736.35
FIREFIGHTER	EPPS, RYAN	1,174.39	61,236.05	77,393.78
FIREFIGHTER	FARINO, DAVID	1,174.39	61,236.05	76,858.04
FIREFIGHTER	FEHLAN, WILLIAM	1,174.39	61,236.05	78,348.80
FIREFIGHTER	FINNEGAN, MICHAEL	1,174.39	61,236.05	74,886.86
FIREFIGHTER	FITZGERALD, JOHN C.	1,174.39	61,236.05	77,393.78
FIREFIGHTER	FLYNN, TIMOTHY	1,174.39	61,236.05	75,006.24
FIREFIGHTER	FRENCH, PAUL	1,174.39	61,236.05	77,274.41
FIREFIGHTER	GALVIN, ROBERT	1,174.39	61,236.05	76,916.28
FIREFIGHTER	GILLIS, PAUL	1,174.39	61,236.05	78,340.80
FIREFIGHTER	GUELPA, CHRISTINE	1,174.39	61,236.05	79,542.58
FIREFIGHTER	HALLORAN, PATRICK	1,174.39	61,236.05	76,916.28
FIREFIGHTER	HAMILTON, BARRY	1,174.39	61,236.05	77,274.41

FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FIREFIGHTER	HODNETT, ROBERT	1,174.39	61,236.05	77,393.78
FIREFIGHTER	HOWARD, CHRISTIAN	1,174.39	61,236.05	75,603.12
FIREFIGHTER	JEFFERSON, MICHAEL	1,174.39	61,236.05	74,882.49
FIREFIGHTER	JOHNSON, EARL	1,174.39	61,236.05	77,983.39
FIREFIGHTER	KEANE, SEAN	1,174.39	61,236.05	82,765.77
FIREFIGHTER	KELLEY, THOMAS F	1,174.39	61,236.05	78,427.42
FIREFIGHTER	KHOURY, MICHAEL	1,174.39	61,236.05	77,270.04
FIREFIGHTER	KIRYLO, MATTHEW	1,174.39	61,236.05	74,886.86
FIREFIGHTER	LAYTON, KENNETH	1,174.39	61,236.05	85,503.45
FIREFIGHTER	LAYTON, STEPHEN	1,174.39	61,236.05	78,348.80
FIREFIGHTER	LEVESQUE, JOHN	1,174.39	61,236.05	83,123.90
FIREFIGHTER	LIPPENS, KENNETH	1,174.39	61,236.05	77,274.41
FIREFIGHTER	LOPEZ, THOMAS	1,174.39	61,236.05	78,348.80
FIREFIGHTER	LYONS, SHAUN	1,174.39	61,236.05	77,270.04
FIREFIGHTER	MACKINNON, PAUL	1,174.39	61,236.05	78,427.42
FIREFIGHTER	MACMULLIN, BRIAN	1,174.39	61,236.05	79,657.59
FIREFIGHTER	MARANO, JOEY	1,174.39	61,236.05	77,393.78
FIREFIGHTER	MARINO, MICHAEL	1,174.39	61,236.05	79,661.96
FIREFIGHTER	MATTERA, MICHAEL	1,174.39	61,236.05	79,661.96
FIREFIGHTER	MATTERA, VINCENT	1,174.39	61,236.05	80,216.21
FIREFIGHTER	McINNIS, KEITH	1,174.39	61,236.05	76,916.28
FIREFIGHTER	MCKENZIE, JAY	1,174.39	61,236.05	76,916.28
FIREFIGHTER	MEDEIROS, THOMAS	1,174.39	61,236.05	76,916.28
FIREFIGHTER	MOORE, SYLVESTER	1,174.39	61,236.05	80,312.71
FIREFIGHTER	MOREIRA, PAUL	1,174.39	61,236.05	79,657.59
FIREFIGHTER	NICHOLSON, MARK	1,174.39	61,236.05	78,348.80
FIREFIGHTER	NOONAN, BRENDAN	1,174.39	61,236.05	74,528.73
FIREFIGHTER	O'HEARN, DANIELLE	1,174.39	61,236.05	77,274.41
FIREFIGHTER	O'HEARN, TIMOTHY	1,174.39	61,236.05	74,528.73
FIREFIGHTER	PAINTER, MELISSA	1,174.39	61,236.05	74,945.09
FIREFIGHTER	PANTANELLA, DAVID	1,174.39	61,236.05	81,691.37
FIREFIGHTER	PATRIQUIN, ANDREW	1,174.39	61,236.05	81,691.37
FIREFIGHTER	PEREZ, ROGER	1,174.39	61,236.05	77,393.78
FIREFIGHTER	PIWINSKI, JAMES M	1,174.39	61,236.05	76,039.87
FIREFIGHTER	POPKEN, FREDERICK	1,174.39	61,236.05	78,348.80
FIREFIGHTER	POPKEN, KARL	1,174.39	61,236.05	78,348.80
FIREFIGHTER	POWERS, MICHAEL	1,174.39	61,236.05	77,393.78
FIREFIGHTER	QUINN, ROBERT	1,174.39	61,236.05	80,736.35
FIREFIGHTER	REVILLA, RODOLFO	1,174.39	61,236.05	75,603.12
FIREFIGHTER	ROSS, THOMAS	1,174.39	61,236.05	80,728.35
FIREFIGHTER	ROSSI, JOSEPH	1,174.39	61,236.05	75,006.24
FIREFIGHTER	RUF, JASON	1,174.39	61,236.05	77,090.97

FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FIREFIGHTER	SANCHEZ, GERMAN	1,174.39	61,236.05	80,728.35
FIREFIGHTER	SCULLARI, JOSEPH	1,174.39	61,236.05	78,348.80
FIREFIGHTER	SELIG, RONALD	1,174.39	61,236.05	78,348.80
FIREFIGHTER	SHARPE, FRANCIS	1,174.39	61,236.05	78,348.80
FIREFIGHTER	SULLIVAN, DENNIS	1,174.39	61,236.05	79,303.82
FIREFIGHTER	SULLIVAN, PAUL M JR	1,174.39	61,236.05	82,758.49
FIREFIGHTER	THEOPHILE, CHRIST	1,174.39	61,236.05	77,274.41
FIREFIGHTER	VELNEY, JOCEYLN	1,174.39	61,236.05	77,274.41
FIREFIGHTER	VELNEY, JOSUE	1,174.39	61,236.05	77,090.97
FIREFIGHTER	VIVEIROS, FERNANDO	1,174.39	61,236.05	77,270.04
FIREFIGHTER	WALL, MARK	1,174.39	61,236.05	77,983.39
FIREFIGHTER	ARDOLINO, MARK	1,010.73	52,702.35	81,639.18
		1,174.39	61,236.05	
FIREFIGHTER	DONEGAN, DANIEL	1,010.73	52,702.35	73,967.42
		1,174.39	61,236.05	
FIREFIGHTER	KANE, MATTHEW	1,010.73	52,702.35	78,800.76
		1,174.39	61,236.05	
FIREFIGHTER	O'CONNOR, JOHN	1,010.73	52,702.35	67,020.08
		1,174.39	61,236.05	
FIREFIGHTER	BELLINI, THOMAS	1,010.73	52,702.35	71,752.53
FIREFIGHTER	SAULNIER, ERIC	1,010.73	52,702.35	64,589.88
FIREFIGHTER	OTTING, FRANCIS	1,010.73	52,702.35	66,919.20
FIREFIGHTER	HUGHES, BRENDAN	978.35	51,013.96	63,558.54
		1,010.73	52,702.35	
FIREFIGHTER	PIWINSKI, JAMES P.	978.35	51,013.96	63,558.54
		1,010.73	52,702.35	
FIREFIGHTER	WILLIAMS, KEVIN	978.35	51,013.96	63,558.54
		1,010.73	52,702.35	
MANAGEMENT ANALYST	RUSSELL, ANDREW	1,250.00	65,250.00	65,250.00
ADMIN2A	CICCARIELLO, JANET	1,029.83	53,757.13	55,357.13
FIRE APPARATUS	FOX, JOHN	461.54	24,000.00	24,000.00
SENIOR CLERK	VACANT	775.11	40,460.74	40,810.74
APPARATUS MECHANIC	VACANT	1,400.00	73,080.00	79,307.45
				13,496,880.46

FIRE ALARM

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	789,481	892,954	893,379	0.0%
GENERAL FUND EXPENDITURES	789,481	892,954	893,379	0.0%

BUDGET:

FIRE ALARM	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	550,788	620,110	534,579	620,110	
(513000) OVERTIME	169,733	188,000	158,907	188,000	
(514006) LONGEVITY	7,050	7,150	7,150	7,575	
(514008) OUT OF GRADE	483	5,300	744	5,300	
(515004) HOLIDAYS	37,921	49,894	36,640	49,894	
(515012) PERFECT	1,200	-	1,000	-	
(519002) CAREER/ED	607	-	-	-	
(519004) UNIFORM	9,900	9,900	9,900	9,900	
(519013) OTHER LUMP SUM	11,800	12,600	12,200	12,600	
SUBTOTAL PERSONAL	789,481	892,954	761,120	893,379	0.0%
TOTAL	789,481	892,954	761,120	893,379	0.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF FIREALARMOPERATOR	DOHERTY, DAVID	1,530.82	79,908.80	91,638.25
SR FIRE ALARM OPERATOR	SWANTON, JAMES	1,366.81	71,347.48	82,388.08
SR FIRE ALARM OPERATOR	ATHERTON, CAROL	1,366.81	71,347.48	81,163.08
SR FIRE ALARM OPERATOR	BREEN, TODD	1,366.81	71,347.48	79,688.08
SR FIRE ALARM OPERATOR	SLOANE, STEPHEN	1,366.81	71,347.48	79,688.08
FIRE ALARM OPERATOR	HERMAN, BRIAN	1,220.36	63,702.79	71,428.30
FIRE ALARM OPERATOR	BRIEN, KYLE	1,220.36	63,702.79	71,428.30
FIRE ALARM OPERATOR	WALSH, DAVID	1,220.36	63,702.79	71,328.30
FIRE ALARM OPERATOR	BREEN, SCOTT	1,220.36	63,702.79	71,328.30
				700,078.80

EMERGENCY MANAGEMENT

BUDGET:

EMERGENCY MANAGEMENT	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	18,792	18,792	17,660	20,747	
SUBTOTAL PERSONAL	18,792	18,792	17,660	20,747	10.4%
(542005) OFFICE EQUIPMENT	-	-	540	-	
(543011) HARDWARE	-	-	1,773	-	
(549000) FOOD SUPPLIES	700	700	700	700	
(558003) PUBLIC SAFETY	1,881	2,400	500	2,400	
(558006) UNIFORMS	2,088	2,000	1,588	2,000	
(574000) INSURANCE	600	600	600	600	
SUBTOTAL ORDINARY MAINT.	5,699	5,700	5,700	5,700	0.0%
TOTAL	24,491	24,492	23,360	26,447	8.0%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HOMELAND SECURITY COORDINATOR	GRANEY, THOMAS	397.44	20,666.88	20,746.37

POLICE

MISSION STATEMENT:

The Somerville Police Department mission is to provide effective and efficient law enforcement, emergency service and community oriented services that enhance the quality of life and reduce the fear of crime through compassionate and vigilant leadership. The Somerville Police Department is committed to the enforcement of laws and preservation of order that protect the rights and property of every person within the City of Somerville. Our mission is to provide the highest quality of police service, through the utilization of new and proven crime prevention strategies and problem-solving partnerships with our community. The Somerville Police Department is committed toward making the City a safe place to live, work, play and raise a family.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	14,072,942	13,855,623	14,109,421	1.8%
ORDINARY MAINTENANCE	383,357	475,632	499,832	5.1%
SPECIAL ITEMS	31,140	51,314	51,314	0.0%
GENERAL FUND EXPENDITURES	14,487,439	14,382,569	14,660,567	1.9%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

POLICE

DEPARTMENT ORGANIZATION:

POLICE

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Through the use of data driven analysis and preventive efforts including Hot Spot Policing, Somerville experienced a reduction of Part 1 crimes by 10% in comparison with FY2010 and all Part 1 Crimes realized 0% increase in comparison with 2011.
- Based in part on community outreach awareness, which included the production of a video involving safeguarding property, the department reduced residential burglary by 11% and commercial burglary by 42%. In addition, vehicle theft was reduced by 12%.
- The department implemented operation razor (Regional analytics to safeguard our residents) as part of the predictive policing strategy. The department successfully developed an impact player, impact location and field intelligence observation program to compliment the analysis capability within operation razor.
- The department implemented a weekly compstat group and will branch off into regional compstat to ensure that crime is addressed both at the local and regional level.
- The department continued to utilize statistical analysis of personnel performance as a benchmark for accountability and crime reduction. The department measured individual sick leave usage, arrests and citations.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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 throughout the city, delivering services and solving problems in an atmosphere of community partnership between police and residents.	Status- Completed with on-going developments. The Community Policing Program under the old concept of a centralized unit that operated independently was disbanded and major modifications implemented which placed the responsibility of community policing back into the patrol division and under the authority of the Sector Commanders. This change has resulted in community policing being more fully integrated into the daily activities of all officers and ensures that accountability remains with the Commanders. In FY14, the role of the NPO Officers will continue to evolve with specific measurable criteria, including mental health diversion cases, target hardening outreach meetings, youth and elderly service missions, immigrant community advocacy meetings, and community based programs, such as RAD, implemented.
	Maximize interactions, increase visibility and accessibility and establish a trusting relationship with the community through Neighborhood Policing, ResiStat and community activities.	Status-on going. The Department participated in all (14) RESISTAT meetings and numerous Town hall events. The Department participated in more than 72 community events, which represents about a 10% increase from last year. These events include SomerStreets, Fireworks, Community Clean up, High School events, Teen Empowerment and functions

POLICE

Goal	Strategic Objective	Status
		requiring the Departments Honor Guard.
	Target the community through the use of social media programs.	Status-on-going. The Police Departments use of social media increased substantially. In August 2012, the Department registered 408 likes on Facebook and 437 followers on Twitter. In just the past 6 months our Facebook followers have more than doubled (1077 likes) and our Twitter followers have tripled (1296). The Department adds approximately 5-10 new followers per week.
Continue internal management best practices to foster a more efficient, collaborative and responsive police force. Improve police performance by establishing increased accountability and transparency.		
	Continue to institute a "written directive system" to codify Memoranda, General Orders and Special Orders. Delegate accreditation standards to special operations supervisor.	A Superior officer has been reassigned to the Planning and Policy Unit with the sole responsibility of researching, preparing and implementing polices and special orders. During this performance period, the Department started with a zero baseline of policies that were written specific to the mission of the Somerville Police Department. The Department now has completed 43 departmental policies.
	Maximize use of available technologies to improve efficiency. Establish weekly internal PoliceStat meetings to exchange information, intelligence, ideas, and solutions relative to crime trends, budgetary matters and staffing/deployment needs.	The Somerville Police Department through Operation Razor teamed with the Cambridge and Everett Police Departments with the goal of utilizing technology and data to target crime on a regional level. The Somerville Police Department, in conjunction with the Bureau of Justice Predictive Policing Team, evaluated more than 25 years of records and over 250,000 arrest records, to develop a comprehensive data base. In addition to weekly COMPSTAT meetings and monthly SomerStat meetings, the SPD also incorporates data driven operational responses, at a regional level, through affiliations with NEMLEC, Major City Chiefs, Mass. Chiefs, Middlesex Chiefs, BRIC and other multilateral groups involved with the criminal information data.
	Conduct a comprehensive evaluation of officer core responsibilities. Integrating data in conjunction will performance analysis, resource allocation and high visibility policing.	Management has developed a core set of responsibilities that are monitored for activity. These core areas include arrests, citations, sick leave and ratio of incidents to leave. FIO reporting will be added to these core areas. Sick leave usage has decreased, while citations issued increased.
Continue to provide in-service training that meets all criteria for Mass. Training Council. Provide Training in areas that are unique to the needs of the community. Ensure resources for all training are minimized for costs without sacrificing the quality of the programs.		
	Provide career development opportunities for all personnel through specialized training, executive training and leader stat sessions. 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.	Superior Officers attend LeaderStat. In Service training was increased from 16 hours to 32 hours. Officers received specialized training in many fields including computers, undercover operation, gangs, narcotics and principles of management. RAD training and Emotional CPR are both examples of train the trainer programs.
	Capitalize on E-Training which provides content that	On-Going

POLICE

Goal	Strategic Objective	Status
	can be streamed to personnel, thus increasing the knowledge base, while reducing costs associated with travel and overtime that normally would be required to attend traditional training.	The Department has developed an E-Training system which is nationally recognized by the FBI Academy as well as CALEA. Program content has been developed in key areas including, policing the mentally ill, officer survival, ethics, and emotional intelligence.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Community Meetings	N/A	65	72	80
Policies and Procedures Completed	N/A	N/A	43	45
Overtime Spent	\$1,184,191	\$846,609	\$850,000	\$850,000

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Develop an Intelligence data bank on Impact Events, Locations and Violators. Establish Field Intelligence Observations (FIO) as measurement for populating the data bank.
	Train all officers in FIO program
	Increase participation of FIO submissions by 25%
	Expand on use of Social Media and develop E-Warden/Neighborhood Watch Groups
	Establish data base and web based program that will capitalize on Social media as a method for forming Neighborhood Watch groups. Establish community representation in each Ward, as well as in specialized groups such as youth (Teen Empowerment), the elderly (Council on Aging), the Immigrant and religious Community.

BUDGET:

POLICE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	10,856,877	10,486,006	8,804,023	10,744,485	
(511003) CROSSING GUARDS	245,789	288,761	208,480	295,180	
(513000) OVERTIME	846,609	850,000	819,579	850,000	
(513001) TRAINING-OVERTIME	99,562	84,000	86,960	84,000	
(514004) SHIFT DIFFERENTIAL	842,132	910,082	740,638	870,277	
(514006) LONGEVITY	85,325	69,400	69,375	79,900	

POLICE

POLICE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(514007) COURT TIME	249,325	290,000	215,246	290,000	
(514008) OUT OF GRADE	11,821	10,806	10,587	10,806	
(514015) OTHER DIFFERENTIAL	1,485	1,468	1,484	1,631	
(515004) HOLIDAYS	637,397	664,437	645,524	678,994	
(515012) PERFECT ATTENDANCE	7,700	-	7,900	-	
(519004) UNIFORM ALLOWANCE	61,800	68,300	64,125	66,100	
(519007) 5/2 BUYBACK	63,619	68,363	65,961	74,048	
(519013) OTHER LUMP SUM PAYOUT	63,500	64,000	61,500	64,000	
SUBTOTAL PERSONAL SERVICES	14,072,942	13,855,623	11,801,382	14,109,421	1.8%
(524003) R&M - VEHICLE	41,478	50,000	49,915	54,000	
(524007) R&M - OFFICE EQUIP	2,130	7,000	3,000	7,000	
(524017) R&M - OTHER EQUIP	15,243	16,500	9,370	16,500	
(524030) R&M - RADIO	7,055	15,000	8,340	15,000	
(524033) R&M - SOFTWARE	34,511	37,480	36,080	37,480	
(527015) RENTALS EQUIP	936	1,740	1,740	1,740	
(530000) PROF & TECH SVS	22,621	22,737	26,388	22,737	
(530001) MEDICAL & DENTAL SUPPLY	77,112	125,000	80,415	125,000	
(530019) DETENTION ATT	11,340	15,000	5,844	15,000	
(530025) IN SERVICE TRAINING	24,327	30,000	15,234	30,000	
(534003) POSTAGE	3,000	2,000	4,000	2,500	
(534007) PSTN-USAGE	15,611	21,900	8,686	21,900	
(542000) OFFICE SUPPLIES	12,386	13,200	18,117	17,200	
(542001) PRINTING & STATIONERY	6,273	5,500	5,355	5,500	
(542004) COMPUTER SUPPLIES	9,231	13,000	262	13,000	
(542005) OFFICE EQUIPMENT	5,710	3,500	7,343	3,500	
(542006) OFFICE FURNITURE	19,400	-	299	4,000	
(542007) COMPUTER EQUIPMENT	-	-	419	1,000	
(542012) OTHER EQUIPMENT	-	-	-	-	
(549000) FOOD SUPPLIES	573	-	450	600	
(558003) PUBLIC SAFETY	36,976	40,000	33,610	50,000	
(558004) SUBSCRIPTIONS	3,947	2,000	1,947	2,000	
(558012) BADGES	2,735	4,000	413	4,000	
(558014) PHOTOGRAPHIC	893	900	900	1,000	

POLICE

POLICE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(558015) SUPPLIES	13,749	20,000	18,796	20,000	
(558016) COLORGUARD	1,642	1,500	1,500	1,500	
(558017) TRAFFIC SUPERVISION	1,948	2,000	1,450	2,000	
(572001) OUT OF STATE	619	2,000	3,572	2,000	
(573000) DUES AND MEMB	11,911	14,000	10,250	14,000	
(573001) BAPERN MEMBER	-	2,675	2,651	2,675	
(578013) CARE OF PRISONERS	-	7,000	6,241	7,000	
SUBTOTAL ORDINARY MAINT.	383,357	475,632	362,587	499,832	5.1%
(527001) RENTAL - BUILDINGS	31,140	51,314	33,000	51,314	
SUBTOTAL SPECIAL ITEMS	31,140	51,314	33,000	51,314	0.0%
TOTAL	14,487,439	14,382,569	12,196,969	14,660,567	1.9%

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	3,173.08	165,634.78	165,634.78
DEPUTY CHIEF	UPTON, PAUL J	3,173.08	165,634.78	165,634.78
CAPTAIN	OCONNOR, JOHN T	2,450.36	127,908.79	147,837.81
CAPTAIN	FEMINO, CHARLES	2,450.36	127,908.79	147,937.81
CAPTAIN	TRANT, PAUL R	2,450.36	127,908.79	147,637.81
CAPTAIN	FALLON, DAVID	2,450.36	127,908.79	147,837.81
LIEUTENANT	HYDE, DANIEL J	2,085.41	108,858.40	125,968.04
LIEUTENANT	POLITO, JAMES	2,085.41	108,858.40	125,968.04
LIEUTENANT	STANFORD, JAMES J	2,085.41	108,858.40	125,968.04
LIEUTENANT	COTTER, BERNARD D	2,085.41	108,858.40	125,968.04
LIEUTENANT	VIVOLO, CARMINE C	2,085.41	108,858.40	125,818.65
LIEUTENANT	RYMILL, GERARD J	2,085.41	108,858.40	125,437.50
LIEUTENANT	CARRABINO, STEPHEN	2,085.41	108,858.40	125,968.04
LIEUTENANT	DONOVAN, JAMES	2,085.41	108,858.40	125,525.50
LIEUTENANT	RYMILL, A WILLIAM	2,001.99	104,503.88	121,001.43
LIEUTENANT	MULCAHY, MICHAEL	2,085.41	108,858.40	125,396.36
LIEUTENANT	REARDON, GERALD	2,085.41	108,858.40	126,068.04
SERGEANT	ROONEY, JAMES R	1,703.82	88,939.40	103,408.74
SERGEANT	MCCAIN, JOSEPH E	1,774.82	92,645.60	107,113.64
SERGEANT	MARINO, JOHN A	1,703.82	88,939.40	103,563.83

POLICE

SERGEANT	AUFIERO, JOHN T	1,419.85	74,116.17	90,983.99
SERGEANT	MACARELLI, JOSEPH	1,703.82	88,939.40	103,463.83
SERGEANT	BRENNAN, NEIL P	1,774.82	92,645.60	107,456.09
SERGEANT	ISIDORO, RICO J	1,774.82	92,645.60	107,442.78
SERGEANT	GOBIEL, JOHN J	1,774.82	92,645.60	108,607.52
SERGEANT	CAMPBELL, BRUCE B	1,774.82	92,645.60	106,913.64
SERGEANT	WHALEN, SCOTT	1,774.82	92,645.60	108,607.52
SERGEANT	MITSAKIS, TIMOTHY	1,774.82	92,645.60	107,356.09
SERGEANT	SHEEHAN, SEAN	1,774.82	92,645.60	107,456.09
SERGEANT	MONTE, DAVID	1,703.82	88,939.40	103,513.55
SERGEANT	DIGREGORIO, JEFFREY	1,774.82	92,645.60	107,161.64
SERGEANT	CHAILLE, WARREN	1,561.84	81,528.05	95,315.17
SERGEANT	LAVEY, RICHARD	1,774.82	92,645.60	107,356.09
PATROL04	AMERAL, MICHAEL A	1,437.10	75,016.54	91,404.69
PATROL04	ANKENBAUER, ROBERT	1,379.61	72,015.79	85,541.29
PATROL04	BARNARD, EDWARD	1,149.68	60,013.34	70,734.02
PATROL04	BERROUET, WOLFF E	1,437.10	75,016.54	89,378.93
PATROL04	BRIOSO, DOUGLAS	1,149.68	60,013.34	73,299.36
PATROL04	BROWN, MICHAEL D	1,379.61	72,015.79	88,252.72
PATROL04	CAPASSO JR., MICHAEL R.	1,379.61	72,015.79	86,165.75
PATROL04	CAPOBIANCO,	1,379.61	72,015.79	86,162.90
PATROL04	CARR, WILLIAM F	1,264.64	66,014.29	82,938.83
PATROL04	CICERONE, FERNANDO	1,437.10	75,016.54	89,256.78
PATROL04	COLLAZO, ARIEL I	1,149.68	60,013.34	73,420.45
PATROL04	COLLETTE, WALTER , JR.	1,379.61	72,015.79	86,262.90
PATROL04	COLLINS, NEIL F	1,437.10	75,016.54	92,678.93
PATROL04	COSTA, KATHRYN M	1,379.61	72,015.79	83,816.29
PATROL04	COSTA, MARTHA F	1,379.61	72,015.79	87,762.90
PATROL04	COVERT, LANCE S	1,149.68	60,013.34	77,834.02
PATROL04	DEOLIVEIRA, DIOGO	1,379.61	72,015.64	86,162.74
PATROL04	DERVISHIAN, GEORGE	1,149.68	60,013.34	81,358.06
PATROL04	DIAZ, HENRY	1,149.68	60,013.34	73,307.36
PATROL04	DIFAVA, MARC	1,379.61	72,015.64	86,040.59
PATROL04	DIFRONZO, DANTE	1,437.10	75,016.54	89,386.93
PATROL04	DOTTIN, DERRICK	1,264.64	66,014.29	77,287.35
PATROL04	DOTTIN, SHANNON N	1,149.68	60,013.34	71,534.02
PATROL04	DRISCOLL, ROBERT	1,379.61	72,015.79	88,611.46
PATROL04	DUFFY, PAUL C	1,437.10	75,016.54	90,881.78
PATROL04	ELPIDOFOROS,PATRICIA	1,437.10	75,016.54	87,893.26
PATROL04	FARIA, MICHAEL	1,379.61	72,015.79	86,170.90
PATROL04	GARDNER, THOMAS	1,149.68	60,013.34	73,302.21
PATROL04	GEE, ALBERT	1,379.61	72,015.79	86,065.75
PATROL04	GILBERTI, RICHARD	1,264.64	66,014.29	80,487.35
PATROL04	GOMES, CHRISTOPHER	1,149.68	60,013.34	73,177.21

POLICE

PATROL04	HICKEY, ROBERT W	1,379.61	72,015.79	85,904.75
PATROL04	HOLLAND, MICHAEL	1,379.61	72,015.64	86,262.74
PATROL04	HOWE, JOHN J	1,379.61	72,015.79	83,841.29
PATROL04	HYDE, JAMES P	1,379.61	72,015.79	88,152.72
PATROL04	ISAACS, RANDY R	1,379.61	72,015.79	86,137.90
PATROL04	JOHNSON, STEVEN	1,149.68	60,013.34	74,409.02
PATROL04	JONES, STEPHEN	1,437.10	75,016.62	89,379.02
PATROL04	KELLEHER, ROBERT	1,437.10	75,016.54	91,937.63
PATROL04	KENNELLY, MICHAEL	1,379.61	72,015.79	85,441.29
PATROL04	KIELY, MICHAEL R	1,437.10	75,016.54	90,805.11
PATROL04	LEGROS, GUERDY	1,149.68	60,013.34	73,177.21
PATROL04	LEGUISAMON DEL	1,379.61	72,015.64	83,816.13
PATROL04	MANFRA, MARYANNE	1,379.61	72,015.79	86,970.90
PATROL04	MANZELLI, ANTHONY	1,379.61	72,015.79	87,770.90
PATROL04	MARTINEZ, OSWALDO	1,264.64	66,014.29	79,730.83
PATROL04	MARTINI, LEO D	1,379.61	72,015.79	87,870.90
PATROL04	MCGRATH, MICHAEL	1,264.64	66,014.21	82,289.44
PATROL04	MCNALLY, JAMES	1,437.10	75,016.54	93,029.69
PATROL04	MELO, CARLOS P	1,149.68	60,013.34	74,868.92
PATROL04	MONACO, ALAN	1,264.64	66,014.29	79,973.78
PATROL04	MONTINA-GARCIA,	1,379.61	72,015.79	83,816.29
PATROL04	NADILE, ERNEST J	1,264.64	66,014.29	82,913.83
PATROL04	NARDONE, DOROTHY	1,437.10	75,016.54	90,227.49
PATROL04	OLIVEIRA, JOHN L	1,149.68	60,013.34	75,318.02
PATROL04	OLIVEIRA, MARIO	1,149.68	60,013.34	74,501.02
PATROL04	OMEARA, ROSS D	1,437.10	75,016.54	90,049.78
PATROL04	PASQUALINO, ROBERT	1,149.68	60,013.34	73,407.36
PATROL04	RADOCHIA, JAMES	1,149.68	60,013.34	74,043.92
PATROL04	RAMIREZ, JOSE	1,149.68	60,013.34	74,147.92
PATROL04	REGO, DANIEL	1,379.61	72,015.79	87,121.60
PATROL04	REMIGIO, LOUIS M	1,379.61	72,015.79	87,618.90
PATROL04	SHACKELFORD, KEVIN	1,437.10	75,016.54	89,929.69
PATROL04	SLATTERY, JAMES, JR.	1,149.68	60,013.34	73,545.45
PATROL04	SOARES, EDUARDO	1,379.61	72,015.79	86,170.90
PATROL04	ST HILAIRE, STEVE	1,264.64	66,014.29	80,408.68
PATROL04	STILES, NICHOLAS	1,149.68	60,013.34	80,302.21
PATROL04	SULLIVAN, TIMOTHY F.	1,264.64	66,014.29	79,998.78
PATROL04	SYLVESTER, SEAN	1,264.64	66,014.29	79,713.83
PATROL04	TAM, JOHN Q	1,437.10	75,016.54	90,049.78
PATROL04	THERMIDOR, JONATHAN	1,437.10	75,016.54	89,378.93
PATROL04	UBEDA, ERICK	1,149.68	60,013.34	73,299.36
PATROL04	WARD, CHRISTOPHER	1,437.10	75,016.54	90,881.78
PATROL04	WYATT, MICHAEL J	1,149.68	60,013.34	74,434.02
PATROL04	FUSCO, SALVATORE	1,149.68	60,013.34	73,299.36

POLICE

PATROL03	VAN NOSTRAND,	1,116.86	22,113.83	72,545.45
		1,149.68	37,249.63	
PATROL03	CATATAO, ASHLEY	1,116.86	38,866.73	72,887.08
		1,149.68	20,004.43	
PATROL03	COLLETTE, CHRISTOPHER	1,116.86	38,866.73	72,894.38
		1,149.68	20,004.43	
PATROL03	COSTA, JASON	1,116.86	38,866.73	72,762.08
		1,149.68	20,004.43	
PATROL03	GUILLEN, GRAVIN	1,116.86	38,866.73	72,787.08
		1,149.68	20,004.43	
PATROL03	HAYNES, NAZA	1,116.86	38,866.73	72,787.08
		1,149.68	20,004.43	
PATROL03	McCAREY, MICHAEL	1,116.86	38,866.73	71,895.37
		1,149.68	20,004.43	
PATROL03	NEVIN, MARK	1,116.86	38,866.73	72,025.52
		1,149.68	20,004.43	
PATROL03	PERRONE, MARK	1,116.86	38,866.73	72,125.52
		1,149.68	20,004.43	
PATROL03	SCHNEIDER, DEVIN	1,116.86	38,866.73	72,125.52
		1,149.68	20,004.43	
PATROL03	TEVES, JOSEPH	1,116.86	38,866.73	72,125.52
		1,149.68	20,004.43	
PATROL02	KIM, ELI	964.46	46,872.76	63,801.76
		1,116.86	4,020.70	
PATROL02	SOUSA, TYLER	964.46	46,872.76	63,816.61
		1,116.86	4,020.70	
PATROL02	CANTY, PATRICK	964.46	46,872.76	63,801.76
		1,116.86	4,020.70	
PATROL02	RIVERA, JOSEPH	964.46	46,872.76	63,816.61
		1,116.86	4,020.70	
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
PATROL01	VACANT	934.33	48,772.03	53,271.09
FINANCIAL ANALYST	VACANT	1,153.85	60,230.97	60,230.97
MECHANIC	HARTSGROVE, FRED	1,261.67	65,859.17	65,859.17
CRIME ANALYST	WENDT, CHRIS	1,250.00	65,250.00	65,000.00
CRIME ANALYST	BATES, FRANCIS	1,020.54	53,272.19	53,272.19
VICTIM WITNESS ADVOCATE	IPUZ-CANTALUPA	760.00	39,672.00	39,672.00
RECORDS CLERK	CARANFA, JENNIFER	804.73	42,006.91	42,006.91
RECORDS CLERK	CARROLL, MICHAEL	769.60	40,173.12	40,173.12

POLICE

RECORDS CLERK	VITIELLO, THOMAS M	368.00	19,209.60	19,209.60
CLERK-SUBSTATION	ROMANO, PATRICIA	693.42	36,196.52	36,696.52
CLERK-SUBSTATION	RIVERA, BETSY	673.08	35,134.78	35,134.78
MOTOREQUIPRPMN	CAPASSO SR., MICHAEL	948.28	49,500.22	51,131.26
FORENSIC ID SPECIALIST	VACANT	961.54	50,192.39	50,192.39
HEAD/ADM. CLERK	BATZEK, LORI J	942.62	49,204.76	50,604.76
JR./ADM. CLERK	MASIELLO, CHRISTINE	674.64	35,216.21	35,216.21
DETAIL CLERK	ROCHE, ELIZABETH	1,181.68	61,683.70	62,283.70
JR. DETAIL CLERK	CASSESSO, DOROTHY	790.46	41,262.01	41,762.01
				12,559,507.56

ANIMAL CONTROL

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	66,176	90,057	98,883	9.8%
ORDINARY MAINTENANCE	8,401	13,507	15,150	12.2%
GENERAL FUND EXPENDITURES	74,578	103,564	114,033	10.1%

BUDGET:

ANIMAL CONTROL	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	63,454	84,660	80,331	91,130	
(513000) OVERTIME	309	3,000	2,523	3,000	
(514006) LONGEVITY	500	500	500	750	
(514015) OTHER DIFFERENTIAL	1,413	1,397	2,764	3,003	
(519004) UNIFORM ALLOWANCE	500	500	500	1,000	
SUBTOTAL PERSONAL SERVICES	66,176	90,057	86,829	98,883	9.8%
(524003) R&M - VEHICLE	910	1,000	-	1,000	
(529010) KENNELS	100	1,000	-	1,000	
(530000) PROF & TECH SVS	4,483	8,000	4,786	8,000	
(530011) ADVERTISING	-	400	-	400	
(530025) IN SERVICE TRAINING	-	200	-	200	
(542000) OFFICE SUPPLIES	1,348	357	544	1,000	
(542001) PRINTING &	40	500	90	500	
(558003) PUBLIC SAFETY	645	1,000	1,258	2,000	
(558006) UNIFORMS	875	1,000	1,000	1,000	
(558012) BADGES	-	50	-	50	
SUBTOTAL ORDINARY MAINT.	8,401	13,507	7,678	15,150	12.2%
TOTAL	74,578	103,564	94,506	114,033	10.1%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ANIMAL CONTROL OFFICER	APRIL TERRIO	885.90	46,243.98	48,767.73
ANIMAL CONTROL OFFICER	RACHEL TAYLOR	859.88	44,885.93	47,114.93
				95,882.66

E-911

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	502,821	664,447	667,263	0.4%
GENERAL FUND EXPENDITURES	502,821	664,447	667,263	0.4%

BUDGET:

E-911	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	383,273	573,999	353,229	576,207	
(513000) OVERTIME	73,437	40,000	65,524	40,000	
(514004) SHIFT DIFFERENTIAL	12,851	14,749	11,354	15,356	
(515004) HOLIDAYS	26,260	28,700	22,259	28,700	
(519004) UNIFORM ALLOWANCE	7,000	7,000	7,000	7,000	
SUBTOTAL PERSONAL SERVICES	502,821	664,447	459,366	667,263	0.4%
TOTAL	502,821	664,447	459,366	667,263	0.4%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
E-911 Operator	CORNELIO, CHRISTINE	805.00	42,021.00	45,568.90
E-911 Operator	DEFRANZO, ROBYN	805.00	42,021.00	45,148.69
E-911 Operator	DESCHENES, JEANNE	781.56	40,797.43	44,810.42
E-911 Operator	DESOUSA, SUSAN	805.00	42,021.00	45,989.11
E-911 Operator	GROSSE, DENISE	805.00	42,021.00	45,997.16
E-911 Operator	HARTSGROVE, ROBERT	700.94	36,589.07	40,243.24
E-911 Operator	KIELY, JULIE	805.00	42,021.00	45,148.69
E-911 Operator	LENNON, SCOTT	805.00	42,021.00	45,989.11
E-911 Operator	LEWON, MAUREEN	700.94	36,589.07	40,249.54
E-911 Operator	MCKENNA, JOAN	805.00	42,021.00	45,651.90
E-911 Operator	MEDEIROS, THERESA	805.00	42,021.00	45,148.69
E-911 Operator	MILLIGAN, ALICE	805.00	42,021.00	46,005.21
E-911 Operator	VALLERY, KRISTINE	805.00	42,021.00	46,136.60
E-911 Operator	WARD, KENNETH	805.00	42,021.00	45,174.45
				627,261.71

TRAFFIC AND PARKING

MISSION STATEMENT:

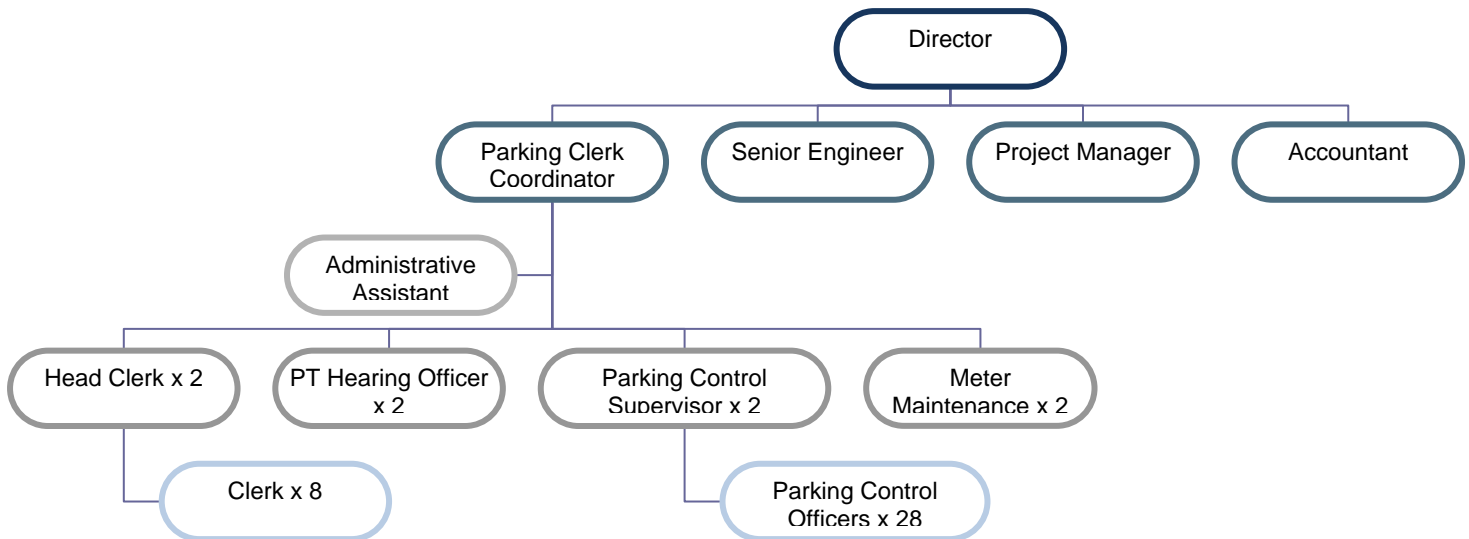
Provide comprehensive supervision and coordination of all parking, transportation and traffic-related functions in order to support public safety, economic activity, and resident needs. Traffic and Parking enforces and maintains an extensive network of traffic and parking regulations and equipment that ensures the public right of way is as safe and accessible as possible, for as many types of users as possible.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	2,084,415	2,201,785	2,424,944	10.1%
ORDINARY MAINTENANCE	686,588	902,100	1,052,100	16.6%
GENERAL FUND EXPENDITURES	2,771,004	3,103,885	3,477,044	12.0%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.
- An additional \$45,000 was included in the budget for additional line painting.
- An additional \$70,000 was included in the budget for additional processing charges associated with an increase in credit card payments.

DEPARTMENT ORGANIZATION:



TRAFFIC AND PARKING

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Permitting:
 - Online Permit Store – 40% of residents now choose to purchase their permits online. In just 3 months, over 8,000 permits have been processed using the online system.
- Technology:
 - Website – With over 12,000 visits to our website last month alone, we are the most utilized website in the entire city – ParkSomerville.com has been reinvented.
 - Signage – Temporary sign posting requests are submitted via IntelliGov system improving performance and accountability
- Parking:
 - Parking Supply – Angled-Parking doubled supply, slowed vehicular speeds, and created dedicated bike lanes.
 - Shortened spaces and consolidated bus stops in Magoun and Teele Square.
- Traffic Calming:
 - Crosswalks and bike lanes and sharrows and signage.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Improve face-to-face customer service for City residents and visitors		
	Improve customer service by providing mandatory service trainings twice per year	Hosted 1 customer service training in FY13
	Improve the experience of visiting the T&P office with lobby renovations, including a new window and waiting area ticketing system	The entire internal building envelope was painted, and special attention has been given to the lobby in terms of ticketing systems and additional windows.
	Be more responsive to resident requests for damaged/faded signs	A. Increased sign inventory to reduce delay in fulfilling work orders. B. Replacing old/faded street sweeping and resident permit signs citywide. C. Created new work order and accountability systems and forms whereby resident plays a more prominent role and accountability has been improved using Intelligov.
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	Website utilization has greatly increased; approximately 11,000 visitors per month.
	Increase customer web site usage	Online payments account for approximately 50% of all violation payments.
	Create an efficient, responsive and fair online appeals process	Increase average # online appeals held per month

TRAFFIC AND PARKING

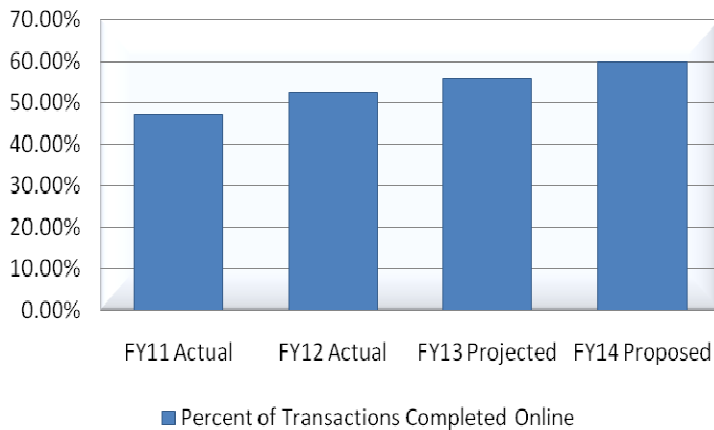
Goal	Strategic Objective	Status
		by 10%
	Work toward implementing online resident permit renewal process	Avg. # online permit requests processed per month (5,651 requests/month in FY11)
	Make available a booting program that allows for online and over the phone payment options for immediate boot removal	Currently writing scope for RFP (may require additional appropriation, yet result in net new revenue and improve customer service.
	Respond to constituent concerns in a timely manner	Highest priority and resulted in thousands of emails answered each year in real-time.
	Increase customer convenience by adding parking meters that accept credit cards	30 new single space meters that accept credit cards were installed in FY12
	Use electronic work order system to promote internal efficiency and worker productivity	Utilize IntelliGov system to improve productivity and accountability of temporary no parking signage
Improve staff productivity		
	Monitor PCO activity through a 6-month evaluation of PCO routes and ticketing data	Complete
Improve the quality of life and safety for residents through the effective management of transportation resources		
	Improve condition of posted signage throughout the city	499 new signs installed
Balance the diverse needs of residents, businesses, local organizations, visitors, and other stakeholders		
	Use ResiStat as a vehicle to gather input from residents	Attend ResiStat meetings/yr
	Use outside experts to foster collaboration and help clarify community messaging	Worked with AdLab students at Boston University to improve marketing and advertising materials in print and online.

PERFORMANCE METRICS:

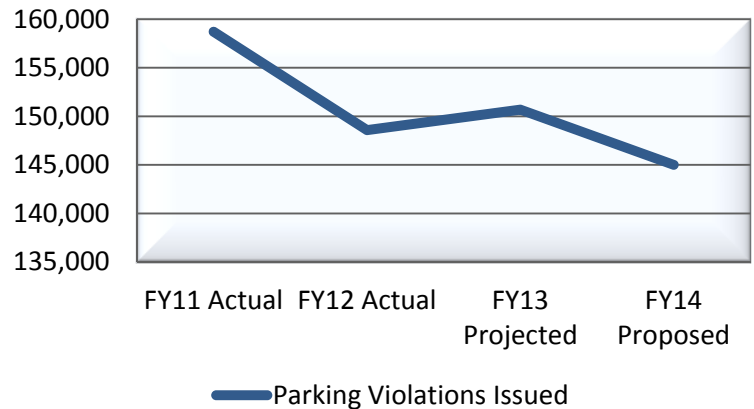
MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Parking Meter Revenue	\$1,525,795	\$1,703,228	\$1,743,356	\$1,740,000
Parking Violation Revenue	\$7,125,972	\$6,210,022	\$6,199,720	\$5,828,660
Parking Violations Issued	158,715	148,576	150,687	145,000
Percent of Transactions Completed Online	47.23%	52.48%	55.77%	60.00%

TRAFFIC AND PARKING

Percent of Transactions Completed Online



Parking Violations Issued



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Leverage New Technologies	Overhaul meter fleet to accept credit cards citywide
	Upgrade online permit system to allow all permits to be purchased/renewed online
Improve Customer Service	Create and Implement citywide Way-Finding Campaign
	Type additional strategic objective here if applicable
Improve Accessibility/Safety of Streets	Create more bike lanes and sharrows
	Accelerate line painting and crosswalk repainting program

BUDGET:

TRAFFIC & PARKING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	1,897,733	2,011,167	2,060,460	2,224,817	
(511002) SALARIES - MONTHLY	1,451	1,500	1,209	3,300	
(512000) SAL & WAGES TEMP	16,821	18,206	16,344	20,213	
(513000) OVERTIME	65,799	67,000	82,459	67,000	
(514006) LONGEVITY	23,300	23,250	22,950	24,475	
(514008) OUT OF GRADE	2,244	-	154	-	
(514015) OTHER DIFFERENTIAL	41,317	44,062	42,843	48,539	

TRAFFIC AND PARKING

TRAFFIC & PARKING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(515012) PERFECT ATTENDANCE	1,600	-	3,200	-	
(519004) UNIFORM ALLOWANCE	19,850	20,100	21,500	20,100	
(519015) AUTO ALLOWANCE	14,299	16,500	13,382	16,500	
SUBTOTAL PERSONAL SERVICES	2,084,415	2,201,785	2,309,946	2,424,944	10.1%
(524001) R&M - BUILDIN	-	-	-	5,000	
(524003) R&M - VEHICLE	1,389	3,000	1,909	3,000	
(524006) R&M - COMMUN.	-	10,000	772	10,000	
(524007) R&M - OFFICE EQUIP	440	50	42	50	
(524028) R&M - PARKING	18,433	11,500	7,164	16,500	
(524029) R&M - HIGHWAY	93,814	55,000	114,941	100,000	
(524034) R&M - SERVICE	2,416	2,000	2,235	3,000	
(527000) RENTALS	17,792	23,000	-	35,000	
(530000) PROF & TECH SVS	300,162	520,000	430,444	520,000	
(530008) EMPLOYEE TRAI	450	250	-	250	
(530011) ADVERTISING	5,790	8,000	5,694	8,000	
(530018) POLICE DETAIL	2,480	3,500	652	3,500	
(534003) POSTAGE	819	1,000	5,220	3,000	
(542000) OFFICE SUPPLIES	6,381	2,500	4,461	5,000	
(542001) PRINTING & STATIONERY	14,638	29,000	27,800	35,000	
(542005) OFFICE EQUIPMENT	250	250	-	250	
(542006) OFFICE FURNITURE	25	-	-	-	
(542007) COMPUTER EQUIPMENT	-	-	4,440	-	
(542008) BOOKS & BINDING	-	300	-	300	
(543011) HARDWARE	2,545	1,500	1,990	3,000	
(553001) SIGNS AND CONES	59,606	70,000	67,844	70,000	
(558003) PUBLIC SAFETY	-	200	-	200	
(558006) UNIFORMS	-	250	-	250	
(558012) BADGES	155	500	483	500	
(571000) IN STATE TRAVEL	-	50	-	50	
(573000) DUES AND MEMB	100	250	795	250	
(578001) CREDIT CARD FEE	158,902	160,000	217,230	230,000	
SUBTOTAL ORDINARY MAINT.	686,588	902,100	894,116	1,052,100	16.6%
TOTAL	2,771,004	3,103,885	3,204,062	3,477,044	12.0%

TRAFFIC AND PARKING

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	DIAS, MATT	1,826.92	95,365.22	95,365.22
PARKING CLERK COORDINATOR	RINFRET, SUZANNE	1,250.00	65,250.00	65,250.00
ACCOUNTANT/BUSINESS ANALYST	COSTA, DARREN	1,153.85	60,230.97	60,230.97
SENIOR ENGINEER	SMITH, TERENCE	1,338.84	69,887.45	73,590.25
PT HEARING OFFICER	VIVOLO, JOSEPH	473.74	24,729.23	24,729.23
PT HEARING OFFICER	SUSI, DELIO	495.50	25,865.10	25,865.10
SPECIAL PROJECTS MANAGER	FENNELL, DOROTHY	419.25	21,884.85	21,884.85
PT OFFICE STAFF	LESAGE, EVELYN	387.21	20,212.36	20,212.36
ADMINISTRATIVE ASSISTANT	ACCAPUTO, LAURA	1,009.93	14,946.89	55,081.57
		1,029.83	38,309.68	
HEAD CLERK	SULLIVAN, BARBARA	924.14	21,070.28	49,983.01
		942.61	27,712.73	
HEAD CLERK	AMENTA, DONNA	942.61	49,204.16	50,804.16
PRINCIPAL CLERK	O'CONNOR, MARY JO	845.09	21,972.28	45,506.42
		861.99	22,584.14	
PRINCIPAL CLERK	FUCILE, KIMBERLY	797.22	24,873.13	43,470.02
		845.09	17,746.89	
JUNIOR CLERK	PIWKINSKI, MARGARET	715.34	37,340.92	38,190.92
JUNIOR CLERK	RILEY, DANIEL	715.34	37,340.92	37,940.92
JUNIOR CLERK	SULLIVAN, MAUREEN	715.34	37,340.92	38,190.92
JUNIOR CLERK	MAHAN PRATT, KATHERINE	701.32	36,608.90	36,958.90
JUNIOR CLERK	SILVEIRA, JULIANE	674.64	21,048.91	36,126.63
		701.32	14,727.72	
JUNIOR CLERK	KELLY, JULIA	674.64	16,326.39	36,313.35
		701.32	19,636.96	
PARKING METER REPAIRMAN	COLLETTE, JOSEPH	923.73	48,218.71	51,632.52
PARKING METER REPAIRMAN	SMYTH, THOMAS	866.66	45,239.76	48,130.42
SIGN REPAIRMAN	HALLETT, EDWARD	883.34	46,110.18	49,454.52
SIGN REPAIRMAN	ZAMBAKIS, THEOFANIS	866.66	45,239.65	47,580.31
PCO WORKING SUPERVISOR	DOE, TAMMY	928.97	48,492.16	52,389.99
PCO WORKING SUPERVISOR	SMITH, LINDA	1,021.88	53,341.95	57,549.58
PARKING CONTROL OFFICER	SUSI, DAVID	758.83	39,611.15	41,966.34
PARKING CONTROL OFFICER	REED, STEPHANIE	758.83	39,611.15	41,966.34
PARKING CONTROL OFFICER	ROGERS, BRIAN	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	BRESCIA, RICHARD	758.83	39,611.15	42,941.34
PARKING CONTROL OFFICER	KILLOREN, MARY	758.83	39,611.15	42,516.34

TRAFFIC AND PARKING

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PARKING CONTROL OFFICER	HUSSEY MAHONEY, HELEN	758.83	39,610.93	42,566.11
PARKING CONTROL OFFICER	COLLETTE, ANNE	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	MORANI, JOHN	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	TOPPI, ALBERT	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	SILVESTRI, ANTHONY	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	SOARES, ANA	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	MANNIX, WALTER	834.70	43,571.51	46,657.20
PARKING CONTROL OFFICER	GOODE, PAUL	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	CAPUANO, DAVID	834.70	43,571.34	46,057.02
PARKING CONTROL OFFICER	SINGH, DALVIR	834.70	43,571.51	46,657.20
PARKING CONTROL OFFICER	RONAN, MARY	834.70	43,571.51	46,657.20
PARKING CONTROL OFFICER	MASCI, JASON	834.70	43,571.51	47,032.20
PARKING CONTROL OFFICER	PACHECO, JASON	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	PAIVA, GREGG	758.83	39,611.15	42,466.34
PARKING CONTROL OFFICER	FILOSI, JOHN	834.70	43,571.51	46,557.20
PARKING CONTROL OFFICER	DODIN, DELINCE	834.70	43,571.51	46,557.20
PARKING CONTROL OFFICER	LAPIANA, MICHAEL	834.70	43,571.51	46,557.20
PARKING CONTROL OFFICER	MORRIS, PAUL	834.70	43,571.51	46,557.20
PARKING CONTROL OFFICER	FUCILE, SALVATORE	759.99	18,087.76	41,327.14
		819.78	20,822.41	
PARKING CONTROL OFFICER	EDOUARD, FEDLER	819.78	42,792.52	45,252.54
PARKING CONTROL OFFICER	PORTES, JUAN	759.99	4,255.94	44,917.72
		819.78	38,201.75	
PARKING CONTROL OFFICER	CAREY, THOMAS	819.78	42,792.52	45,252.54
				2,352,625.32

BOARD OF HEALTH

MISSION STATEMENT:

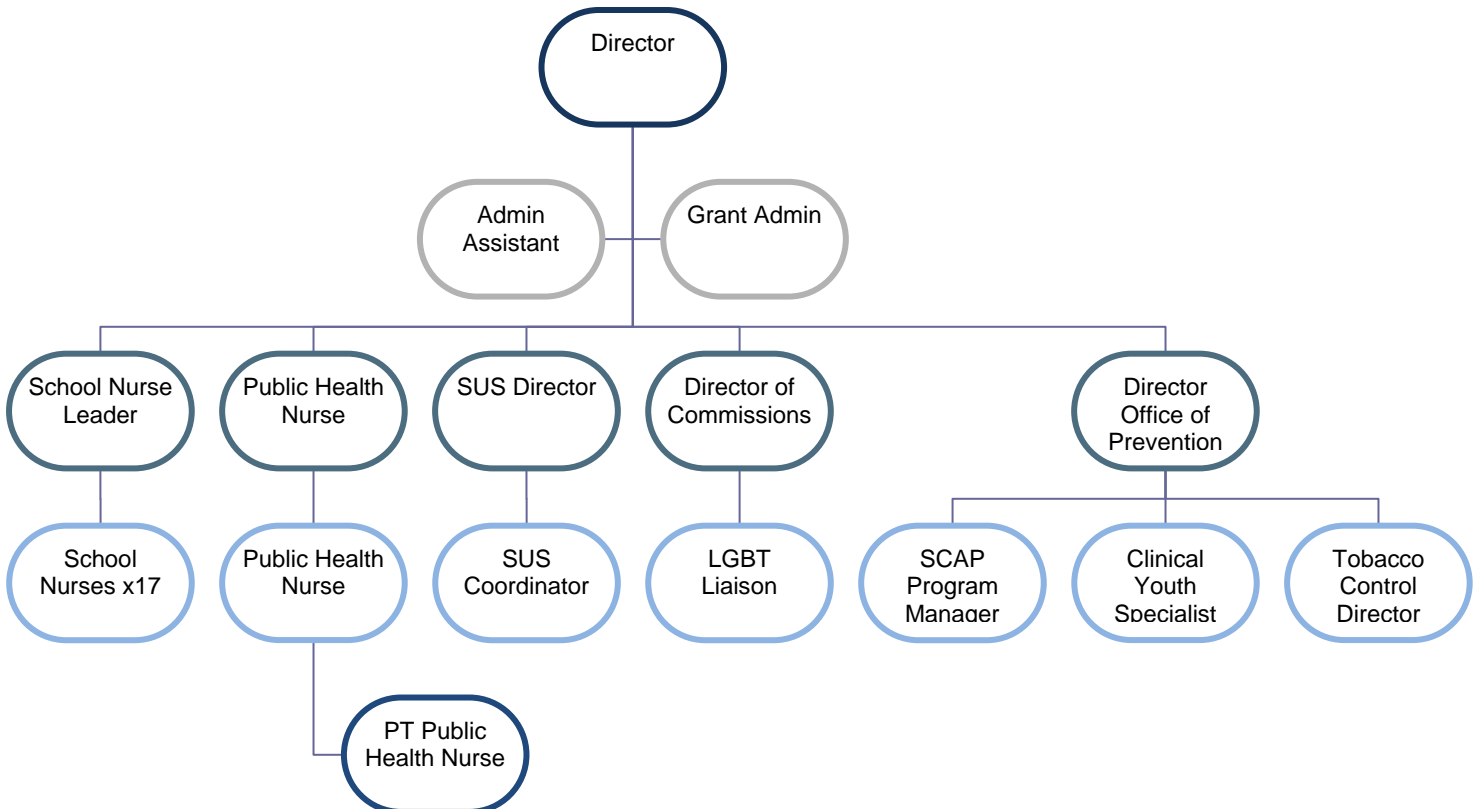
The City of Somerville Health Department is committed to the protection of the health of our community through our work in disease prevention, community engagement, and the promotion of healthy behaviors.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	1,095,023	1,274,814	1,687,482	32.4%
ORDINARY MAINTENANCE	77,813	115,599	127,659	10.4%
GENERAL FUND EXPENDITURES	1,172,835	1,390,413	1,815,141	29.8%

CHANGES BETWEEN FY2013 AND FY2014:

- Two additional school nurses have been included in the budget. One of the school nurses will be located in the soon-to-be completed East Somerville Community School. The other school nurse will be located in the High School and will assist with the SKIP program.
- Other differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



BOARD OF HEALTH

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Increased Influenza vaccinations by 34% over FY12.
- Provided Mental Health First Aid training to over 100 participants. Grant funding in place to support future trainings.
- Conducted 759 oral health screenings (which often lead to other service provisions) to Somerville Public School Students.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Successful and In Progress. ACE Scores, Informal internal audits.
	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	Successful and In Progress. Review with staff re: incoming issues and use of internal feedback loop
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	Achieved. Average weekly EBT/SNAP usage at farmers' markets was \$175 in 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	Achieved. 9 Shape Up Approved restaurants had point of purchase signage in 2011. SUS approved program has grown to 29 restaurants. Co-branding with the YUM project allowed for showcasing at Mayor's Challenge Event
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	Somewhat successful--In progress. Walk Ride Day participation has grown
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.	Achieved. 8 Trainings were offered
	Develop prevention and intervention group programming to address the needs of at risk youth in collaboration with schools.	Somewhat successful--In progress. The percentage of Somerville High School students feeling depressed decrease 4.1% between 2008 and 2010.
	Continue to maintain resources and information on the city web page.	Achieved. In Progress.

BOARD OF HEALTH

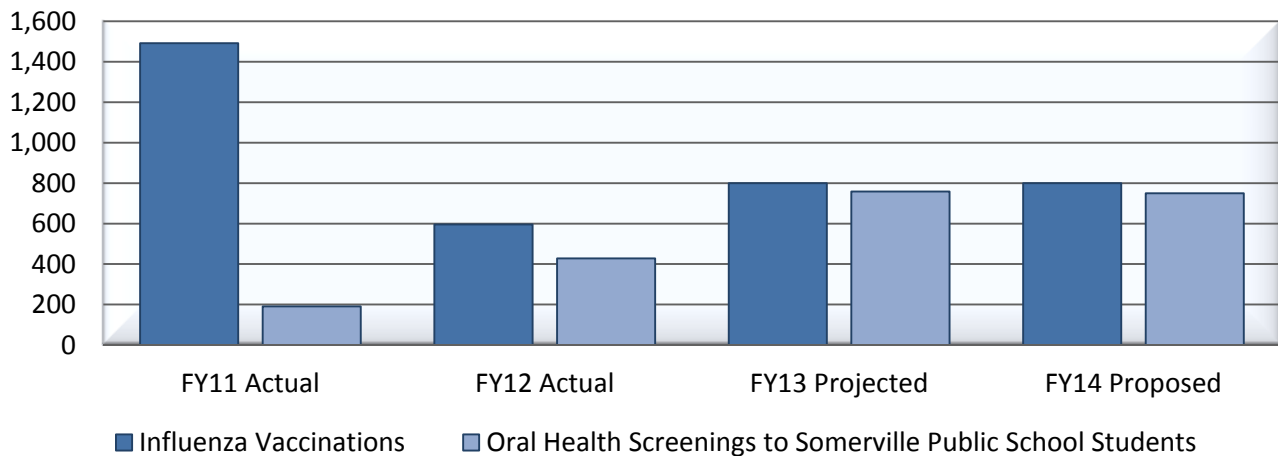
Goal	Strategic Objective	Status
	Recruit new members for TRN and offer accompanying training	Achieved. In Progress. Worked with Somerville PD to gain grant funding for jail diversion program for those with mental illness.
The Prevention Unit will work to increase peer engagement around Alcohol, Tobacco and Other Drugs (ATOD) issues		
	Offer youth leadership opportunities via SPF 100 and SPF 100 Jr groups	Achieved. The percentage of tobacco sales to minors decrease 1% between FY2009 and FY2010 tobacco sales decreased by 2%
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	Achieved. The percentage of high school students currently using alcohol decrease 3% between 2008-2010 Use decreased by 4%
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	Achieved. Conducted 8 MOB classes
	Offer content on this topic for COA publications	In Progress. Loss of PT delayed this component
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	In Progress, Thurs evening offerings successful. Low participation new location to be determined. Utilization of extended Thurs hours at Annex somewhat successful
The Public Health Nurse will work to increase access to insurance and thus preventive services		
	Become a "one stop shop" for Health Insurance & Benefits by being designated as a registration point by MADPH	Not completed. Unable to staff this initiative but referrals are being made to CHA
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	Achieved. Revised with decision to use other social media as an alternative and maintains presence on FB and Twitter
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	Achieved. Continued work with Parks and Open Space Director
	Work with OSPCD to increase bicycling and capitalize on the upcoming "Hubway" regional bike sharing program	Somewhat successful--In progress. Ongoing work with Director of Transportation increased resident and business participation in walk/ride day activities securing participation of 6 employers
	Partner with the Recreation Department to promote programs and activities	Achieved. Supported SUS road race and other activities
SUS will work to evaluate the progress of ongoing programs and policies		
	Continue working with ICH to track and analyze childhood BMI trends	Achieved. Longitudinal report in progress

BOARD OF HEALTH

Goal	Strategic Objective	Status
	Continue developing a comprehensive, long-term strategy to reduce child and teen obesity rates	Achieved. Created curricula for schools to encourage walk/bike to school discovery. Convened 3 district wide school meetings on walk/ride days. Supported Somerville Public Schools compliance with soon to enacted nutritional guidelines collaborative creation of "healthy vending" RFP and contracting process for all public buildings. Secured grant from the Wal-Mart Foundation to support youth focused urban agriculture efforts.

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Influenza Vaccinations	1,492	596	800	800
TDaP Vaccinations	N/A	11	11	20
Oral Health Screenings to Somerville Public School Students	191	428	759	750



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Continue to provide youth leadership opportunities to Somerville Youth
	Provide SPF100 for high school students
	Provide SPF Jr for middle school students
	Continue to provide community education around overall prevention issues.
	Provide multiple community events/forums to provide stakeholders with information around the current YRBS data.

BOARD OF HEALTH

Continue to develop and expand the Somerville Police Department Jail Diversion Program	
	Collect data on # of police encounters with mentally ill that were diverted
	Increase types of diversion offered
Continue to sustain and grow capacity for Trauma Response Network	
	Formalize some of the strategies that were useful in this year's response – provider alert
	Community outreach and engagement including text based strategy
Highlight the visibility of the Somerville LGBT, women, multicultural community	
	Hold events that focus individually and together on the diverse community of Somerville
	Use blogs, Facebook, and other multi-media strategies to raise awareness and engage the community on the contributions from our diverse Somerville community.
Improve accessibility to healthcare for LGBT residents of Somerville, and create targeted health initiatives for LGBT residents.	
	Publish and distribute the LGBT Services and Providers Directory.
	Improve Somerville's representation in the Gay and Lesbian Medical Association's Provider Directory.
	Work with the Young Adult Action Project to ensure that HIV-prevention classes are offered to LGBT youth.
Increase the number of Somerville students at the Healey, Winter Hill and ESCS walking, biking or skateboarding to school.	
	Outreach to City employees, Parents, Community Members and Local Businesses to recruit adult chaperones to walk with students
	Schedule, promote and coordinate walking school buses at the Healey, Winter Hill and ESCS.
	Promote new drop off zone on Glen St at Broadway for the ESCS.
Increase the number of restaurants participating in the Shape Up Approved: Eat Well program	
	Recruit new and existing restaurants to participate in the program
	Increased media presence including newsletter, events, television exposure and social media
Increase immunization access to immigrant populations	
	Continuation of Faith Based Outreach
	Provision of vaccine at nontraditional locations

BOARD OF HEALTH

BUDGET:

BOARD OF HEALTH	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	951,672	1,142,765	1,028,220	1,543,599	
(511002) SALARIES - MONTHLY	28,925	34,781	29,222	35,067	
(512000) SAL & WAGES TEMP	87,013	65,200	87,589	88,900	
(513000) OVERTIME	1,486	5,000	5,435	5,500	
(514006) LONGEVITY	8,550	8,200	13,950	8,550	
(515011) HOLIDAYS - SMEA	2,688	3,358	-	4,466	
(515012) PERFECT ATTENDANCE	2,000	-	1,900	-	
(519004) UNIFORM ALLOWANCE	8,450	10,400	8,450	-	
(519015) AUTO ALLOWANCE	4,237	5,110	3,133	1,400	
SUBTOTAL PERSONAL SERVICES	1,095,023	1,274,814	1,202,783	1,687,482	32.4%
(524007) R&M - OFFICE EQUIP	522	385	348	385	
(524034) R&M - SERVICE	1,667	1,639	1,151	1,639	
(530000) PROF & TECH SVS	55,652	88,410	86,800	88,410	
(530008) EMPLOYEE TRAI	1,838	1,600	1,945	5,000	
(530011) ADVERTISING	-	350	350	350	
(534003) POSTAGE	-	300	300	300	
(542000) OFFICE SUPPLIES	3,722	3,800	2,707	3,800	
(542001) PRINTING & STATIONERY	1,167	550	1,768	2,000	
(542005) OFFICE EQUIPMENT	1,149	750	-	750	
(550000) MEDICAL & DENTAL	9,441	14,000	9,692	20,000	
(551000) EDUCATIONAL SUPPLIES	646	250	-	250	
(558004) SUBSCRIPTIONS	38	230	40	230	
(558006) UNIFORMS	-	-	-	1,500	
(571000) IN STATE TRAVEL	-	150	-	250	
(573000) DUES AND MEMB	1,310	1,745	1,395	1,415	
(578007) REIMB OF LICENCES	660	1,440	1,080	1,380	
SUBTOTAL ORDINARY MAINT.	77,813	115,599	107,575	127,659	10.4%
TOTAL	1,172,835	1,390,413	1,310,358	1,815,141	29.8%

BOARD OF HEALTH

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HEALTH DIRECTOR	RENAULT-CARAGIANES, PAULETTE	1,584.96	82,734.91	82,734.91
DIRECTOR OF COMMISSIONS	DARAI, SONJA	1,224.65	63,926.73	63,926.73
PUBLIC HEALTH NURSE	MONAGLE, MAUREEN	1,371.46	46,903.93	73,509.51
		1,375.31	24,755.58	
ADMINISTRATIVE ASSISTANT	HENKLE, KATHY	1,393.17	24,519.79	74,256.68
		1,397.02	48,336.89	
PUBLIC HEALTH NURSE	BARTLETT, MARLENE	1,045.21	54,559.96	55,759.96
SCHOOL NURSE	EMENS, THERESA	1,057.69	55,211.42	56,061.42
SCHOOL NURSE	VACANT	1,057.69	55,211.42	55,211.42
SCHOOL NURSE	BINGAY, WILLIAM	1,057.69	55,211.42	56,061.42
SCHOOL NURSE	HARRIS, SARA	807.69	42,161.42	42,161.42
SCHOOL NURSE	CHAMALLAS, LYNN	923.08	48,184.78	48,684.78
SCHOOL NURSE	LOGAN, SHANNON	923.08	48,184.78	48,184.78
SCHOOL NURSE	BUTTON, SARAH	1,038.46	54,207.61	54,707.61
SCHOOL NURSE	QUARATIELLO, ELIZABETH	961.54	50,192.39	50,792.39
SCHOOL NURSE	WOODS, NYDIA	923.08	48,184.78	48,184.78
SCHOOL NURSE	SAVOY, DONNA	961.54	50,192.39	50,192.39
SCHOOL NURSE	CONNELLY, KERRI	923.08	48,184.78	48,184.78
SCHOOL NURSE	LEAVITT, MARGARET	1,038.46	54,207.61	55,607.61
SCHOOL NURSE	TULLY, MARIA	961.54	50,192.39	50,792.39
SCHOOL NURSE	MARTINI, JANET	923.08	48,184.78	48,184.78
SCHOOL NURSE	VACANT	1,057.69	55,211.42	55,211.42
SCHOOL NURSE	VACANT	1,057.69	55,211.42	55,211.42
SCHOOL NURSE	VACANT	1,057.69	55,211.42	55,211.42
CLINICAL YOUTH SPECIALIST	CONTENTE, PATRICIA	951.04	49,644.29	49,644.29
PUBLIC HEALTH NURSE	VACANT	577.70	30,155.94	30,155.94
SCHOOL NURSE LEADER	KOTY, GAY	1,326.71	69,254.26	69,254.26
SHAPE-UP-SOMERVILLE DIRECTOR	HUDSON, DAVID	1,250.00	65,250.00	65,250.00
GRANTS ADMINISTRATOR	HOLLAND, DENISE	840.96	43,898.11	10,974.53
DIRECTOR OF PREVENTION SVC	MASHBURN, CORY	1,153.85	60,230.97	18,069.29
SUS COORDINATOR	RACHAEL PLITCH	961.54	50,192.39	50,192.39
DATA ENTRY CLERK	PRENDERGAST, IRENE	338.20	17,654.04	17,654.04
HEARING VISION TESTER	MARIE HOGAN	377.53	16,611.32	16,611.32
TOBACCO CONTROL DIRECTOR	JASON DODD	990.60	51,709.32	0.00
SCAP DIRECTOR	LOVELEE HELLER	990.60	51,709.32	5,170.93
GAY/LESBIAN/TRANSGENDER	FIELD, ELIZABETH	577.04	6,924.48	6,924.48
BOARD OF HEALTH /	GREEN, BRIAN	300.00	3,600.00	3,600.00
BOARD OF HEALTH / MEMBER	MELLO, BABETTE	300.00	3,600.00	3,600.00
BOARD OF HEALTH / MEMBER	MACHADO, PAULA	300.00	3,600.00	3,600.00

BOARD OF HEALTH

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
BOARD OF HEALTH / VISION	MCNEILL, COLLEEN	722.59	8,671.08	8,771.08
BOARD OF HEALTH / VISIONTESTER	SCHEIFFERN, MAUREEN	722.59	8,671.08	8,771.08
				1,594,715.67

LIBRARIES

MISSION STATEMENT:

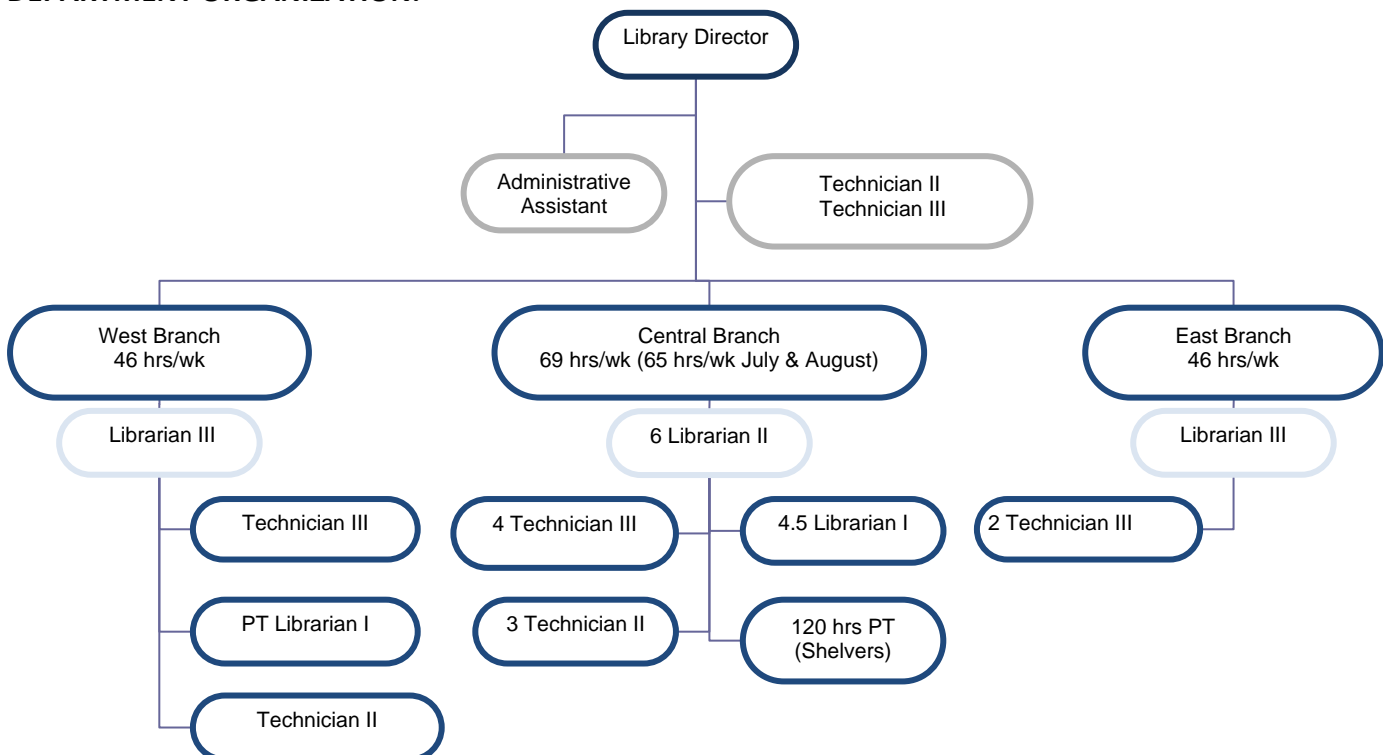
The Somerville Public Library is dedicated to providing services, materials, and space that meet the educational, cultural, recreational, and informational needs of all people in the community. From introducing libraries to young children and their families, to supporting their needs in school, through meeting their educational and recreational needs as adults, the Library and its information professionals support information literacy and 21st century library skills, life-long learning, freedom of information, and the reading, listening, viewing, and computing needs and enjoyment of the community.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	1,364,520	1,453,222	1,632,941	12.4%
ORDINARY MAINTENANCE	245,452	314,149	314,149	0.0%
GENERAL FUND EXPENDITURES	1,609,972	1,767,371	1,947,090	10.2%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



LIBRARIES

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- **Launched Library Teen Space and created open media browsing area in Central Library**– first-ever Library-dedicated Teen Space opened last September with 6,194 attendees through March.
- **Opened branch Libraries on Saturday mornings**– out of resident demand and for the first time in over thirty years. From mid-November through March we had over 2,300 visitors and 2,695 Saturday branch circulation checkouts.
- **Formed innovative partnerships** including launch of **Awesome Box** with **Harvard Library Innovation Lab**; **card campaign** (in which Somerville was the victor with **1095 sign-ups** during February) with three other library systems and Somerville Public Schools.
- **Held 460 programs for 11,225 attendees** July-March including stress-reduction meditation workshops, job search training workshops, multilingual children’s programs, anime club.
- **Selected as one of ten libraries nationally to be a StoryCorps site.**

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Envision and plan for the next 3-5 years of Library programs, collections, technology, and advisory and reference service in Somerville		
	Create a new Long Range Plan with input from staff, stakeholders, library patrons and residents	Cross-departmental team formed and in process, expected completion: Summer 2014
Support and Promote Literacy and Reading		
	Continue to deliver strong Children's programming and expert family and children's Advisory service by Children's Librarians at all libraries	Our dedicated children’s librarians delivered 249 programs for 8405 attendees July-March 2013.
	Expand Teen programming and Homework/Tutoring and Reference service by Teen Librarians, based out of the developing Teen Room in the Central Library	Teen librarians produced 31 programs with 466 teen participants between July-March 2013. Homework help pilot was launched in partnership with Tufts.
	Expand Collections to improve spending per capita on materials (\$2.82 FY10)	Increased collections spending to estimated \$3.49/capita for FY13. Recent acquisitions include e-resources: Learning Express; Historical New York Times; Children’ e-resources: Tumble Books, and Early World of Learning
	Continue to deliver strong adult programming (e.g. Director's author series, Somerville Reads, computer classes, English as a Second Language classes) + expert Reference service by Librarians at all libraries	The Library offered 211 adult programs for 2820 attendees between July-March 2013.
Develop Partnerships to extend Library's reach and resources		
	Seize opportunities to partner with community groups, city departments, volunteers, Library Friends, businesses, educational institutions on library programs and services	Ongoing. Harvard, Tufts, SomerPromise on Playborhood, other libraries & Minuteman Library Network (consortium buying and shared integrated library system and card campaign), Somerville Public Schools (communication, sharing of info. collaboration), Friends, joint programming and

LIBRARIES

		funding. Local business support on card campaign and Somerville Reads. Additionally national partnerships and funding with Institute for Museum and Library Services, American Library Association, National Endowment for the Humanities, and StoryCorps
Improve Library Facilities & Technical Infrastructure		
	Continue to work in coordination with Mayor's Office, DPW, OSPCD, City IT on Teen Space in Central, East Branch roof & walls, Central elevator, West Branch Children's room and West Branch accessibility, installing a Security System in all libraries	Teen Space launched. Implemented new media technologies in Teen Space and auditorium. Wireless upgrade to the Teen Space. Working with Capital planning on Library branches. RFID in process.
Staff Development		
	Provide professional training opportunities and time for staff development including continued emphasis on excellent customer service	Fall Staff Development day and one slated for Spring/Summer 2013. Launch of cross-departmental Staff Development Committee. Participated in Minuteman trainings.
Board Development		
	Orient new board members, clarify roles, coordinate professional development opportunities for board members (e.g., attendance at workshops/conferences)	Ongoing. Discussion of topics related to Library services and values.
Improve Access to Libraries		
	Redesign website (Virtual Branch) for optimal user experience	In process. In the midst of bid process with Purchasing.
	Open East and West Branch Libraries on Saturday mornings during the school year	Completed.
(added goal FY13)	Major shift of collections: circulated more of reference collection materials. Shifted AV materials to an open format on second floor, which is making way for comfortable reading/listening nook areas.	Completed.
Library Advancement		
	Create fundraising task force and establish a fundraising plan (may be a two-year goal)	Undergoing investigative process.

LIBRARIES

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Visitor stats: in person, website, social media	207,744 in person Website data n/a	347,899 in person; 886,256 website hits (cumulative pages viewed); 417,027 website visits	275,000 in person; 7M website hits (an anomaly); 360,552 website visits	
Program stats: youth and adults	329 youth services programs for 8,405; 275 adult programs for 3,990	273 youth services programs for 8,600; 304 adult programs for 3,750	280 youth services programs for 8,500; 280 adult programs for 3,700	
Participants learning new 21 st Century Library skills (e.g. global literacy, critical thinking and problem solving, civic literacy, information technology & communication literacy), ESL, job seeker & online tools	n/a	ESL: over 138 classes with 2020+ participants from 40 countries and 700 volunteer hours; 18 job searching workshops for 122 participants	ESL: 138 classes for 2300 participants from 40 countries and 600 volunteer hours; 5 job & career workshops using career database for 30 participants; 4-part series creative writing workshops for 10 adults; 4-part series pilot and then 7-part series creative writing workshops for 14 teens; A 5-part-series of bilingual stories and	ESL: 138 classes for 2000 participants from 40 countries and 600 volunteer hours; A series of arts, media and reading literacy workshops for youth and adults One-book program Somerville Reads September 2013; author BA Shapiro of <i>The Art Forger</i> speaks on September 18 Muslim Journey book discussions

LIBRARIES

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
			<p>songs for children</p> <p>Muslim Journeys program kicks-off with Tufts professor talk on May 30</p>	<p>Oral history program with StoryCorps method begins October</p> <p>Bike repair/hemming workshop</p>
Customer Service: satisfaction survey, comment cards, focus groups	<p>A.C.E 4.29 (up 3.1% from 2006)</p> <p>Web survey 725 respondents – Top satisfaction: MinuteMan Library Network, collections, new book releases;</p> <p>Top requests: more comfortable seating and new furnishings; parking; more programs desired</p>	<p>Comment card feedback from programs— excited about new programming including author talks, wish for more space</p>	<p>Meet the Director’s feedback:</p> <p>Top satisfaction: programming, kids feel at home; familiar, know the place and people; MinuteMan Library Network;</p> <p>Top requests: More comfortable chairs, Saturday hours, less fluorescent lighting, artwork working elevator, outreach to diverse community, attract young professionals, shower, fax machine, scanner</p>	<p>Focus groups in diverse communities; customer service survey</p>
Forming and leveraging creative partnerships	n/a	Harvard Library Test Kitchen (Teen Space);	Harvard Library Innovation Lab (Awesome Box);	StoryCorps, Institute for Museum & Library Services,

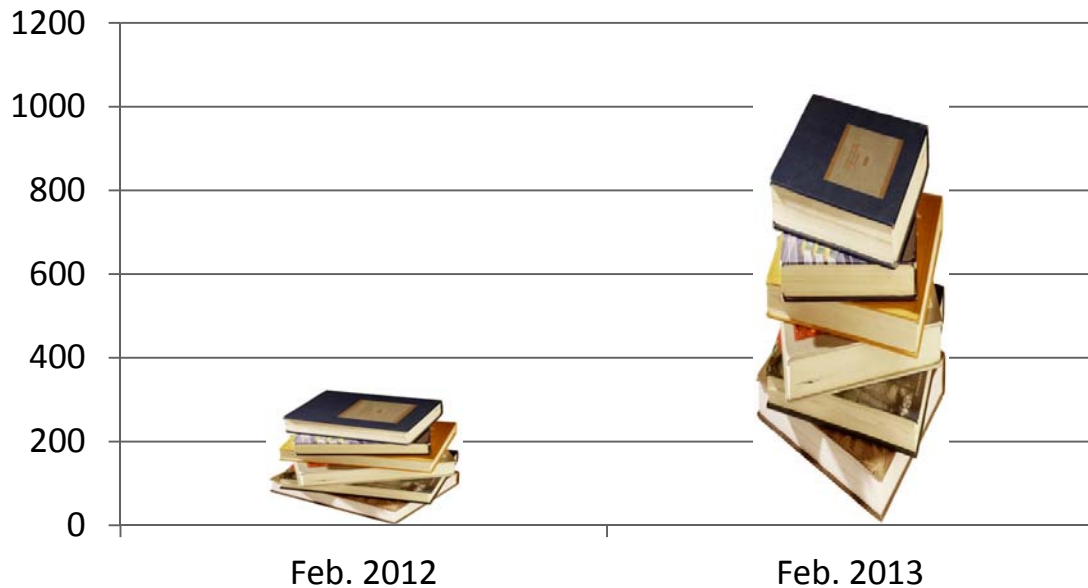
LIBRARIES

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
		<p>Northeastern's MBA program (Marketing project);</p> <p>Boston Architectural College (West Branch children's room renovations);</p> <p>Tufts Neighborhood grant (job training workshop);</p> <p>Creative Ecology (sharing economy);</p> <p>Harvard Coop (author talks)</p>	<p>Harvard Cultural Agents Initiative on arts literacy training;</p> <p>Tufts (Muslim Journeys grant and homework help for teens; Tufts Neighborhood grant (job workshops);</p> <p>Somerville Arts Council and Massachusetts Cultural Council on creative writing workshops for teens;</p> <p>Arlington, Belmont Lexington, and public schools on Library Card Campaign</p>	<p>American Library Association, Harvard Cultural Agents Initiative; Harvard Library Innovation Lab; Welcome Project, Somerville Arts Council, East Somerville Main Streets on oral history/StoryCorps program;</p> <p>Northeastern, Tufts, Harvard, National Endowment for the Humanities, Arabic Cultural Center, and American Library Association on Muslim Journeys program</p>
Circulation stats: physical, ebooks, database usage	407,869 physical circulations; 1,193 e-book circs (partial year)	385,462 physical circulations; 7,243 e-book circs	359,500 physical circulations (note: media collection was in storage most of year); 7,765 e-book circs	
Computer usage (not accounting for wireless users)	60,372	63,856	50,500	
Using new technologies & enhancing workflows	n/a	n/a	30+ year physical periodicals check-in process updated for greater efficiency; Cross-departmental	New technologies: RFID security conversion—tagging materials and technology implementation

LIBRARIES

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
			<p>teams formed: Emerging Technologies; Programming & Outreach; Strategic Planning; Staff Development for cross training, new skills development, and enhanced understanding across the libraries</p> <p>New media technologies introduced in teen space and auditorium for improved services</p>	<p>New technology tool, migrating to collection performance management system</p> <p>New website migration</p> <p>Oral history technologies introduced with advent of StoryCorps program</p>

New Library Card Holders



LIBRARIES

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
	Envision and plan for the next 3 years of Library programs, collections, technology, and advisory and reference service in Somerville
	Finish creating a new Strategic Plan with input from staff, stakeholders, library patrons, and residents <i>{related to Mayor's goal 6: accountability and performance}</i>
	Support and Promote Literacy and Reading
	Continue to deliver strong youth services programming and expert literacy and advisory services by Children and Teen librarians at all libraries, including multicultural and multilingual programming <i>{related to Mayor's goals 4: education and 1: quality of life}</i>
	Continue to deliver creative workshops to expand 21 st Century Library Skills, English language skills, and job seeking skills (see http://www.imls.gov/about/21st_century_skills_list.aspx) (e.g. global literacy, critical thinking and problem solving, civic literacy, information technology & communication literacy) <i>{related to Mayor's goals 4: education and 1: quality of life}</i>
	Improve Library Facilities
	Continue to work in coordination with Mayor's Office, DPW, OSPCD, Capital Projects, City IT, and others on improving library facilities and planning for new Central Library <i>{related to Mayor's goals 1: quality of life; 5: Economic Development & Community Vision}</i>
	Create comfortable seating nooks and listening areas on the second floor of the Central Library <i>{related to Mayor's goal 1: quality of life}</i>
	Create fun "Playborhood" element with a pilot of moveable patio furniture in front of the Central Library <i>{related to Mayor's goal 1: quality of life; 9: environment}</i>
	Improve workflows and roll out new technologies to better serve Somerville residents and library patrons
	Migrate to new RFID security system (includes tagging, installation, staff training, inventorying materials, and new workflow creation) <i>{related to Mayor's goals 1: quality of life}</i>
	Migrate to collection development performance management system (includes data conversion, staff training, and new workflow creation) <i>{related to Mayor's goals 3: fiscally sound management; 1: quality of life; 6: accountability & performance; and 7: customer service}</i>
	Migrate to new website and mobile device platform (includes review of old website content, working with website vendor, staff training, and new workflow creation) <i>{related to Mayor's goals 3: fiscally-sound management 6: accountability & performance; 7: customer service; 8: innovation and technology}</i>
	Rollout iPad pilot <i>{related to Mayor's goals 1: quality of life; 4: education 7: customer service; 8: innovation and technology}</i>
	Install informational displays at all three libraries for improved communications and promotions of Library and City activities as residents walk into the library <i>1: quality of life; 7: customer service; 8: innovation and technology}</i>
	Staff & Board Development
	Provide professional training opportunities and time for staff development with partners such as Urban Libraries Council and American Libraries Association including continued emphasis on excellent customer service, writing and content management for the web, new media technologies, and

LIBRARIES

GOAL	STRATEGIC OBJECTIVE
	conversion technologies (RFID, performance management system, new website system) <i>{related to Mayor's goal 10: innovative and responsive workforce and 7: customer service}</i>
	Continue to develop board, provide orientations, coordinate professional development opportunities, and discuss library trends and values <i>{related to Mayor's goal 1: quality of life and 7: customer service}</i>
Improve Access to Libraries	
	Design and conduct outreach to diverse populations <i>{related to Mayor's goals 1: quality of life; 2: safe neighborhoods, and 7: customer service}</i>
	Implement and promote new technologies for greater accessibility <i>{related to Mayor's goals 1: quality of life; 4: education; 7: customer service}</i>
	Working with the schools to provide seamless in and out of school educational activities <i>{related to Mayor's goal 4: education}</i>

BUDGET:

LIBRARIES	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	1,165,016	1,222,290	1,273,240	1,351,965	
(512000) SAL & WAGES TEMP	76,229	87,132	74,693	94,000	
(513000) OVERTIME	60,007	77,000	76,927	117,000	
(514004) SHIFT DIFFERENTIAL	22,693	27,000	22,706	30,276	
(514006) LONGEVITY	27,825	30,350	28,800	30,250	
(515012) PERFECT ATTENDANCE	4,000	-	3,900	-	
(519004) UNIFORM ALLOWANCE	8,750	9,450	9,100	9,450	
SUBTOTAL PERSONAL SERVICES	1,364,520	1,453,222	1,523,606	1,632,941	12.4%
(524007) R&M - OFFICE EQUIP	20	500	436	500	
(530000) PROF & TECH SVS	50,200	56,174	50,698	57,598	
(534003) POSTAGE	1,150	1,500	1,489	1,500	
(534009) INTERNET MAINTENANCE	-	-	2,624	2,626	
(538007) MICROFILMING	601	750	296	500	
(542000) OFFICE SUPPLIES	8,356	12,075	6,358	11,475	
(542001) PRINTING & STATIONERY	178	-	634	600	
(542004) COMPUTER SUPPLIES	2,897	4,000	4,714	6,000	
(542006) OFFICE FURNITURE	-	-	40,206	-	
(549000) FOOD SUPPLIES	-	1,000	100	1,000	
(551000) EDUCATIONAL SUPPLIES	-	1,000	-	1,000	
(551004) BOOKS	108,528	125,000	101,855	115,000	
(551010) AUDIO VISUAL	17,629	40,000	31,077	38,000	

LIBRARIES

(551012) MUSIC SUPPLIES	7,657	10,000	7,800	9,000	
(558002) ONLINE SUBSCRIPTIONS	25,466	36,000	32,170	45,100	
(558004) SUBSCRIPTIONS	21,693	22,000	22,912	20,000	
(558009) BOOK THEFT SYSTEM	900	900	-	900	
(571000) IN STATE TRAVEL	-	500	-	100	
(571001) IN STATE CONFERENCES	-	-	-	500	
(572000) OUT OF STATE TRAVEL	-	2,400	1,200	2,400	
(573000) DUES AND MEMB	175	350	275	350	
SUBTOTAL ORDINARY MAINT.	245,452	314,149	304,844	314,149	0.0%
TOTAL	1,609,972	1,767,371	1,828,449	1,947,090	10.2%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIBRARY DIRECTOR	CARPENTER MARIA	1,733.08	90,466.78	90,466.78
ADMINISTRATIVE ASSISTANT	GUIGLI CARON LAVALLIE	1,029.83	53,757.13	55,607.13
WEST BRANCH LIBRARIAN	KRAMER KAREN	973.91	50,838.10	54,088.10
EAST BRANCH LIBRARIAN	EASTWOOD MARYLIN	973.91	50,838.10	53,814.10
LIBRARIAN II, ADULT SERVICES	LAMPHIER SUSAN	959.07	50,063.45	52,813.45
LIBRARIAN II, TEEN	CASTILE RONALD	959.07	50,063.45	52,663.45
LIBRARIAN II, TECHNICAL SERVICES	WOOD WENDY	959.07	50,063.45	53,013.45
LIBRARIAN II, CHILDREN	PIANTIGINI CATHERINE	959.07	50,063.45	52,863.45
LIBRARIAN II, CIRCULATION	VENTURA JAMES	959.07	50,063.45	53,213.45
LIBRARIAN II, REFERENCE	AUGARTEN RHODA	959.07	50,063.45	52,013.45
LIBRARIAN I	JACOBS ELLEN	912.36	47,625.19	49,950.19
LIBRARIAN I	PECK PHILIP	912.36	47,625.19	49,575.19
LIBRARIAN I	O'KELLY KEVIN	912.36	47,625.19	49,575.19
LIBRARIAN I	COOMBS MARITA	912.36	47,625.19	50,175.19
LIBRARIAN I, YOUTH SERVICES	MITCHEM CYNTHIA	846.51	14,729.27	16,779.27
LIBRARIAN I, YOUTH SERVICES	MITCHEM CYNTHIA	895.35	31,158.18	31,158.18
LIBRARY TECHNICIAN III, EAST BRANCH	JONES RITA	882.67	46,075.37	49,275.37
LIBRARY TECHNICIAN III, TECH SERV	HALL PATRICIA	882.67	46,075.37	49,200.37
LIBRARY TECHNICIAN III, CHILDREN	CASSESSO ANN	882.67	46,075.37	49,375.37
LIBRARY TECHNICIAN III, CIRC	PIERCE GEORGE	882.67	46,075.37	49,275.37
LIBRARY TECHNICIAN III,	DICECCA ANNAMARIE	882.67	46,075.37	48,975.37

LIBRARIES

CHILDREN				
LIBRARY TECHNICIAN III, CHILDREN	FORSELL MEGHAN	882.67	46,075.37	48,075.37
LIBRARY TECHNICIAN III, CIRC	IMPERIOSO RAMO	882.67	46,075.37	48,575.37
LIBRARY TECHNICIAN III, PAYROLL	CALLAHAN DONNA	865.66	45,187.45	48,287.45
LIBRARY TECHNICIAN II, CIRC	PIERONI ELAINE	761.95	23,468.06	26,668.06
LIBRARY TECHNICIAN II, CIRC	PIERONI ELAINE	777.18	16,631.65	16,631.65
LIBRARY TECHNICIAN II CIRC	MURPHY MARIA	777.18	40,568.80	43,218.80
LIBRARY TECHNICIAN II, WEST BRANCH	SANCHEZ CARLOS	777.18	40,568.80	42,668.80
LIBRARY TECHNICIAN II, TECH SERV	GHEBREMICAEL FREWEINI	777.18	40,568.80	42,418.80
LIBRARY TECHNICIAN II, BUSINESS	TOEUM THY	761.95	39,773.79	41,523.79
				1,421,940.01

RECREATION

MISSION STATEMENT:

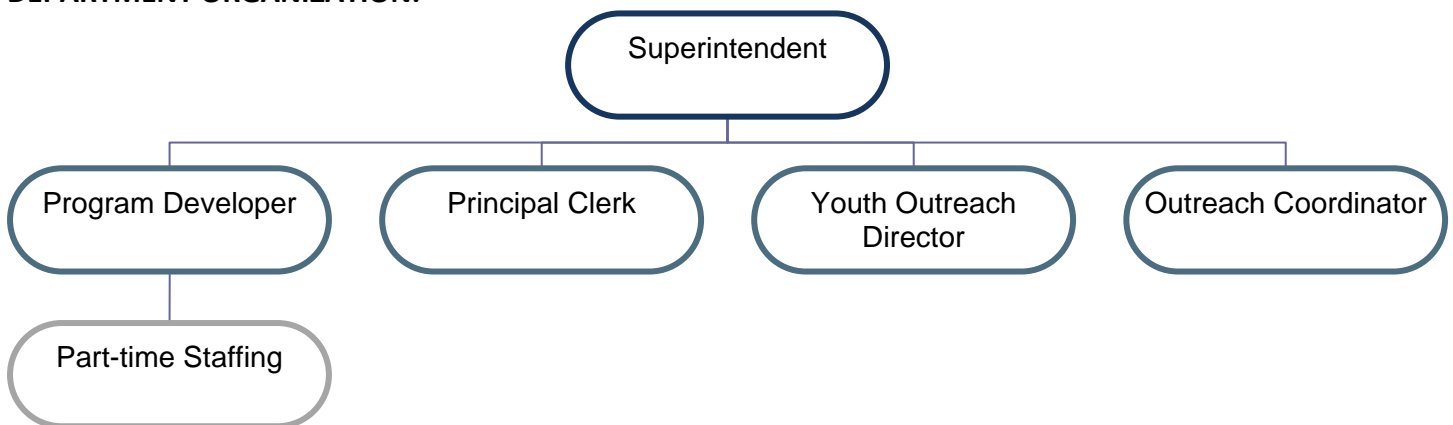
The Recreation and Youth Commission operate year-round programs throughout the City's public facilities, playgrounds, schoolyards, and various other locations to promote positive and healthy activities. Recreation and Youth were merged in 2003 specifically designed to create curriculum and activities 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	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	388,385	538,139	650,808	20.9%
ORDINARY MAINTENANCE	18,482	86,925	105,525	21.4%
GENERAL FUND EXPENDITURES	406,867	625,064	756,333	21.0%

CHANGES BETWEEN FY2013 AND FY2014:

- Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.
- An additional \$34,000 was included in the budget to pay for part-time assistance with recreational events and activities.

DEPARTMENT ORGANIZATION:



RECREATION

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- The addition of two Outreach Coordinators to the Recreation staff has allowed for increased programming numbers with the demographic areas of Somerville that we were previously unable to reach. We have reached out to our multi-cultural community starting with a few athletic programs including: Men’s Adult Indoor Soccer Program which brought in an additional 150 participants. An additional 80 participants have been involved with Youth Recreational Programs as well.
- We have also worked with at-risk youth in providing opportunities for those individuals to use Recreation as a positive outlet to keep the youth of Somerville off the streets.
- Our Outreach Coordinators have been working diligently with our Police Department, School Department, and other various community programs to increase participation and partner with those organizations with similar interests.
- New Programming was an initiative with the Mayor to partner with the School Dept. and we have done this by creating programs such as our Get Up and Go, Intramurals fitness programs (Flag Football, Volleyball, Tennis, Track and Field, Indoor Soccer, and Basketball).
- We have also been partnering with all youth sports organizations to help increase youth participation. We have seen our first program (girls’ softball) increase from 33 participants to over 80 young ladies. We have seen a steady increase in Little League Baseball, and Youth Soccer.
- We have also used our facilities to increase Recreation Participation. Our new Batting Cages at the Edgerly School have been used on a regular basis for both Baseball, and Softball. Our indoor Soccer programs at Somerville High School have been ultra-successful and continue to grow. Our Fitness Programs for High School Aged youth at the Somerville High School has been a huge success.
- We have seen steady growth in our Recreation Learn to Play and Figure Skating Programs.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Goal Completed
	Assist in development on new ice rink at Conway Park	Goal Completed
	Create programming for new rink to achieve at least 46% capacity	Goal Completed
	Increase field rentals for soccer, baseball and other recreation based activities at Dilboy	Goal Completed

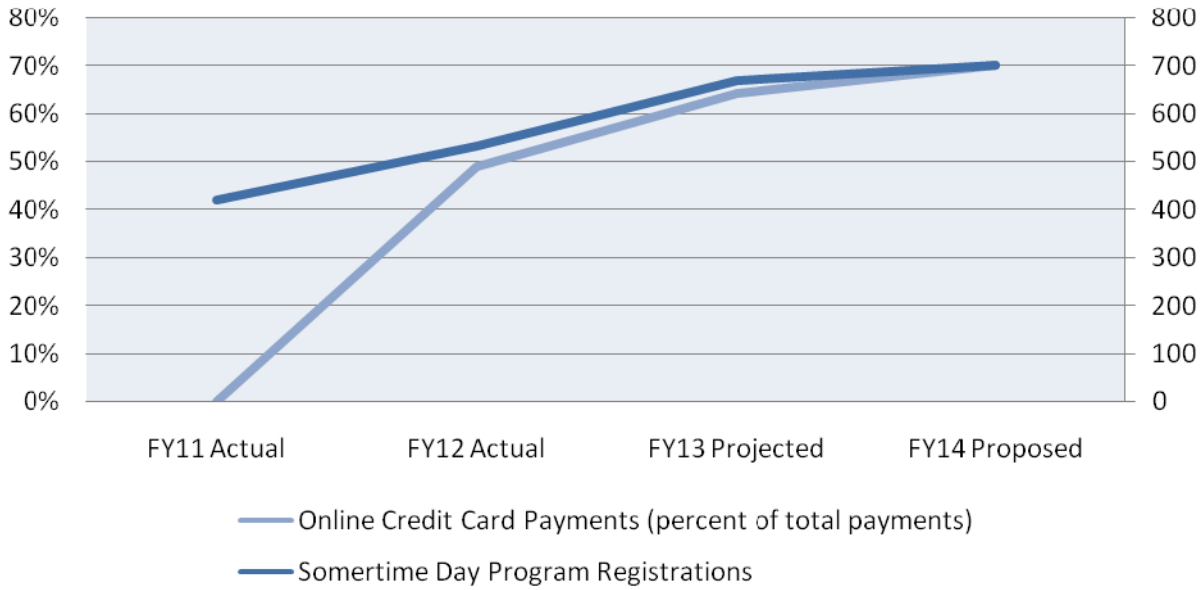
RECREATION

Goal	Strategic Objective	Status
	Add programming to boathouse including kayaking, canoeing, sailing and rowing for families of all ages	Goal Completed
Keep recreation affordable for young children		
	Continue to provide low cost tuition for Somerville Residents	Goal Completed
	Continue creative kids program	Will Continue
Increase programming for young adults (20-30), Somerville's largest growing population Men's and Women's Softball League, Parkour, Zumba, Boxercise, Men's Soccer League		
	Roll out pilot programs for young adults	Goal Completed
Provide online registration options		
	Implement programming on the web	SomervilleRec.com provides online registration and payment for all Recreation programs.
Increase programming for Arts and Music Nellie's Designs, various Fitness, and Art Programs		
	Roll out new and existing programming using volunteers and local artists. This includes guitar, piano, mural.	Goal Completed
	Continue community partnerships with local artists and musicians	Currently working with Jimmy DelPonte.
Build partnerships with Somerville Recreation, Community and other City Departments Road race/Creative Kids/Fitness Programming/Project Star/Trendsetters		
	Work with groups within the city to implement programming within our facilities	Continuous Goal
	Build partnership with Shape-Up and collaborate on events and activities	Continuously working goal
	Continue partnerships with parents to run recreational games at local parks and fields	Continuously working goal

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Adult Recreation Programs	4	4	8	10
Somertime Day Program Registrations	420	531	669	700 (max)
Dilboy Stadium Revenue	\$112,103	\$90,526	\$140,000	\$140,000
Combined Ice Rink Revenue	\$136,450	\$270,626	\$490,000	\$450,000
Online Credit Card Payments (percent of total payments)	0%	49%	64%	70%

RECREATION



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Create more infant/preschool age programs ex: Sprout Sports	Publicize these programs within all schools/facebook/website
Provide continued support with collaboration with School Department.	Continue with Get up and Go and Intramural Program.
Expand Intramural to some nontraditional sports.	Create more challenging sports for Intramurals.
	Work with Youth Sports, soccer, baseball, basketball, hockey; also work with at risk youth through collaboration with Police Department.
Increased participation in youth sports.	Create programming for gifted and talented youth through arts, music, sports.
	Increase youth participation and volunteering opportunities for youth programs.
	Increase programming to help and support of summer jobs program.
	Maximize Recreational spaces such as batting cages, boxing club to expand programming.

RECREATION

BUDGET:

RECREATION	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	249,989	321,023	339,962	388,632	
(512000) SAL & WAGES TEMP	125,944	206,000	187,641	240,000	
(513000) OVERTIME	522	700	69	700	
(514004) SHIFT DIFFERENTIAL	7,630	8,016	6,640	9,077	
(514006) LONGEVITY	1,450	1,450	1,700	1,450	
(515012) PERFECT ATTENDANCE	1,900	-	1,900	-	
(519004) UNIFORM	350	350	350	350	
(519013) OTHER LUMP SUM				10,000	
(519015) AUTO ALLOWANCE	600	600	500	600	
SUBTOTAL PERSONAL SERVICES	388,385	538,139	540,761	650,808	20.9%
(524001) R&M - BUILDIN	-	10,000	-	10,000	
(524003) R&M - VEHICLE	1,725	1,725	1,725	1,725	
(524007) R&M - OFFICE EQUIP	332	1,000	1,000	1,000	
(530000) PROF & TECH SVS	-	40,000	28,180	40,000	
(530023) STAFF DEVELOPMENT	-	250	-	250	
(535003) RECREATION	1,749	2,000	1,319	2,000	
(535003) RECREATION	780	900	900	900	
(538005) PHOTOGRAPHY	-	250	-	250	
(542000) OFFICE SUPPLIES	2,016	2,100	2,100	2,100	
(542001) PRINTING &	1,965	2,000	-	3,000	
(542012) OTHER EQUIPMENT	-	-	8,245	-	
(545000) CUSTODIAL	-	3,000	-	3,000	
(549000) FOOD SUPPLIES	1,338	3,000	3,000	3,000	
(550000) MEDICAL & DENTAL	500	2,000	1,978	4,000	
(551006) ATHLETIC SUPPLIES	3,820	3,900	3,141	18,000	
(558004) SUBSCRIPTIONS	-	300	285	300	
(558005) RECREATION SUPPLIES	3,582	12,000	9,392	12,000	
(558006) UNIFORMS	675	2,500	2,499	4,000	
SUBTOTAL ORDINARY MAINT.	18,482	86,925	63,764	105,525	21.4%
TOTAL	406,867	625,064	604,525	756,333	21.0%

RECREATION

PERSONNEL LIST:

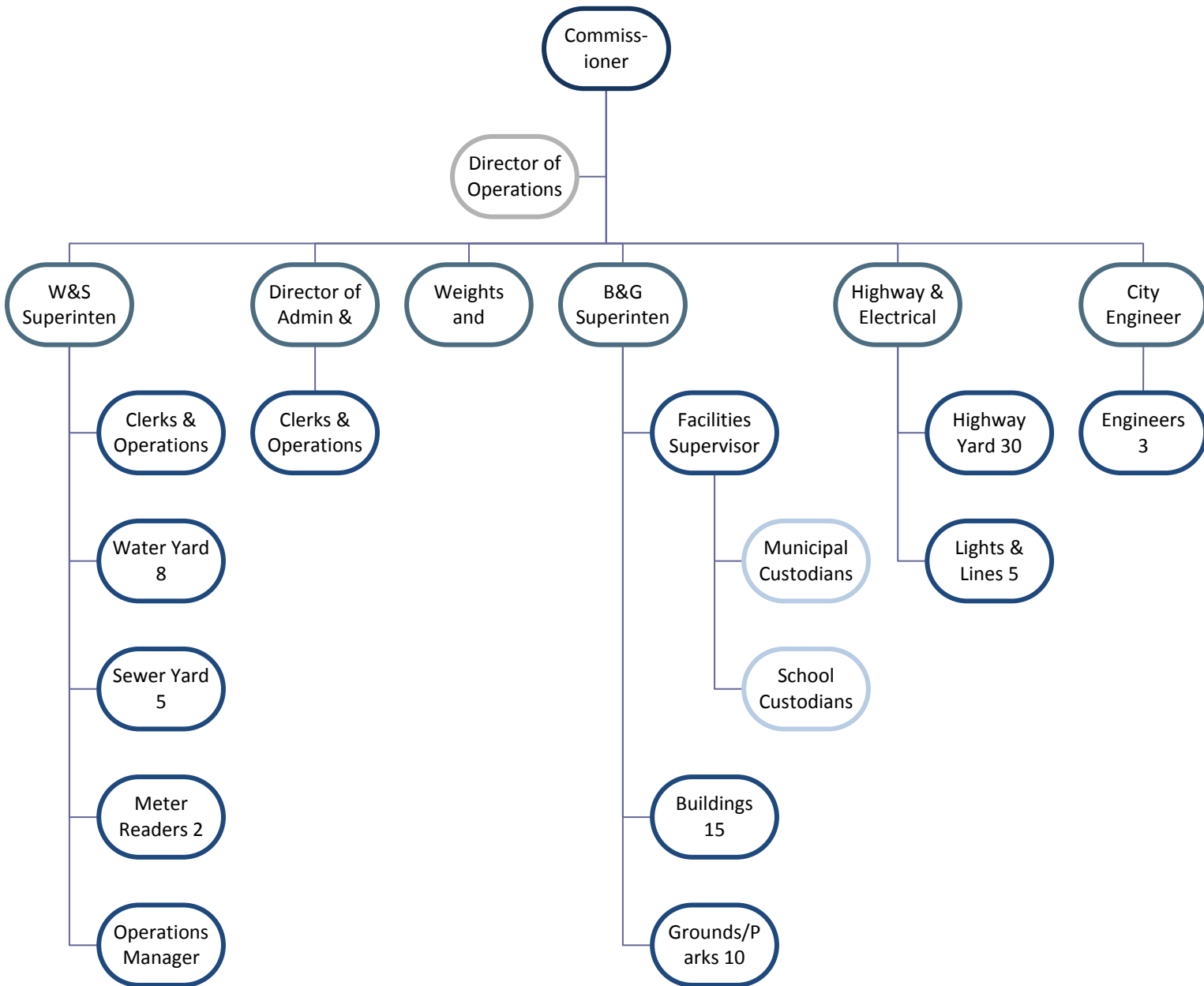
POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION SUPERINTENDENT	HALLORAN, JAMES	1,737.48	58,031.83	101,295.72
		1,741.33	32,737.00	
PROGRAM DEVELOPER	SCARPELLI, GEORGE	1,627.61	84,961.24	84,961.24
OUTREACH COORDIANTOR	GULLA, TONY	961.54	50,192.39	50,192.39
OUTREACH COORDIANTOR	OSOY, MARCO	961.54	50,192.39	50,192.39
YOUTH AND VOLUNTEER COORDINATOR	BACCI, NANCY	1,153.85	60,000.20	60,000.20
ADMINISTRATIVE ASSISTANT	PALAZZO, DANIELLE	1,009.92	52,515.84	53,465.84
				400,107.78

DEPARTMENT OF PUBLIC WORKS

MISSION STATEMENT:

The Department of 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.

DEPARTMENT ORGANIZATION:



DPW ADMINISTRATION

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	531,526	503,746	555,654	10.3%
ORDINARY MAINTENANCE	720,709	842,475	813,450	-3.4%
GENERAL FUND EXPENDITURES	1,252,235	1,346,221	1,369,104	1.7%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Executed new electrical and gas contracts at lower rates minimizing our utility costs.

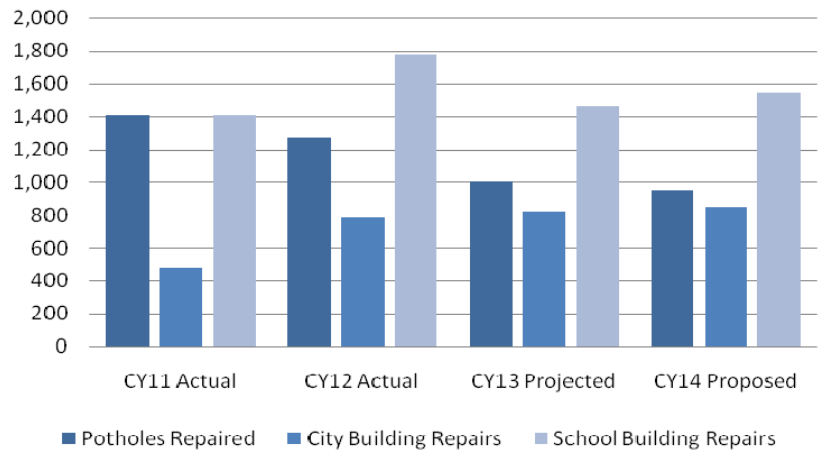
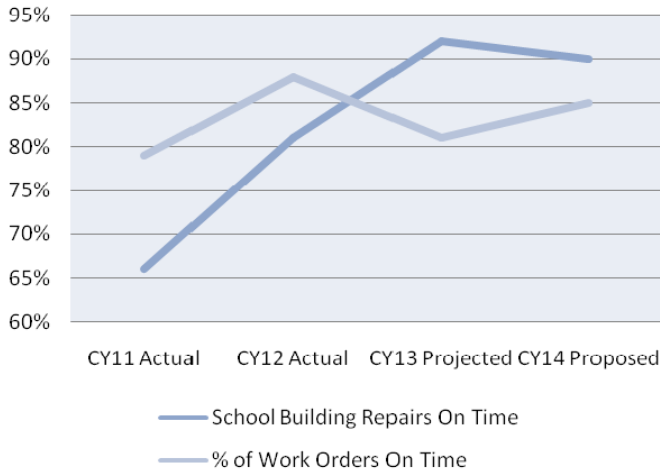
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Increase capacity and efficiency in delivering core city services		
	Manage budgets, personnel actions, payrolls and finances for all divisions	On-going
	Minimize utility cost increases by bidding out and negotiating contracts as needed	New Electricity and Gas contract executed at lower rates
	Streamline and improve service delivery utilizing work order software, reducing response times and increasing communications between divisions, with other city departments and with residents	On-going
Improve Customer Service using A.C.E. framework		
	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	Transfer to fiscal year 14
	Work closely with auditing to ensure our vendors are paid in a timely manner	On-going

DPW ADMINISTRATION

PERFORMANCE METRICS:

MEASURE	CY11 ACTUAL	CY12 ACTUAL	CY13 PROJECTED	CY14 PROPOSED
% of Work Orders On Time	79%	88%	81%	85%
Potholes Repaired	1,407	1,270	1,005	950
Davis Square Preventive Maintenance (Buildings and Grounds Work Orders)	N/A	39	40	40
City Building Repairs	481	782	819	850
School Building Repairs	1,411	1,777	1,464	1,550
School Building Repairs On Time	66%	81%	92%	90%
Catch Basin Work Orders	131	146	156	160
Miles of Road Paved	N/A	3.5	1.7 (to date)	N/A



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Manage budgets, personnel actions, payrolls and finances for all divisions.	DPW will continue to monitor performance to ensure all financial items are managed.
Streamline and improve service delivery utilizing work order software, reducing response times and increasing communications between divisions, with other city departments and with residents.	DPW Admin will continue to work closely with superintendents and 311 to maintain quick response time and enhance communications.
	Type additional strategic objective here if applicable
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	Work with other departments that currently take credit card payments and implement within the DPW.

DPW ADMINISTRATION

BUDGET:

DPW ADMINISTRATION	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	515,034	492,496	433,060	542,604	
(513000) OVERTIME	9,162	6,000	4,866	8,000	
(514006) LONGEVITY	3,500	3,500	3,000	3,300	
(514008) OUT OF GRADE	2,079	-	848	-	
(519004) UNIFORM ALLOWANCE	1,750	1,750	1,400	1,750	
SUBTOTAL PERSONAL SERVICES	531,526	503,746	448,202	555,654	10.3%
(524000) REPAIRS AND M	2,114	15,000	1,937	10,000	
(524034) R&M - SERVICE	1,924	1,500	1,985	2,200	
(527006) LEASE - PHOTOCOPIER	4,481	3,025	5,006	4,500	
(527018) POSTAGE MACHINE	1,020	1,200	-	1,200	
(529007) HAZARDOUS WASTE	92,926	125,000	115,545	125,000	
(530000) PROF & TECH SVS	5,004	11,500	5,160	11,500	
(530008) EMPLOYEE TRAI	-	500	600	2,000	
(530011) ADVERTISING	-	200	-	500	
(530018) POLICE DETAIL	15,012	15,000	9,578	15,000	
(530020) FIRE DETAIL	185	2,500	1,329	2,500	
(530025) IN SERVICE TRAINING	-	-	75	-	
(534003) POSTAGE	3,238	4,500	-	3,500	
(542000) OFFICE SUPPLIES	6,526	6,000	6,287	6,000	
(542001) PRINTING & STATIONERY	1,685	4,000	1,370	2,000	
(542005) OFFICE EQUIPMENT	449	-	646	-	
(542008) BOOKS & BINDING	-	-	60	-	
(548001) MOTOR GAS AND OIL	583,903	650,000	593,540	600,000	
(558003) PUBLIC SAFETY	-	-	-	25,000	
(558004) SUBSCRIPTIONS	434	-	429	-	
(558006) UNIFORMS	-	-	730	-	
(571000) IN STATE TRAVEL	34	100	-	100	
(573000) DUES AND MEMB	850	750	1,018	750	
(578007) REIMB OF LICENCES	925	1,700	1,200	1,700	
SUBTOTAL ORDINARY MAINT.	720,709	842,475	746,494	813,450	-3.4%
TOTAL	1,252,235		1,194,696	1,369,104	1.7%

DPW ADMINISTRATION

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DPW COMMISSIONER	KOTY, STANLEY	1,997.62	104,275.76	104,275.76
DIR OPERATIONS	WILLETTE, RICHARD	1,733.08	90,466.78	90,466.78
DIR ADMN & FINANCE	SANTOS, MICHAEL	1,250.00	65,250.00	65,250.00
ADMIN ASST	MORIN, CHRISTINE	1,103.56	28,913.27	58,093.33
		1,122.31	29,180.06	
ADMIN ASST	RINGER, DIANE	1,009.93	52,718.35	54,468.35
HEAD CLERK	COREY, JEAN	942.61	49,204.24	50,954.24
PRINCIPAL CLERK	FOSTER, SUSAN	876.68	45,762.70	46,612.70
SR CLERK	SPEZZAFERO, KIMBERLY	711.97	30,045.13	37,994.53
		759.94	7,599.40	
SR CLERK	COCHRAN, MEGAN	759.91	39,667.30	40,017.30
				548,132.99

DPW BUILDINGS AND GROUNDS

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	1,855,570	1,897,428	2,096,848	10.5%
ORDINARY MAINTENANCE	5,997,189	6,905,521	6,765,003	-2.0%
GENERAL FUND EXPENDITURES	7,887,759	8,802,949	8,861,851	0.7%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Total of 3,047 work orders completed in 2012. Zero overdue on 4/17/13.
- Installed signage in cooperation with the Animal Control Division to help with the enforcement of animal control laws.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Meeting Goal
	Complete park and island maintenance and beautification work prior to Spring events and warm weather	Meeting Goal
	Partner with Police Department to enforce local animal control laws	Signage installed wherever needed
	To maintain the park equipment on a rotating basis performing daily maintenance so parks are safe for children (this will be performed by the new public works maintenance man)	Tim McDonough is doing an excellent job at this.
	Use the expertise of our new gardener to educate and inform present employees on care and maintenance and upkeep of all green areas	Andy Hunt is doing an excellent job at this and making new areas look great.
	To evaluate and address all issues at Nunziato and Argenziano Fields including reseeding and resodding the existing conditions	Ongoing
Maintain city-owned buildings, executing construction and renovation projects as needed		
	Replace roof at East Branch Library (55k)	Complete
	Replace roof at Engine 7 (65K)	Capital Projects Item
	Replace roof at Atrium at SHS	Capital Projects item

DPW BUILDINGS AND GROUNDS

Goal	Strategic Objective	Status
	Replace roof at Winter Hill gym	Leak sources were located and repaired.
	Paint the interior of WB Library and Winter Hill School working with the sheriff's office.	Complete
	Continue to increase the use of 'green' chemicals in all buildings.	Ongoing
	Completely recondition all the mechanics for the Central Library elevator.	Complete
	Rug replacement at various locations	Replaced numerous rugs with VCT (Brown-Annex-Kennedy)
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	Total of 3,047 work orders in 2012. Zero overdue today (4/17/13)
	Work to maintain high standard of completion for 311 work orders	All work orders are current
	Use our new private vendors, (electrical & plumbing contractors) to speed up the response time to 311 work orders	The work well. Especially Aqua Barrier Roofing

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
To Maintain Our 311 Response Time	
To increase the Preventive Maintenance Workload	
To get SHS Auditorium, Cafeteria, and Kitchen Back On-Line.	

BUDGET:

BUILDINGS AND GROUNDS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	388,013	387,277	381,060	447,317	
(511300) WAGES - HOURLY	1,089,899	1,073,034	1,176,103	1,161,371	
(513000) OVERTIME	74,571	105,000	52,496	115,500	
(513002) OVERTIME - LABOR	215,853	245,000	213,748	280,000	
(514006) LONGEVITY	7,700	7,775	6,100	8,300	
(514009) LONGEVITY-LABOR	16,075	17,625	17,525	18,975	
(514010) OUT OF GRADE	3,608	4,000	2,456	4,000	
(514015) OTHER DIFFERENTIAL	45,301	46,517	44,059	50,185	
(515012) PERFECT ATTENDANCE	3,700	-	4,000	-	

DPW BUILDINGS AND GROUNDS

BUILDINGS AND GROUNDS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(519004) UNIFORM ALLOWANCE	10,850	11,200	11,200	11,200	
SUBTOTAL PERSONAL SERVICES	1,855,570	1,897,428	1,976,758	2,096,848	10.5%
(521001) ELECTRICITY	2,726,984	2,600,000	2,550,000	2,700,000	
(521002) NATURAL GAS	466,552	576,000	535,374	464,500	
(521005) OIL	530,806	702,000	690,000	555,500	
(524001) R&M - BUILDIN	72,520	80,000	2,107	100,000	
(524002) R&M - REC FAC	25,119	60,000	21,031	60,000	
(524010) R&M - HVAC	944,671	1,085,000	991,890	1,069,553	
(524013) R&M - TOOLS	18,430	15,000	13,534	15,000	
(524018) R&M - FENCE	51,483	60,000	59,960	80,000	
(524019) R&M - INTER BUILDING	112,770	230,000	231,281	230,000	
(524020) R&M - EXTER BUILDING	28,917	75,000	59,808	100,000	
(524021) R&M - FIRE ALARM	66,449	85,000	80,759	87,550	
(524022) R&M - PROGRAM	20,944	27,000	13,384	30,000	
(524024) R&M - ELEVATOR	38,129	65,000	35,855	55,000	
(524025) R&M - PLUMBING	54,378	45,000	7,741	45,000	
(524026) R&M - ROOFING	94,520	60,000	178,847	75,000	
(524027) R&M - FLOORING	11,648	50,000	17,623	30,000	
(524031) REPAIRS TO PARKS	6,668	10,000	3,202	10,000	
(527001) RENTAL - BUILDINGS	23,547	30,000	8,694	30,000	
(527014) RENTAL - TABLES &	3,215	5,000	4,279	6,000	
(527015) RENTALS EQUIP	12,260	-	3,092	5,000	
(529009) ALARMS	66,534	65,000	71,295	68,400	
(530000) PROF & TECH SVS	34,563	225,521	85,173	125,000	
(530028) SOFTWARE SERVICE	-	-	-	-	
(534003) POSTAGE	110	-	-	-	
(538004) EXTERMINATION	21,774	50,000	40,900	75,000	
(538008) MOVING SERVICES	18,634	25,000	30,751	30,000	
(542001) PRINTING & STATIONERY	-	-	-	-	
(542005) OFFICE EQUIPMENT	1,008	-	2,643	-	
(542006) OFFICE FURNITURE	-	-	4,110	-	
(543002) PLUMBING SUPPLIES	13,420	6,500	54,398	45,000	
(543006) ELECTRICAL SUPPLIES	30,155	50,000	34,686	50,000	

DPW BUILDINGS AND GROUNDS

BUILDINGS AND GROUNDS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(543007) PAINT	14,177	15,000	18,429	20,000	
(543008) GLASS	7,098	15,000	13,337	15,000	
(543011) HARDWARE	30,685	7,000	47,606	10,000	
(545000) CUSTODIAL	246,742	302,500	237,304	277,500	
(546000) GROUNDSKEEPING	13,920	65,000	16,596	65,000	
(546003) LOAM	45,417	65,000	64,950	65,000	
(548006) MOTOR PARTS	-	-	395	-	
(549000) FOOD SUPPLIES	10,757	4,000	5,313	6,000	
(551010) AUDIO VISUAL	-	-	-	-	
(553001) SIGNS AND CONES	7,531	-	6,598	1,000	
(553004) LUMBER & WOOD	-	-	408	-	
(558006) UNIFORMS	19,330	15,000	24,608	22,000	
(558011) FLOWERS & FLAGS	20,160	60,000	70,143	67,000	
(572000) OUT OF STATE TRAVEL	680	-	-	-	
(578009) CHRISTMAS LIGHTING	84,486	75,000	39,159	75,000	
SUBTOTAL ORDINARY MAINT.	5,997,189	6,905,521	6,377,261	6,765,003	-2.0%
TOTAL	7,887,759	8,802,949	8,354,019	8,861,851	0.7%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SUPT BLDG & GROUNDS	LANDERS, GEORGE	1,632.87	85,235.81	85,235.81
PV SUPV CUSTODIAN	ALIANO, CHARLES	1,374.02	36,548.93	76,138.95
		1,377.87	35,273.47	
PV SR BLDG CUSTODIAN	KOSLOFSKY, ALAN	883.42	46,114.52	49,384.01
JR BLDG CUSTODIAN	CURLEY, PAUL	869.10	45,367.02	48,611.87
JR BLDG CUSTODIAN + 10%	GAUDET, ROLAND	952.00	49,694.40	52,281.84
JR BLDG CUSTODIAN + 10%	KEATING, DAVID	952.00	49,694.40	53,131.84
JR BLDG CUSTODIAN + 10%	SILVA, JAMES	952.00	49,694.40	52,931.84
JR BLDG CUSTODIAN + 10%	LOGRIPPO, PATRICIA	952.00	49,694.40	52,281.84
PV PUBLIC BLDG FOREMAN	RODERICK, JAMES	1,371.76	52,126.88	75,619.97
		1,375.61	19,533.66	
PUBLIC BLDG FOREMAN	QUINN, STEVEN	1,307.31	64,581.11	72,304.75
		1,330.38	3,725.06	

DPW BUILDINGS AND GROUNDS

DPW FOREMAN B&G	PANTANELLA, MARTHA	1,039.37	54,255.11	57,642.83
DPW FOREMAN B&G	SANTANGELO,FRANK	1,039.39	54,256.16	57,243.91
WKFM/PLUMBER/PWL	MCKENZIE, STEWART	977.56	51,028.63	54,310.04
WKFM/CARPENTER/PWL	FULCO, FRANK	951.79	49,683.44	52,645.52
WKFM1\SHMEO\PWL	ARDOLINO, MARK	922.39	48,148.76	50,935.27
PLUMBER	HARDY, STEPHEN	947.23	49,445.41	51,974.64
ELECTRICIAN	MEOLA, VINCENT	947.23	24,627.98	27,004.71
CARPENTER PWL	MARSHALL, THOMAS	905.71	47,278.06	49,685.88
CARPENTER PLASTERER	WALSH, JOHN	905.71	47,278.06	49,785.88
PWMAINTMECH/PWL	CHAMBERS, JAMES	839.76	43,835.47	46,229.86
MECH EQUIP RPMN	MCDONOUGH, TIMOTHY	765.86	11,028.38	43,895.52
		807.62	30,528.04	
SHMEO/PWL	DEVITA, ANTHONY	845.09	44,113.70	46,642.25
SHMEO/PWL	FALAISE, JEAN CLAUDE	823.78	43,001.32	45,268.22
SHMEO/PWL	PELLIGRINI, EDWARD	823.78	42,836.56	45,103.46
HMEO/PWL	BRYAN,JOSEPH	823.77	43,000.79	46,017.68
HMEOPWL	CORBETT, STEPHEN	823.77	43,000.79	45,742.68
HMEO/PWL	KALTON, JOHN	823.77	43,000.79	45,492.68
HMEO/PWL	MCCOLLEM, RONALD	823.77	43,000.79	45,367.68
HMEO/PWL	OLIVEIRA, DAVID	823.78	43,001.32	45,518.22
PLUMBERS HELPER	MITRANO, STEPHEN	802.47	41,888.93	44,219.18
PUBLIC GROUNDS GARDENER	HUNT, ANDREW	786.73	41,067.31	42,770.48
PUBLIC GROUNDS MAINTENANCE MAN	MERCIER, ROBERT	786.73	41,067.31	42,770.48
PUBLIC WORKS LABORER	PREVAL, JAQUES	786.03	41,030.77	43,232.74
				1,720,103.18

SCHOOL CUSTODIANS

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	1,793,353	1,630,257	1,684,472	3.3%
ORDINARY MAINTENANCE	803,400	827,502	827,502	0.0%
GENERAL FUND EXPENDITURES	2,596,753	2,457,759	2,511,974	2.2%

BUDGET:

SCHOOL CUSTODIANS	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	1,638,450	1,503,520	1,229,162	1,552,743	
(511002) SALARIES - MONTHLY	15,000	15,000	15,000	15,000	
(513000) OVERTIME	42,265	40,000	29,494	44,000	
(514006) LONGEVITY	24,700	27,575	14,325	28,025	
(514008) OUT OF GRADE	510	1,500	1,000	1,500	
(514015) OTHER DIFFERENTIAL	3,941	3,942	3,934	4,300	
(515004) HOLIDAYS	12,987	-	384	704	
(515012) PERFECT ATTENDANCE	3,050	-	3,450	-	
(519004) UNIFORM ALLOWANCE	700	700	700	700	
(519013) OTHER LUMP SU	33,750	38,020	35,000	37,500	
(519013) OTHER LUMP SUM	18,000	-	-	-	
SUBTOTAL PERSONAL SERVICES	1,793,353	1,630,257	1,332,449	1,684,472	3.3%
(530000) PROF & TECH SVS	803,400	827,502	816,252	827,502	
SUBTOTAL ORDINARY MAINT.	803,400	827,502	816,252	827,502	0.0%
TOTAL	2,596,753	2,457,759	2,148,701	2,511,974	2.2%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FACILITIES SUPERVISOR	BOWLER, MICHAEL	1,449.24	75,650.33	79,093.02
ASST SUPER OF CUSTODIANS	MOORE, HARRY S.	1,050.49	54,835.58	57,967.42
SR CUSTODIAN 2	CONSOLO, JOSEPH	955.67	14,143.92	15,993.92
		991.65	37,087.71	37,087.71
SR CUSTODIAN 2	CREMINS, DAVID	919.01	47,972.32	51,081.12
SR CUSTODIAN 2	LEGEE-VOSS, ROBIN	955.67	38,609.07	40,459.07

SCHOOL CUSTODIANS

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
		991.65	11,701.47	11,701.47
SR CUSTODIAN 2	ROGERS, MICHAEL	1,010.91	52,769.50	54,869.50
SR CUSTODIAN 2	SHEA, STEPHEN	1,010.91	52,769.50	55,469.50
SR CUSTODIAN 1	CAMPBELL, RUSSELL SR	981.84	51,252.05	54,102.05
SR CUSTODIAN 1	SHEA, VINCENT	981.84	51,252.05	53,902.05
JR BLDG CUSTODIAN	ANGIULO, ANTHONY JR.	837.71	43,728.46	46,428.46
JR BLDG CUSTODIAN	ANGIULO, ANTHONY SR.	837.71	43,728.46	46,303.46
JR BLDG CUSTODIAN	AULT, JOHN	921.48	48,101.26	50,585.55
JR BLDG CUSTODIAN	BEATON, JAMES	903.40	47,157.48	48,907.48
JR BLDG CUSTODIAN	BLAIKIE, PETER	921.48	48,101.26	49,901.26
JR BLDG CUSTODIAN	COLMAN, RONALD	837.71	43,728.46	45,828.46
JR BLDG CUSTODIAN	FINIGAN, MICHAEL	837.71	43,728.46	45,746.00
JR BLDG CUSTODIAN	GRIFFIN, DAVID	837.71	43,728.46	47,066.00
JR BLDG CUSTODIAN	GUARINO, JASON	837.71	43,728.46	45,478.46
JR BLDG CUSTODIAN	HANSCOM, MARK	946.61	49,413.04	52,113.04
JR BLDG CUSTODIAN	HARDY, JOHN	921.47	48,100.73	49,950.73
JR BLDG CUSTODIAN	HODGDON, JAMES	837.71	43,728.46	45,478.46
JR BLDG CUSTODIAN	KENNEDY, JOHN	921.48	48,101.26	49,851.26
JR BLDG CUSTODIAN	LORENTI, ALEXANDER	921.48	48,101.26	49,851.26
JR BLDG CUSTODIAN	VACANT	846.09	44,165.90	45,415.90
JR BLDG CUSTODIAN	MCDALD, THOMAS	837.41	43,712.80	45,812.80
JR BLDG CUSTODIAN	MCDONALD, ROY	921.48	48,101.26	49,851.26
JR BLDG CUSTODIAN	MITCHELL, MARK	921.47	48,100.73	50,200.73
JR BLDG CUSTODIAN	SHEA, JOHN	921.47	48,100.73	50,200.73
JR BLDG CUSTODIAN	VALENTE, COSMO	921.47	48,100.73	50,200.73
JR BLDG CUSTODIAN	WHITE, PAUL	921.47	48,100.73	49,950.73
JR BLDG CUSTODIAN	WHITLOCK, JOSEPH JR.	837.71	43,728.46	45,578.46
JR BLDG CUSTODIAN	WILLEY, FRANCIS	946.61	49,413.04	52,063.04
				1,624,491.12

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:

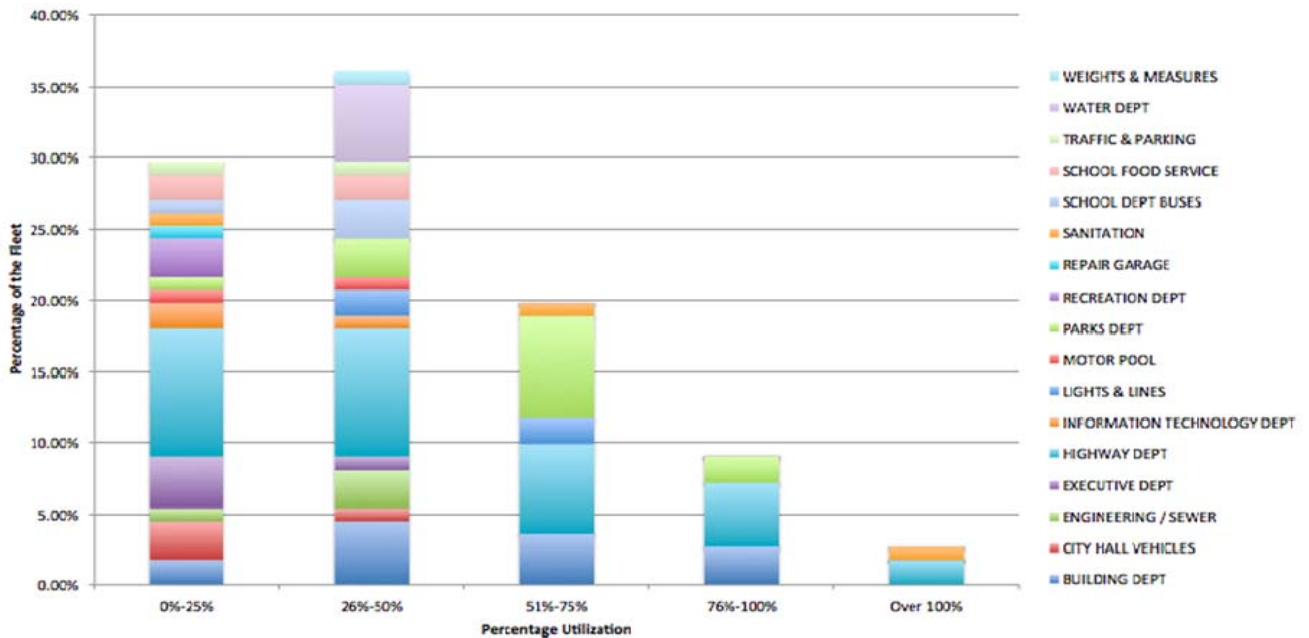
SANITATION	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(524013) R&M - TOOLS	113,050	-	-	-	
(529003) RUBBISH REMOVAL	1,351,937	1,460,000	1,447,147	1,500,000	
(529006) RECYCLING	12,203	25,000	25,641	100,000	
(530000) PROF & TECH SVS	2,146,144	2,408,580	2,332,938	3,300,000	
(534003) POSTAGE	13,793	8,000	5,400	16,000	
(542001) PRINTING &	11,967	13,000	11,841	26,000	
(553008) RECYCLING CARTS	-	27,000	-	5,000	
(558014) PHOTOGRAPHIC	-	-	714	-	
SUBTOTAL ORDINARY MAINT.	3,649,093	3,941,580	3,823,681	4,947,000	25.5%
TOTAL	3,649,093	3,941,580	3,823,681	4,947,000	25.5%

HIGHWAY

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	1,553,076	1,830,038	2,139,675	16.9%
ORDINARY MAINTENANCE	620,637	808,516	1,259,845	55.8%
GENERAL FUND EXPENDITURES	2,173,713	2,638,554	3,399,520	28.8%

CHANGES BETWEEN FY2013 AND FY2014:

- A SHMEO/Cement Finisher/PWL, which was previously budgeted in the Water Department, will now be budgeted in the Highway Division.
- Recently a group of students from the Harvard Kennedy School of Government analyzed our fleet management procedures. One of their strong recommendations was to hire a Fleet Manager. Their study concluded that the increased efficiencies that could be implemented by a Fleet Manager would offset the cost of the manager. For instance, their study showed that 65% of our fleet is less than 50% utilized.



HIGHWAY

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Admirably kept the streets and sidewalks clear of snow during the snowiest February on record.
- Maintained the City fleet with over 50 vehicles. Participated in a study with the Harvard Kennedy School regarding fleet management operations.
- Repaired over 900 potholes.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Maintain streets and sidewalks, including urban infrastructure		
	Increase the number of potholes repaired	Ongoing
	Remove graffiti on public property in a timely fashion	Graffiti work orders completed within 24 Hours Ongoing
	Increase maintenance of trees to maintain the city's canopy	Trimming trees on sweeping routes and from work orders created from 311.
	Install benches, barrels, planters, bollards and bike racks	Ongoing
	Remove snow and ice from city roads and sidewalks in a timely manner	Ongoing; with changes in routes.
	Train and educate the concrete crew to be proficient in the use of replacing sidewalk panels in the use of 'smart levels' to meet new ADA standards	Had one meeting with AAB; in process of scheduling a second meeting.

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Create Square Crew	Crew will clean all squares weekly.
Empty Barrels in a Route to be Created.	Add a 4pm-12pm employee. A schedule will be implemented to empty barrels in a timely manner.
Increase Safety Awareness in Roadway	Training for setting up a safe work area when in a roadway. Purchase cones and signs to warn motorists of workers in roadway.

HIGHWAY

BUDGET:

HIGHWAY	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	69,760	69,493	356,480	146,451	
(511300) WAGES - HOURLY	1,115,598	1,405,124	1,003,369	1,576,761	
(513002) OVERTIME - LABOR	297,762	270,000	247,012	322,000	
(514009) LONGEVITY-LABOR	16,258	18,800	17,975	22,150	
(514010) OUT OF GRADE	6,271	7,500	2,304	7,500	
(514015) OTHER DIFFERENTIAL	37,477	47,421	39,981	53,263	
(515012) PERFECT ATTENDANCE	1,200	-	1,500	-	
(519004) UNIFORM ALLOWANCE	8,750	11,700	8,750	11,550	
SUBTOTAL PERSONAL SERVICES	1,553,076	1,830,038	1,730,913	2,139,675	16.9%
(524003) R&M - VEHICLE	48,631	45,000	42,992	45,000	
(524013) R&M - TOOLS	365	3,000	2,257	3,000	
(524018) R&M - FENCE	1,531	5,000	3,718	5,000	
(524029) R&M - HIGHWAY	1,418	5,000	1,254	5,000	
(529003) RUBBISH REMOVAL	-	-	-	225,000	
(529005) CARE OF TREES	55,122	50,000	16,061	50,000	
(530000) PROF & TECH SVS	279,835	357,684	219,387	508,500	
(530008) EMPLOYEE TRAI	2,650	3,000	-	3,000	
(530011) ADVERTISING	-	1,000	340	1,000	
(530021) TOWING	2,080	4,000	3,845	4,000	
(530028) SOFTWARE SERVICE	450	-	-	35,000	
(542000) OFFICE SUPPLIES	-	-	497	-	
(542001) PRINTING &	1,170	-	4,390	5,000	
(542006) OFFICE FURNITURE	-	-	219	-	
(542007) COMPUTER	-	-	1,062	-	
(542008) BOOKS & BINDING	45	-	-	-	
(543003) TOOLS	9,322	9,500	5,215	9,500	
(543007) PAINT	2,424	5,000	29	5,000	
(543008) GLASS	2,770	3,500	4,900	4,000	
(543011) HARDWARE	5,372	5,000	8,740	5,000	
(548004) TIRES AND TUBES	5,326	10,000	10,000	10,000	
(548006) MOTOR PARTS	114,337	110,000	115,978	130,000	
(553000) PUBLIC WORKS	1,187	1,187	-	1,200	

HIGHWAY

HIGHWAY	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(553001) SIGNS AND CONES	2,100	2,100	3,600	2,100	
(553002) BITUMINOUS SUPPLIES	12,220	65,000	30,086	80,000	
(553003) READY MIX CONCRETE	66,148	110,000	77,028	110,000	
(553004) LUMBER & WOOD	-	5,000	-	5,000	
(558000) OTHER SUPPLIES	414	-	-	-	
(558004) SUBSCRIPTIONS	2,895	5,545	4,490	5,545	
(558006) UNIFORMS	2,824	3,000	1,928	3,000	
SUBTOTAL ORDINARY MAINT.	620,637	808,516	558,013	1,259,845	55.8%
TOTAL	2,173,713	2,638,554	2,288,926	3,399,520	28.8%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HIGHWAY SUPT.	MACEACHERN, STEVEN	1,584.96	82,734.91	82,734.91
FLEET MANAGER	VACANT	1,584.96	63,715.39	63,715.39
HIGH'Y YARD FOREMAN	BARRY, THOMAS	1,355.13	33,878.25	75,127.26
		1,358.98	36,964.26	
MOTOREQUIPRPMNFOREMAN	BROWNE, MICHAEL	1,316.16	21,058.56	72,313.34
		1,320.01	47,784.36	
WASTE COLL INSP	MURPHY, BRIEN K	1,251.64	65,335.61	69,438.43
WASTE COLL INSP	O'CONNELL,JOHN	1,251.64	65,335.61	69,538.43
WASTE COLL INSP	ROCHE,CHARLES	1,251.64	65,335.61	69,088.43
WKFM1\SHMEO\TREE CLIMBER	WOOD, JAMES	972.40	50,759.28	54,181.81
WKFM1\SHMEO\CEMENTFINISHER\PWL	DIFRAIA, JAMES M	977.56	51,028.63	54,510.04
WKFM1\SHMEO\PWL	BUNKER, DAVID	922.39	48,148.76	50,935.27
WKFM1\SHMEO\PWL	CORBIN, FRANK	972.39	50,758.76	54,231.27
WKFM1\SHMEO\PWL	STROSCIO,ANTHONY	922.39	48,148.76	51,335.27
MOTOREQUIPRPMN	PANTANELLA, ANTHONY	948.28	49,500.22	51,981.26
MOTOREQUIPRPMN	THORNTON, RICHARD	948.28	49,500.22	52,456.26
MOTOREQUIPRPMN	WINTER, KARL	948.28	49,500.22	51,007.12
SHMEO\CEMENTFINISHER\PWL	CHIARAVALLOTTI, GINO	895.09	46,723.70	49,113.25
SHMEO\CEMENTFINISHER\PWL	VACANT	868.09	45,314.30	47,157.41
SHMEO\CEMENTFINISHER\PWL	FUCILE, JASON	895.09	46,723.70	49,113.25
SHMEO\CEMENTFINISHER\PWL	BARBIERE, JEFFERY	895.09	46,723.70	49,113.25

HIGHWAY

SHMEO\CEMENTFINISHER\PWL	VACANT	868.09	45,314.30	47,157.41
SHMEO\TREE CLIMBER\PWL	VACANT	868.09	45,314.30	47,157.41
SHMEO\TREE CLIMBER\PWL	VACANT	868.09	45,314.30	47,157.41
SHMEO\PWL+10%	HOGAN, THOMAS	929.59	48,524.60	50,473.49
SHMEO\PWL +10%	HARDY, EDWARD	911.37	27,158.83	50,649.42
		929.60	20,823.04	
SHMEO\PWL	VACANT	812.83	42,429.73	44,177.79
SHMEO\PWL	HALLORAN, EDWARD	845.09	44,113.70	47,367.25
SHMEO\PWL	ROSS, STEVEN	845.09	44,113.70	46,417.25
SHMEO\PWL	LAUDANO, JOSEPH	828.51	29,660.66	45,295.18
		845.09	13,859.48	
SHMEO\PWL	WHITNEY, RYAN	828.51	29,660.66	45,295.18
		845.09	13,859.48	
SHMEO\PWL	MCDEVITT, KEVIN	812.83	13,167.85	45,019.62
		828.52	29,826.72	
SHMEO\PWL	VACANT	812.83	42,429.73	44,177.79
SHMEO\PWL	VACANT	812.83	42,429.73	44,177.79
HMEO\PWL	HARDY, DANIEL	823.78	43,001.32	45,268.22
TEMP LABORER	CASSESSO, CHRIS	786.73	41,067.31	43,270.48
WATCHMAN	RIDDLE, MARGARET	786.03	41,030.77	44,057.74
				2,001,161.38

DPW ELECTRICAL

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	306,755	317,597	312,858	-1.5%
ORDINARY MAINTENANCE	52,749	209,000	229,000	9.6%
GENERAL FUND EXPENDITURES	359,504	526,597	541,858	2.9%

CHANGES BETWEEN FY2013 AND FY2014:

- The Chief Electrical and Wire Inspector position was transferred to the Inspectional Services Division.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Transitioned to full ownership of the City's streetlights. Managed the maintenance contract of the streetlights.
- Transitioning from wide band to narrow band frequency and replacing antiquated equipment.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Ongoing
Provide safe environment for pedestrians		
	Continue to install safety bollards around schools	Ongoing
	Install wireless emergency call boxes along the bike path	Ongoing
Upgrade electronic systems and devices		
	Require businesses to change their fire alarm systems to radio boxes	Ordinance change must be made.
	Implement an Electrical Permit System which will reduce the amount of paper and filing with the use of an electronic device such as an Ipad or handheld device	Ongoing
	Upgrade the current radio system from wide band to narrow band frequency and replace all antiquated equipment	Complete

DPW ELECTRICAL

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Improve Square Intersections with upgraded traffic signals.	
	Combined in-house and contractor to make upgrades
Install Radio Boxes In All City Buildings	
	Work with in-house/contractor to make installation.
Training for Setting Up Safe Work Area When in Roadway	
	Purchase cones and signs to warn motorists of workers in the roadway.

BUDGET:

ELECTRICAL	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511300) WAGES - HOURLY	239,817	244,013	270,179	235,849	
(513002) OVERTIME - LABOR	48,411	53,870	47,853	59,257	
(514009) LONGEVITY-LABOR	4,950	4,700	4,700	3,450	
(514010) OUT OF GRADE	2,520	4,000	1,486	4,000	
(514015) OTHER DIFFERENTIAL	7,756	8,164	8,147	7,802	
(515012) PERFECT ATTENDANCE	1,000	-	900	-	
(519004) UNIFORM ALLOWANCE	1,750	1,750	1,750	1,400	
(519015) AUTO ALLOWANCE	550	1,100	917	1,100	
SUBTOTAL PERSONAL SERVICES	306,755	317,597	339,931	312,858	-1.5%
(524004) R&M - TRAFFIC	5,995	20,000	18,604	25,000	
(524006) R&M - COMMUN.	4,689	20,000	8,987	20,000	
(524021) R&M - FIRE ALARM	20,221	20,000	20,000	25,000	
(524032) R&M - LIGHTING	2,677	80,000	24,934	80,000	
(530000) PROF & TECH SVS	9,935	60,000	35,269	67,000	
(542001) PRINTING & STATIONERY	1,480	-	50	-	
(542007) COMPUTER EQUIPMENT	-	-	1,062	-	
(542008) BOOKS & BINDING	1,638	2,000	-	2,000	
(542009) TELECOM. EQUIPMENT	-	-	13,973	-	
(543006) ELECTRICAL SUPPLIES	1,421	2,000	2,000	5,000	
(543007) PAINT	737	1,500	-	1,500	
(543011) HARDWARE	3,956	2,000	-	2,000	
(553001) SIGNS AND CONES	-	1,500	-	1,500	
SUBTOTAL ORDINARY MAINT.	52,749	209,000	124,878	229,000	9.6%
TOTAL	359,504	526,597	464,809	541,858	2.9%

DPW ELECTRICAL

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PV FOREMAN	DEVELLIS, VINCENT	1,392.30	52,350.48	77,429.03
		1,396.15	20,383.79	
ELECTRICAN	VACANT	883.33	23,143.25	24,488.24
SIGNAL MAINTAINER	GOODE, JOSEPH	850.38	44,389.84	46,702.49
ELECTRICAN	CALI, KRISTOFER	883.33	46,109.83	48,479.15
				197,098.91

DPW ENGINEERING

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	84,888	101,825	150,706	48.0%
ORDINARY MAINTENANCE	5,239	7,850	256,100	3162.4%
GENERAL FUND EXPENDITURES	90,127	109,675	406,806	270.9%

CHANGES BETWEEN FY2013 AND FY2014:

- A GIS Analyst was included in the budget of which 50% of the salary will be covered by the general fund and the other half will be covered by the Water and Sewer Enterprise Funds. Other differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Implemented first Pavement Management Plan increasing return on tax payer dollars and increasing transparency of selection of roadways for reconstruction.
- Implemented City ADA Transition Plan for accessibility improvements in public buildings.
- Completed a comprehensive sidewalks assessment and curb ramp inventory to prioritize locations for accessibility improvements within the public right-of-way.

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Improve vehicular and pedestrian safety throughout the City		
	Manage reconstruction/resurfacing of roadway improvement projects	Roadway improvement projects were completed on-time and under budget.
	Implement Pavement Management Plan to increase return on tax payer dollars and increase transparency of selection of roadways for reconstruction	Pavement management plan has been completed providing the City with a five year plan for roadway maintenance and improvements.
	Implement City transition plan and self assessment for ADA accessibility improvements	ADA Transition plan is currently being completed with a final report anticipated by July 1, 2013.
	Implement curb ramp inventory plan to prioritize locations for accessibility improvements	Curb ramp inventory plan has been completed prioritizing accessibility improvements throughout the City.
Improve water, sewer and drainage infrastructure throughout the City		

DPW ENGINEERING

Goal	Strategic Objective	Status
	Coordinate with the Water/Sewer Department to obtain funding through MWRA for infrastructure improvements in the City	Middlesex Avenue and East Broadway projects are currently using MWRA funding for infrastructure improvements.
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	New work is planned along the Alewife Brook to investigate sources of dry weather flows into 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	All new development projects have been required to reduce storm water runoff from sites.
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	Engineering continues to work with owners/developers on private development projects to remove or reduce connections to the combined sewer system.
Improve planning and design review processes		
	Continue digitizing any proposed suite plans reviewed by Engineering	Engineering continues to digitize site plans as submitted to review.

FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Manage infrastructure/roadway improvement projects.	
	Manage construction of the East Broadway Streetscape Improvement Project.
	Manage design and construction of Beacon Street utility improvements.
	Manage reconstruction of retaining wall and drainage improvements along the bike path outside Davis Square.
	Manage reconstruction of roads and sidewalks as part of Chapter 90 funded improvements.
Improve pedestrian accessibility throughout the City.	
	Oversee construction associated with any new sidewalks and curb ramps throughout the City to assure compliance with ADA/AAB regulations.
Improve water quality of wetlands and waterways in and around the City.	
	Continue to coordinate DEP investigations of dry weather flows in the storm water system.
	Reduce quantity of storm water currently entering the combined sewer system.
Implement and update City GIS database and systems.	
	Obtain new flyover data to improve GIS database information.

DPW ENGINEERING

BUDGET:

ENGINEERING	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	76,570	91,782	88,793	144,883	
(513000) OVERTIME	5,955	7,000	4,329	7,700	
(514006) LONGEVITY	200	200	200	500	
(514015) OTHER DIFFERENTIAL	1,484	2,043	1,481	4,048	
(519004) UNIFORM	240	360	240	600	
(519015) AUTO ALLOWANCE	440	440	367	1,100	
SUBTOTAL PERSONAL	84,888	101,825	96,574	158,831	56.0%
(524007) R&M - OFFICE EQUIP	-	1,000	-	1,000	
(530000) PROF & TECH SVS	-	1,000	198,413	150,000	
(530025) IN SERVICE TRAINING	-	-	-	-	
(530028) SOFTWARE SERVICE	-	1,100	-	101,100	
(534006) EXPRESS/FREIGHT	27	-	-	-	
(542000) OFFICE SUPPLIES	3,049	3,300	598	3,000	
(542001) PRINTING &	-	-	230	-	
(542005) OFFICE EQUIPMENT	1,010	-	-	-	
(542007) COMPUTER	628	-	329	-	
(543011) HARDWARE	-	600	-	-	
(558004) SUBSCRIPTIONS	-	-	45	-	
(573000) DUES AND MEMB	526	850	733	1,000	
SUBTOTAL ORDINARY MAINT.	5,239	7,850	200,347	256,100	3162.4%
TOTAL	90,127	109,675	296,921	414,931	278.3%

DPW ENGINEERING

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIR. OF ENGINEERING	KING, ROBERT	1,632.87	85,235.81	34,094.33
ASST DIR OF ENGINEERING	MIGUEL, MELISSA	1,250.00	65,250.00	26,100.00
GIS ANALYST	VACANT	1,250.00	65,250.00	32,625.00
SR. CIVIL ENGINEER	LIBARDONI, RICHARD	1,312.58	14,175.86	29,084.59
		1,338.84	55,427.98	
TEMP JR. CIVIL ENGINEER	BELIZAIRE, PIERRE	1,040.38	54,307.84	22,978.92
				144,882.83

SNOW REMOVAL

BUDGET:

SNOW REMOVAL	2011 EXPEND	2012 BUDGET	2012 THRU MAY	2013 REQUESTED	% CHANGE
(529002) SNOW REMOVAL	404,635	650,000	1,502,246	650,000	
(530018) POLICE DETAIL	-	-	36,497	-	
SUBTOTAL ORDINARY MAINT.	404,635	650,000	1,538,743	650,000	0.0%
TOTAL	404,635	650,000	1,538,743	650,000	0.0%

WEIGHTS & MEASURES

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	60,298	83,946	91,373	8.8%
ORDINARY MAINTENANCE	205	2,790	2,790	0.0%
GENERAL FUND EXPENDITURES	60,503	86,736	94,163	8.6%

FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
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	Complied with State laws regarding the measuring of weights and seals

BUDGET:

WEIGHTS AND MEASURES	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	57,105	74,696	79,319	82,958	
(513000) OVERTIME	779	5,000	4,310	5,000	
(514006) LONGEVITY	1,400	1,400	1,400	1,500	
(514015) OTHER DIFFERENTIAL	664	2,500	2,495	1,565	
(519004) UNIFORM	350	350	350	350	
SUBTOTAL PERSONAL	60,298	83,946	88,874	91,373	8.8%
(524013) R&M - TOOLS	-	1,000	-	1,000	
(530024) TUITION	-	250	50	250	
(543011) HARDWARE	-	1,000	435	1,000	
(571000) IN STATE TRAVEL	-	200	-	200	
(571001) IN STATE	75	100	75	100	
(573000) DUES AND MEMB	130	150	75	150	
(578007) REIMB OF LICENCES	-	90	-	90	
SUBTOTAL ORDINARY MAINT.	205	2,790	635	2,790	0.0%
TOTAL	60,503	86,736	89,510	94,163	8.6%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SEALER OF WEIGHTS & MEASURES	BURGESS, STEPHEN	1,587.30	41,269.80	87,541.63
		1,591.15	41,688.13	
				87,541.63

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.

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.

Under Massachusetts statutes, the General Debt Limit of the City is 5% of the valuation of taxable property as last equalized by the State Department of Revenue. The City can authorize debt up to this amount without State approval. There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, etc.

Equalized Valuation	\$ 9,237,328,000
Debt Limit -5% of Equalized Valuation	\$ 461,866,400
Less:	
Outstanding debt applicable to limit	83,242,081
Authorized and unissued debt	24,400,000
Legal debt margin	\$ 354,224,319
Total debt applicable to the limit as a percentage of debt limit	23.31%

BUDGET:

DEBT SERVICE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(591000) PRINCIPAL ON LTD	7,173,552	6,730,188	6,541,187	6,914,320	
(591500) INTEREST ON LTD	2,432,139	2,068,139	2,441,447	2,598,404	
(592500) INTEREST ON NOTES	42,397	190,000	-	150,000	
(593000) INTEREST ON TAX	14,846	10,000	31,007	10,000	
SUBTOTAL DEBT SERVICE	9,662,933	8,998,327	9,013,640	9,672,724	7.5%
TOTAL	9,662,933	8,998,327	9,013,640	9,672,724	7.5%

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 FY2014 Cherry Sheet.

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

STATE ASSESSMENTS

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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(563100) SPECIAL EDUCATION	34,367	35,703	-	8,082	
(563600) RETIRED EMPLOYEE	3,589	3,589	-	2,700	
(564000) AIR POLLUTION	20,327	20,808	15,606	21,899	
(564100) MPAC	23,264	23,865	17,899	24,462	
(564600) RMV NON-RENEWAL	349,000	349,000	223,815	298,420	
(565001) CHARTER SCHOOL	5,883,326	6,634,770	4,129,125	7,159,704	
(565002) SCHOOL CHOICE	-	-	3,334	5,000	
(566100) MBTA ASSESSMENT	4,607,662	4,802,268	3,601,701	4,854,347	
(566200) BOSTON METRO	1,001	1,001	751	1,039	
SUBTOTAL ORDINARY MAINT.	10,922,689	11,871,004	7,992,231	12,375,653	4.3%
TOTAL	10,922,689	11,871,004	7,992,231	12,375,653	4.3%

HEALTH INSURANCE, LIFE INSURANCE AND MEDICARE PAYROLL

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 INSURANCE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(517003) HEALTH INSURANCE	27,830,037	21,191,747	19,488,820	21,938,830	
SUBTOTAL PERSONAL SERVICES	27,830,037	21,191,747	19,488,820	21,938,830	3.5%
(530000) PROF & TECH SVS	66,297	38,500	31,995	58,500	
(578008) REIMB/ALLOWANCE	-	-	1,517	-	
SUBTOTAL ORDINARY MAINT.	66,297	38,500	33,512	58,500	51.9%
TOTAL	27,896,334	21,230,247	19,522,332	21,997,330	3.6%

LIFE INSURANCE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(517005) FLEX SPEND BENEFITS	14,967	9,000	8,570	9,000	
(517600) LIFE INSURANCE	-	94,361	78,395	79,727	
SUBTOTAL PERSONAL SERVICES	14,967	103,361	86,965	88,727	-14.2%
TOTAL	14,967	103,361	86,965	88,727	-14.2%

HEALTH INSURANCE, LIFE INSURANCE AND MEDICARE PAYROLL

MEDICARE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(517900) MEDICARE INSURANCE	1,225,844	1,111,853	1,150,976	1,250,000	
SUBTOTAL PERSONAL SERVICES	1,225,844	1,111,853	1,150,976	1,250,000	10.2%
TOTAL	1,225,844	1,111,853	1,150,976	1,250,000	10.2%

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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	52,646	52,517	55,109	63,927	
(517001) WORKER'S COMP	292,727	350,000	216,227	350,000	
SUBTOTAL PERSONAL SERVICES	345,373	402,517	271,336	413,927	2.8%
(530000) PROF & TECH SVS	6,419	20,000	6,950	20,000	
(530001) MEDICAL & DENTAL	112,460	125,000	70,392	125,000	
(530008) EMPLOYEE TRAI	-	4,500	-	4,500	
(530010) LEGAL SERVICE	15,903	25,000	25,000	25,000	
(542000) OFFICE SUPPLIES	1,032	250	-	250	
(550000) MEDICAL & DENTAL	4,016	2,000	96	2,000	
(571000) IN STATE TRAVEL	197	1,100	-	1,100	
(576000)	31,482	100,000	22,339	100,000	
SUBTOTAL ORDINARY MAINT.	171,509	277,850	124,777	277,850	0.0%
TOTAL	516,882	680,367	396,113	691,777	1.7%

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SAFETY & TRAINING MANAGER	RENEE MELLO	1,224.65	63,926.73	63,926.73

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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(517002) UNEMPLOYMENT COMP	243,142	250,000	162,318	200,000	
SUBTOTAL PERSONAL SERVICES	243,142	250,000	162,318	200,000	-20.0%
TOTAL	243,142	250,000	162,318	200,000	-20.0%

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:

PENSION NON CONTRIB	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(578008) REIMB/ALLOWANCE	5,803	16,077	6,534	10,155	
(578020) PENSIONS/NON-CONTRIB	278,193	257,924	188,244	218,470	
SUBTOTAL ORDINARY MAINT.	283,996	274,001	194,778	228,625	-16.6%
TOTAL	283,996	274,001	194,778	228,625	-16.6%

PENSION ACCUMULATION FUND	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(517004) RETIREMENT FUND	10,985,945	11,084,135	11,084,131	11,457,093	
SUBTOTAL PERSONAL SERVICES	10,985,945	11,084,135	11,084,131	11,457,093	3.4%
TOTAL	10,985,945	11,084,135	11,084,131	11,457,093	3.4%

DAMAGES AND BUILDING INSURANCE

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. The City holds an insurance policy on its buildings as well.

BUDGET:

DAMAGES TO PERSONS AND PROPERTY	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(576000) SETTLEMENTS	124,666	175,000	35,210	175,000	
SUBTOTAL ORDINARY MAINT.	124,666	175,000	35,210	175,000	0.0%
TOTAL	124,666	175,000	35,210	175,000	0.0%

BUILDING INSURANCE	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(574001) BUILDING	245,924	271,000	271,000	500,000	
SUBTOTAL ORDINARY MAINT.	245,924	271,000	271,000	500,000	84.5%
TOTAL	245,924	271,000	271,000	500,000	84.5%

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	FY2012 ACTUAL	FY2013 BUDGET	FY13 THRU MAY 15	FY2014 APPROVED	% CHANGE
(511000) SALARIES	-	4,100,000	718,635	593,276	
(515012) PERFECT ATTENDANCE	1,418	80,000	-	80,000	
(519005) SICK LEAVE BUY BACK	21,013	47,513	61,139	47,513	
(519021) FURLOUGH REIM	88,693	163,098	161,526	-	
SUBTOTAL PERSONAL SERVICES	111,125	4,390,611	941,299	720,789	-83.58%
TOTAL	111,125	4,390,611	941,299	720,789	-83.58%

ENTERPRISE FUND INTRODUCTION

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

MISSION STATEMENT:

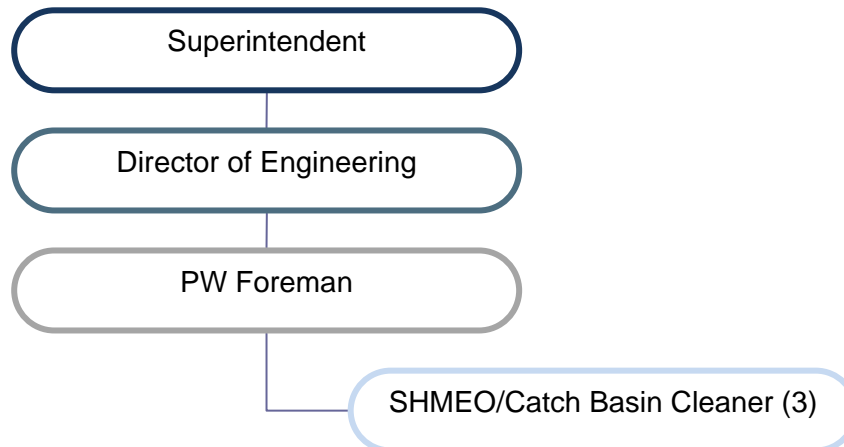
To maintain and improve the City's sewer/drain collection system, increasing capacity and reducing back-ups in the system. Decisions and improvements are made in a fiscally responsible manner, using state of the art technology.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	285,601	327,831	359,635	10.9%
ORDINARY MAINTENANCE	321,732	419,964	617,364	47.0%
CAPITAL	1,199,683	1,875,000	2,000,000	6.7%
DEBT SERVICE	542,564	675,767	824,045	21.9%
SPECIAL ITEMS	14,449,971	14,539,006	15,193,379	4.5%
TOTAL EXPENDITURES	16,799,551	17,837,568	18,994,423	6.5%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



SEWER

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Responded to 400-500 311 calls (sewer related). Worked with business owners and constituents to address questions or concerns with the collection system.
- Cleaned approximately 2,600 catch basins.
- Cleaned approximately 10 sump manholes in an effort to improve effectiveness of the collection system.

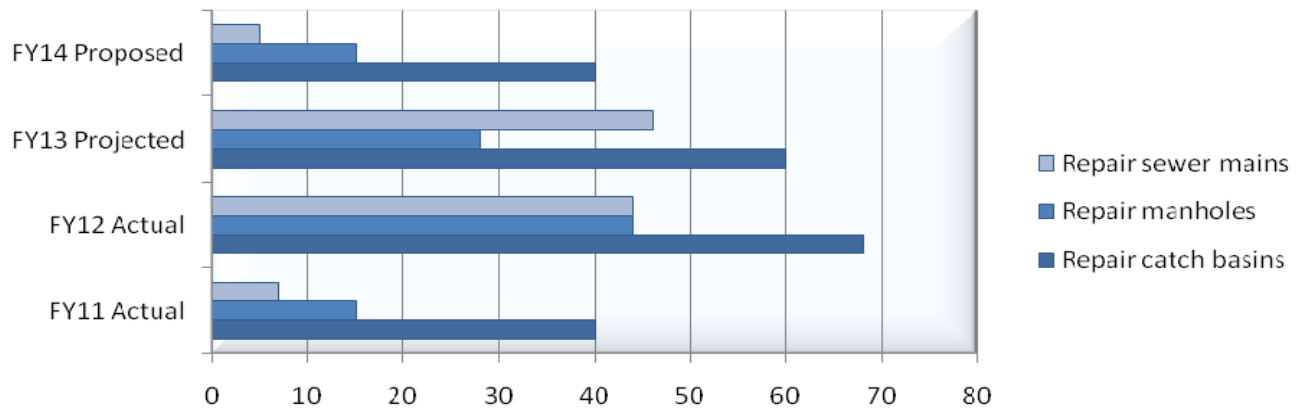
FY2013 GOALS REVIEW:

Goal	Strategic Objective	Status
Decrease homeowner sewer backup		
	Install sewer backflow prevention devices that allow water and materials that back up to escape from the cleanout rather than flowing into the home	On-going
	Research and investigate a sewer lateral assistance program	In progress. Reviewed existing programs in place in surrounding communities
Reduce odors, overflows and illegal disposal		
	Continue public and private catch basin cleaning program to ensure 2600 catch basins are cleaned annually	On-going
Improve capacity in existing combined sewer system		
	Clean/maintain sump manholes throughout the city	On-going
	Clean and line and replace approximately 6,000 LF of sewer and drainage as part of the East Broadway Improvement project	On-going
	Begin updating available GIS data in an effort to complete a digital map of the sewer and drainage collection system	In progress. GIS information has been reviewed. Included request in FY14 budget for implementation of a comprehensive GIS program.

SEWER

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Clean public and private catch basins	2,600	2,600	2,600	2,600
Respond to 311 requests	~600	~500-600	~400-500	500
Repair catch basins	40	68	60	40
Repair manholes	15	44	28	15
Repair sewer mains	7	44	46	5
Clean sump manholes	N/A	10	15	15



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Improve overall condition of sewer and drainage systems	Clean and line approximately 12,000 LF of sewer and drainage along the Beacon Street corridor as part of the Beacon Street Improvement Project
Evaluate condition and capacity of the Union Square tributary area	Prepare hydraulic computer model that will help the City analyze existing sewer/drainage system capacity in the area tributary to Union Square
	Clean and video inspect sewer and drainage system in Washington Street corridor
Illicit Discharge Detection and Elimination Program	Conduct a review of outfalls and along the Alewife Brook. Conduct sampling and investigation of upstream pipe network to identify opportunities to remove/eliminate sanitary flow from the storm water system.

SEWER

BUDGET:

SEWER	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(511000) SALARIES	57,427	69,789	94,554	
(511004) SALARIES - CO	-	28,626	15,000	
(511300) WAGES - HOURLY	179,838	180,782	200,945	
(513000) OVERTIME	3,529	5,000	5,000	
(513002) OVERTIME - LABOR	31,912	30,000	30,000	
(514006) LONGEVITY	75	150	150	
(514008) OUT OF GRADE	1,894	1,700	1,500	
(514009) LONGEVITY-LAB	1,525	2,050	2,775	
(514015) OTHER DIFFERENCE	7,091	7,569	7,801	
(515012) PERFECT ATTENDANCE	400	-	-	
(519004) UNIFORM ALLOW	1,580	1,670	1,580	
(519013) OTHER LUMP SUM	-	-	-	
(519015) AUTO ALLOWANCE	330	495	330	
(640051) SEWER PERSONAL SERVICES	285,601	327,831	359,635	10.9%
(524003) R&M - VEHICLE	13,295	20,000	20,000	
(524013) R&M - TOOLS	1,709	500	500	
(527001) RENTAL - BUILD	-	-	120,000	
(527006) LEASE - PHOTO	7,189	4,314	4,314	
(527015) RENTALS EQUIP	-	500	-	
(529003) RUBBISH REMOVAL	20,433	25,000	25,000	
(529012) DISPOSAL	-	25,000	85,000	
(530000) PROF & TECH	118,891	125,000	125,000	
(530008) EMPLOYEE TRAIN	-	1,000	900	
(530018) POLICE DETAIL	54,822	50,000	60,000	
(530026) BANK CHARGES	1,939	2,000	2,000	
(542000) OFFICE SUPPLIES	500	500	500	
(542001) PRINTING	555	2,000	1,000	
(542006) OFFICE FURNITURE	-	-	2,500	
(542009) TELECOM. EQUIP	-	-	4,500	
(543002) PLUMBING	469	500	500	
(543003) TOOLS	2,740	2,500	2,000	
(543007) PAINT	476	1,500	1,000	
(543011) HARDWARE	4,752	5,000	7,000	
(548001) MOTOR GAS	10,000	37,950	37,950	
(548006) MOTOR PARTS	4,722	10,000	10,000	
(553000) PUBLIC WORKS	-	1,000	500	
(553001) SIGNS AND CONES	-	-	-	
(553002) BITUMINOUS	6,141	25,000	25,000	

SEWER

SEWER	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(553003) CONCRETE	12,146	10,000	10,000	
(553005) PIPE FITTING	11,470	20,000	20,000	
(553006) MASONRY SUPPLY	27,131	25,000	25,000	
(553007) FOUNDRY	27,089	25,000	25,000	
(558006) UNIFORMS	467	-	1,500	
(573000) DUES AND MEMB	225	500	500	
(576000) JUDGEMENTS	2,475	-	-	
(578007) REIMB OF LICENSES	96	200	200	
(640052) SEWER OM	329,732	419,964	617,364	47.0%
(580010) CAPITAL IMPROVE	27,198	250,000	150,000	
(582003) BUILDING IMPR	-	25,000	25,000	
(585001) VEHICLES	-	-	-	
(588002) INFR-REPAIR	-	100,000	75,000	
(588007) SEWER CLEANING	1,172,485	1,500,000	1,750,000	
(640058) SEWER CAPITAL	1,199,683	1,875,000	2,000,000	6.7%
(591000) PRINCIPAL	445,928	588,628	746,043	
(591500) INTEREST	96,637	87,139	78,002	
(640059) SEWER DEBT	542,564	675,767	824,045	21.9%
(523003) MWRA ASSESSMENT	13,719,348	14,040,683	14,695,056	
(596010) INDIRECT COST	441,818	498,323	498,323	
(640060) SEWER SPECIAL	14,161,166	14,539,006	15,193,379	4.5%
TOTAL	15,962,882	17,837,568	18,994,423	6.5%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF ENGINEERING	KING, ROBERT	1,632.87	85,235.81	25,570.74
ASST. DIRECTOR OF ENGINEERING	MIGUEL, MELISSA	1,250.00	65,250.00	19,575.00
TEMP SR. CIVIL ENGINEER	LIBARDONI, RICHARD	1,312.58	14,175.86	
		1,338.84	55,427.98	21,826.99
TEMP JR. CIVIL ENGINEER	BELIZAIRE, PIERRE	1,040.38	54,307.84	17,234.19
GIS ANALYST	VACANT	1,250.00	65,250.00	16,312.50
PUBLIC WORKS FOREMAN	HUSSEY, THERESA	1,301.27	46,845.72	
		1,305.12	21,142.94	72,026.85
SHMEO/MM/PWL	O'REGAN, CORNELIUS	838.94	30,034.05	
		855.72	14,033.81	45,860.84
SHMEO/CATCH BASIN CLEANER	ISCHIA, LOUIS	847.65	44,247.33	46,655.29
SHMEO/CATCH BASIN CLEANER	DEVITA, ANTHONY	846.72	44,198.78	46,005.14
				294,755.04

WATER

MISSION STATEMENT:

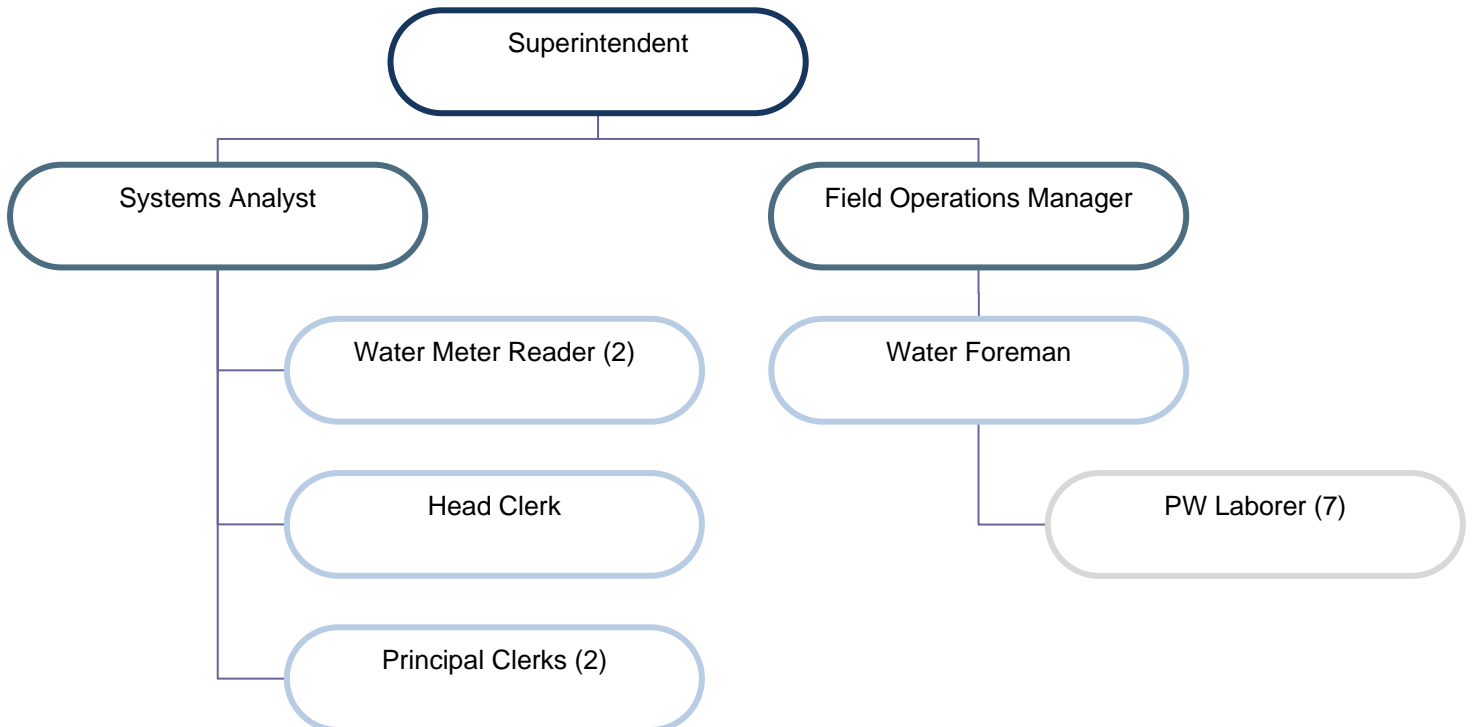
To maintain and improve the City’s potable water distribution system to ensure high quality and dependability, in a fiscally responsible manner, using state of the art technology.

ACCOUNT	FY2012 ACTUAL	FY2013 BUDGET	FY2014 PROPOSED	% CHANGE
PERSONAL SERVICES	761,899	1,029,278	1,024,268	0.0%
ORDINARY MAINTENANCE	349,398	528,850	657,850	24.4%
CAPITAL	1,431,732	2,405,000	2,412,000	0.3%
DEBT SERVICE	1,828,993	1,865,311	1,841,246	-1.3%
SPECIAL ITEMS	6,441,075	6,783,853	7,059,218	4.1%
TOTAL EXPENDITURES	10,813,097	12,612,292	12,994,582	3.1%

CHANGES BETWEEN FY2013 AND FY2014:

- No significant changes. Differences in salaries are due to renegotiated collective bargaining agreements and the market-adjustment for non-union salaries.

DEPARTMENT ORGANIZATION:



WATER

PREVIOUS YEAR REVIEW

FY2013 ACCOMPLISHMENTS:

- Flushed 149,000 ft. of pipe
- Installed 308 MTUs
- Repaired 20 water main leaks

FY2013 GOALS REVIEW:

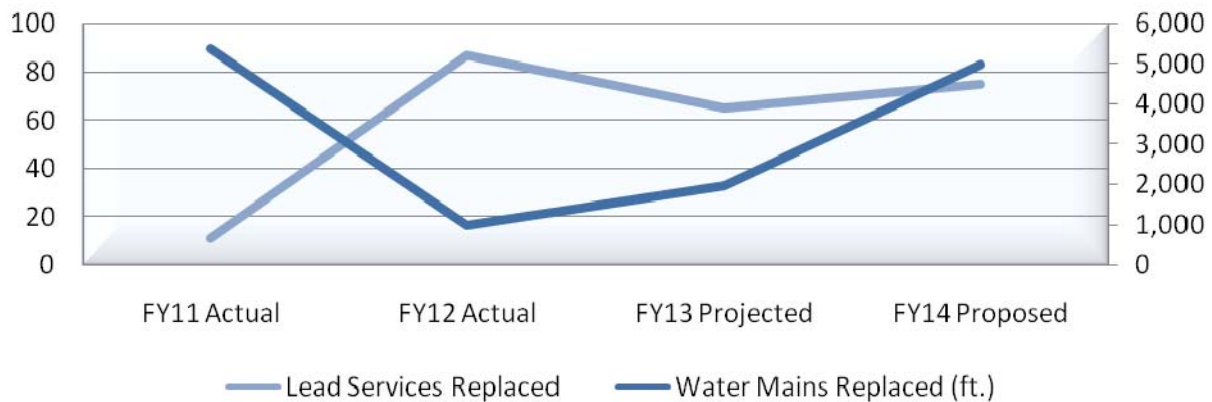
Goal	Strategic Objective	Status
Ensure clean, potable water is available to the City		
	Replace older water mains	On-going
	Replace lead services for city pipes	On-going
Improve customer service using A.C.E. to water customers		
	Utilize wireless water meters to bill for true water use	On-going
	Implement MUNIS Utility Billing	On-going
Support citywide environmental goals to reduce energy consumption		
	Distribute conservation kits and water conservation tips to customers	On-going
	Monitor water usage at city owned buildings once daily to detect leaks and reduce usage and unaccounted for water	On-going
Increase staff training		
	Provide industry specific training for various water quality programs using best practices	On-going
Continue to minimize service disruption in case of emergency repairs		
	Institute a gate valve repair/replacement program (50 per year)	On-going
Ensure ability to shut gates to minimize impact during shut downs		
	Institute a gate valve exercising program	On-going

WATER

PERFORMANCE METRICS:

MEASURE	FY11 ACTUAL	FY12 ACTUAL	FY13 PROJECTED	FY14 PROPOSED
Water Mains Replaced (ft.)	5,400	1,000	2,000	5,000
Lead Services Replaced	11	87	65	75
% Bills based on Actual Readings	99%	99.9%	99.9%	99.9%
# of Conservation Kits Distributed	40	40	48	50
# Critical Consumption Alerts on City Buildings	N/A	N/A	5	5
#Trainings Attended	2	3	5	2
#Gates Repaired/Replaced	19	50	95	50
#Weeks Gate Exercising Performed	1	6	23	20

Lead Services & Water Mains Replaced



FY2014 GOALS:

GOAL	STRATEGIC OBJECTIVE
Develop performance metrics of day-to-day operations	Devise tracking system for job orders, emergency calls, mark-outs, inspections, etc.
Increase public awareness of Water Department services	Update website with departmental forms, increased links to affiliated agencies, informational brochures
	Increase social media presence with assistance of City's New Media/ResiStat Coordinator
Enhance Customer Service	Implement AquaHawk Alerting service, enabling customers to access consumption data in near real-time environment

WATER

BUDGET:

WATER	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(511000) SALARIES	427,794	457,238	518,952	
(511004) SALARIES - CO	-	95,391	47,000	
(511300) WAGES - HOURLY	244,882	341,932	331,858	
(513000) OVERTIME	12,021	15,000	15,000	
(513002) OVERTIME - LABOR	49,602	75,000	75,000	
(514006) LONGEVITY	3,700	3,325	4,650	
(514008) OUT OF GRADE	3,082	14,500	7,500	
(514009) LONGEVITY-LABOR	3,317	4,700	3,225	
(514015) OTHER DIFFERE	11,328	15,777	14,923	
(515012) PERFECT ATTEN	1,200	-	-	
(519004) UNIFORM ALLOW	3,680	4,820	4,730	
(519005) SICK LEAVE BU	-	-	-	
(519013) OTHER LUMP SUM	-	-	-	
(519015) AUTO ALLOWANCE	1,292	1,595	1,430	
(600051) WATER PS	761,899	1,029,278	1,024,268	0.0%
(524003) R&M - VEHICLE	-	2,500	2,500	
(524013) R&M - TOOLS	313	2,500	2,500	
(524017) R&M - EQUIP	23,500	25,000	25,000	
(524034) R&M - SERVICE	313	2,000	1,000	
(527001) RENTAL - BUILD	-	-	130,000	
(527015) RENTALS EQUIP	-	2,000	-	
(527018) POSTAGE MACHINE	-	800	800	
(529003) RUBBISH REMOV	16,800	35,000	35,000	
(530000) PROF & TECH	111,977	150,000	150,000	
(530008) EMPLOYEE TRAIN	450	5,000	3,000	
(530011) ADVERTISING	190	500	500	
(530018) POLICE DETAIL	61,163	80,000	75,000	
(530026) BANK CHARGES	955	1,200	1,200	
(534003) POSTAGE	5,190	25,000	20,000	
(534008) WEB SITE COST	-	-	24,000	
(542000) OFFICE SUPPLIES	1,349	2,000	2,000	
(542001) PRINTING & ST	24,191	50,000	42,500	
(542005) OFFICE EQUIPM	1,884	3,000	3,000	

WATER

WATER	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(542006) OFFICE FURNIT	973	-	2,500	
(542009) TELECOM. EQUIP	5,635	-	4,500	
(543002) PLUMBING SUPPLIES	33	1,000	500	
(543003) TOOLS	3,243	4,000	4,000	
(543007) PAINT	885	2,000	1,500	
(543011) HARDWARE	5,663	7,500	7,500	
(545000) CUSTODIAL	2,355	3,000	2,500	
(546003) LOAM	-	10,000	2,500	
(548001) MOTOR GAS	34,500	37,950	37,950	
(548004) TIRES AND TUBES	3,221	3,000	3,000	
(548006) MOTOR PARTS	5,026	2,500	2,500	
(551004) BOOKS	-	-	-	
(553001) SIGNS AND CONES	-	2,500	1,000	
(553002) BITUMINOUS	14,009	25,000	25,000	
(553003) CONCRETE	3,698	12,500	12,500	
(553004) LUMBER & WOOD	2,999	2,000	2,000	
(558006) UNIFORMS	-	-	1,000	
(569000) PAYMENTS	18,178	28,000	28,000	
(571000) IN STATE TRAVEL	10	100	100	
(572000) OUT OF STATE	-	-	-	
(573000) DUES AND MEMB	98	800	800	
(578007) REIMB OF LICENSES	597	500	500	
(578010) RECORDINGS	-	-	-	
(600052) WATER OM	349,398	528,850	657,850	24.4%
(580010) CAPITAL IMPROVE	139,476	200,000	200,000	
(582003) BUILDING IMPR	24,108	25,000	25,000	
(585001) VEHICLES	-	-	-	
(588002) INFR-REPAIR	512,567	500,000	500,000	
(588005) INFR-SIDEWALK	-	-	-	
(588501) WATER METER	30,142	50,000	57,000	
(588502) HYDRANTS	15,417	20,000	20,000	
(588503) LEAK DETECTIO	14,950	15,000	15,000	
(588504) PIPE FITTING	65,491	75,000	75,000	

WATER

WATER	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(588505) WATER SERVICE	749,790	1,500,000	1,500,000	
(588508) METER INSTALL	19,267	20,000	20,000	
(600058) WATER CAPITAL	1,571,208	2,405,000	2,412,000	0.3%
(591000) PRINCIPAL	1,605,098	1,665,012	1,671,675	
(591500) INTEREST	223,895	200,299	169,571	
(600059) WATER DEBT	1,828,993	1,865,311	1,841,246	-1.3%
(523003) MWRA ASSESSMENT	5,834,796	6,176,794	6,452,159	
(596010) INDIRECT COST	606,279	607,059	607,059	
(600060) WATER SPECIAL	6,441,075	6,783,853	7,059,218	4.1%
TOTAL	10,952,573	12,612,292	12,994,5582	3.1%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
WATER SUPERINTENDENT	BARRETT, MARGUERITE	1,538.46	80,307.61	80,307.61
FIELD OPERATIONS MANAGER	LAWHORNE, MARK	1,250.00	65,250.00	65,250.00
WATER/SEWER SYSTEMS ANALYST	ANGIULO, JEAN	1,224.65	63,926.73	63,926.73
HEAD CLERK	BROWN, KIM	924.13	48,239.59	49,314.59
PRINCIPAL CLERK 1	MELARAGNI, PAMELA	876.68	45,762.70	47,087.70
PRINCIPAL CLERK - PC II	PEFINE, DARLENE	861.99	44,995.88	46,820.88
WATER METER READER	NURSE, RICHARD	802.46	41,888.41	44,168.64
WATER METER READER	CUSACK, BARBARA	802.46	41,888.41	45,143.64
DIRECTOR OF ENGINEERING	KING, ROBERT	1,632.87	85,235.81	25,570.74
ASST. DIRECTOR OF ENGINEERING	MIGUEL, MELISSA	1,250.00	65,250.00	19,575.00
SR. CIVIL ENGINEER	LIBARDONI, RICHARD	1,312.58	14,175.86	
		1,338.84	55,427.98	21,826.99
TEMP JR. CIVIL ENGINEER	BELIZAIRE, PIERRE	1,040.38	54,307.84	17,234.19
GIS ANALYST	VACANT	1,250.00	65,250.00	16,312.50
FOREMAN WATER	NOLAN, MARK	1,277.95	66,708.99	70,507.06
WFSHMEO/WSCFTSMN	QUINN, JOHN	844.15	44,064.63	45,866.57
SHMEO/WSMM/PWL	VACANT	855.72	44,668.58	47,465.42
SHMEO/CMT FINSHER/PWL	VACANT	862.83	45,039.73	46,873.79
HMEO/PWL	CAMPOS, LUCAS	825.67	43,000.79	45,267.68
SHMEO/PWL	SYLVAIN, JUDE	823.77	43,000.79	45,267.68
HMEO/PWL	VACANT	812.83	42,429.73	44,677.79
				891,007.38

VETERAN'S MEMORIAL ICE RINK

BUDGET:

ICE RINKS	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(432000) FEES	(270,626)	(430,000)	(482,676)	
(497002) TRANSFERS	(302,714)	(150,000)	(150,000)	
(66004) RINK REVENUE	(573,340)	(580,000)	(632,676)	9.1%
(511000) SALARIES	173,966	130,231	136,849	
(512000) SALARIES & WAGES	-	72,297	75,000	
(660051) RINK PS	173,966	202,528	211,849	4.6%
(521001) ELECTRICITY	61,457	175,000	210,000	
(521002) NATURAL GAS	35,121	30,000	63,000	
(523000) NON-ENERGY UT	-	-	2,500	
(524002) R&M - REC FAC	-	35,000	2,500	
(524013) R&M - TOOLS	1,000	1,000	1,000	
(529003) RUBBISH REMOVAL	2,475	3,000	-	
(530000) PROFESSIONAL	13,158	15,000	15,000	
(534000) COMMUNICATION	1,654	3,000	-	
(540000) SUPPLIES	9,263	10,000	5,000	
(542001) PRINTING	1,731	2,000	-	
(545000) CUSTODIAL	14,783	10,000	3,000	
(558006) UNIFORMS	-	1,500	1,500	
(574000) INSURANCE PREMIUM	16,991	17,000	54,000	
(574001) BLDG INSURANCE	5,857	6,000	-	
(660052) RINK OM	163,490	308,500	357,500	15.9%
(592500) INTEREST	-	39,368	57,118	
(660059) RINK DEBT	-	39,368	57,118	45.1%
(596010) INDIRECT COST	-	29,604	6,209	
(660060) RINK SPECIAL ITEM	-	29,604	6,209	-79.0%
TOTAL	337,456	580,000	632,676	9.1%

PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION FACILITIES MANAGER	HOGAN, MICHAEL	1,250.00	65,250.00	65,250.00
ASST. RECREATION FACILITIES MANAGER	CURLEY, JOHN	1,083.15	36,463.79	36,463.79
RINK LABORER	PACHECO, RICHARD	673.08	35,134.78	35,134.78
				136,848.57

DILBOY FIELD

BUDGET:

DILBOY FIELD	FY2012 ACTUAL	FY2013 BUDGET	FY2014 APPROVED	% CHANGE
(432000) FEES	(90,526)	(140,000)	(170,000)	
(497002) TRANSFERS	(74,785)	-	-	
(65004) DILBOY REVENUE	(165,312)	(140,000)	(170,000)	21.4%
(512000) SALARIES & WAGES	99,296	105,000	105,000	
(650051) DILBOY PS	99,296	105,000	105,000	0.0%
(521001) ELECTRICITY	-	-	61,000	
(523000) NON-ENERGY UT	-	300	-	
(530000) PROFESSIONAL	11,733	12,820	-	
(540000) SUPPLIES	3,521	4,000	4,000	
(545000) CUSTODIAL	1,933	2,049	-	
(546000) GROUNDSKEEPIN	14,398	14,400	-	
(558005) RECREATION SUPPLIES	-	1,431	-	
(558006) UNIFORMS	1,431	-	-	
(650052) DILBOY OM	33,016	35,000	65,000	85.7%
TOTAL	132,312	140,000	170,000	21.4%

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.

REVOLVING FUND EXPENDITURE CAPS		
	FY2013	FY2014
CABLE TELECOMMUNICATIONS	\$787,875	\$816,099
SOMERSTREETS	\$5,000	\$5,000
CONSERVATION	\$2,000	\$2,000
PLANNING AND ZONING	\$18,500	\$28,000
COUNCIL ON AGING	\$130,000	\$130,000
ENVIRONMENTAL - COMPOST BINS	\$5,000	\$5,000
PARKS REVOLVING	\$10,000	\$10,000
RECYCLING CARTS	\$15,000	\$15,000
TB REVOLVING FUND	\$1,000	\$1,000
DEDICATION SIGN ACCOUNT	\$2,000	\$2,000
YOUNG SOMERVILLE ADVISORY GROUP	\$5,000	\$5,000
SPECIAL EVENTS REVOLVING	\$10,000	\$10,000

REVOLVING FUNDS

CABLE TELCO BUDGET:

CABLETELCO		FY2013 BUDGET	FY2014 APPROVED	% CHANGE
511000	SALARIES	508,046	460,666	
512000	SALARIES & WAGES TEMPORARY	7,640	9,240	
515000	FRINGE BENEFITS	39,955	44,453	
518900	OTHER PERSONAL SERVICES	600	0	
519013	PERSONAL SERVICES CONTIN	50,804	0	
SUBTOTAL PERSONAL SERVICES		607,045	514,359	-15.2%
524000	REPAIRS AND MAINTENANCE	11,825	21,825	
527015	RENTALS A/V	1,050	1,050	
530000	PROFESSIONAL & TECHNICAL	106,800	233,513	
530008	EMPLOYEE TRAINING COURSES	2,500	3,500	
530010	LEGAL SERVICES	20,000	15,000	
530011	ADVERTISING	300	600	
534011	LICENSING FEES	2,455	2,500	
540000	COMMUNITY EVENTS SUPPLIES	9,900	4,900	
542000	OFFICE SUPPLIES	1,500	1,575	
542001	PRINTING & STATIONERY	2,400	3,566	
549000	FOOD SUPPLIES & REFRESH	1,200	1,200	
551010	AUDIO VISUAL SUPPLIES	7,300	9,000	
558004	MAG/NEWS SUBSCR	2,200	1,481	
571000	IN STATE TRAVEL	100	100	
573000	DUES AND MEMBERSHIPS	1,800	1,730	
578015	AWARDS	200	200	
SUBTOTAL ORDINARY MAINTENANCE		171,330	301,740	76.1%
TOTAL		778,375	816,099	4.8%

REVOLVING FUNDS

CABLE TELCO PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	TAYLOR, DENISE	1,826.92	95,365.22	95,365.22
SENIOR PROGRAM DIRECTOR	WOOD, GEORGE	1,115.90	58,249.98	58,249.98
CABLE MANAGER	DECARLO, STEVEN	1,224.65	63,926.73	63,926.73
JR. PROGRAM DIRECTOR	CONSTANTINE, JOSEPH	990.60	51,709.32	51,709.32
DEPUTY DIRECTOR OF COMMUN	ROSSETTI, JACLYN	1,188.73	62,051.71	62,051.71
PUBLIC INFORMATION OFFICER	VACANT	1,153.85	60,230.97	60,230.97
YOUTH ARTS COORDINATOR	DELPONTE, JAMES	1,299.81	67,850.08	67,850.08
WEB MASTER	MCCARTHY, BRIAN	990.60	51,709.32	51,709.32
EVENTS COORDINATOR	CAMPBELL, CARLENE	264.42	13,802.72	13,802.72
				524,896.06

APPENDIX A-PERSONNEL CHART

Department	FY09	FY10	FY11	FY12	FY13	FY14	DIFFERENCE FY13-FY14
General Government							
Executive	6	5	5	5	5	5	-
SomerStat	4	5	5	5	7	7.15	0.15
Capital Projects	4	3	0	0	3	4	1
Somerville Promise Alliance	0	0	1.25	1.25	1.25	1.25	-
Council on Aging	5	5	5	5	5	5	-
Arts Council	2	2	2	2	2.5	4	1.5
Constituent Services	13	13	13	13	12	13	1
Sustainability & Environment	2	2	2	2	2	2	-
Communications	1	1	1	1	1	2	1
Personnel	5	5.5	4.5	4	6.75	10.75	4
Information Technology	9	8	8	8	8	8	-
Elections	4	4	3	4	4	4	-
Veteran's Services	2	2	2	2	2	2	-
Treasurer	11.25	10.75	10.75	11	11	11.5	0.5
Auditing	13	13	13	13	13	10	-3
Purchasing	5	5	5	5	6	6	-
Assessors	10	10	8	8	8	8	-
Internal Control	1	1	0	1	0	0	-
Grants Management	1.75	1.75	1.75	1.75	1.75	1.75	-
City Clerk	7.5	6.5	6.5	6.5	7	7	-
Law	7	7	7.25	7.25	7.25	7.25	-
OSPCD Administration	2.39	2.39	2.39	2	2.72	2.28	-0.44
OSPCD Transportation	1.78	1.78	2.28	2.28	2.13	2.43	0.3
OSPCD Planning & Zoning	4.5	4.5	4.5	4	7	7.5	0.5
OSPCD Housing	0.5	0.35	0.35	0.35	1.35	1.62	0.27
OSPCD Economic Develop	2.25	2.98	2.98	2.98	1.29	2.59	1.3
OSPCD ISD	18	18	16	17	18	21	3
Public Safety							
Emergency Management	0.5	0.5	0.5	0.5	0.5	0.5	-
Fire Department	156	156	156	157	157	157	-
Fire Alarm	10	10	9	9	9	9	-
Police Department	138.5	139	137	141.5	144	144	-
E-911	14	14	14	14	14	14	-
Animal Control	1.5	1.5	1.5	1.5	2	2	-
Traffic & Parking	47	54	53.5	49.5	50	50	-
Board of Health	20.4	20.6	22.25	22.5	22.5	24.5	2

APPENDIX A-PERSONNEL CHART

Department	FY09	FY10	FY11	FY12	FY13	FY14	DIFFERENCE FY13-FY14
Culture and Recreation							
Library	32	28	27	27	28	29	1
Recreation & Youth	10.6	7.5	4	4	6	6	-
Public Works							
DPW Administration	9	9.3	10	10	9	9	-
DPW Electrical	6	5	5	5	5	5	-
DPW Engineering	1.2	1.2	1.2	1.2	1.6	2.1	.5
DPW Highway	34	32	31	31	34	35	1
DPW Buildings & Grounds	33	33	33	34	34	34	-
DPW School Custodians	54	55	32	32	32	32	-
DPW Weights & Measures	1	1	1	1	1	1	-
CITY TOTAL	711.62	708.1	670.45	675.06	695.59	711.17	15.58
Administrators	54	53.5	54.1	53.1	53.1	53.5	.4
Teachers	475.12	461.7	468.8	463.3	472.3	481.3	9
Paraprofessionals	132.4	122	125.8	130.2	135.2	142.2	7
Clerical	45	43	43.4	43	43.3	42.3	-1
Food Services	42.8	42.8	38.8	38.8	36.8	36.8	-
Other	103.3	100.3	111.9	105.9	113.8	113.4	-.4
SCHOOL TOTAL	852.62	823.3	842.8	834.3	854.5	869.5	15
GRAND TOTAL	1564.24	1531.4	1513.25	1509.36	1550.09	1580.67	30.58

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:

- o 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.
- o 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.
- o To maintain the City's excellent Aa2 (Moody's) and AA- (S&P) credit ratings.
- o To employ balanced and fair revenue policies that provide adequate funding for desired programs.
- o To maintain appropriate financial capacity for present and future needs.
- o To promote sound financial management by providing accurate and timely information on the City's financial condition.
- o 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

- o **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).
 - o 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.
 - o Operating expenditures/expenses include salaries and wages, employee benefits, equipment and improvements, depreciation (proprietary funds only), materials, supplies, contractual costs and debt service.
- o Nothing in this policy shall prohibit the use of operating revenues for capital expenditures/expenses
- o To the extent possible, one-time revenues that are not required by law or agreement to be expended

APPENDIX B-FINANCIAL POLICIES

for a particular purpose will only be used for capital purposes, augmenting of City reserves or emergency expenditures/expense.

- o 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.
- o The operating budget will only be subsidized by the Rainy Day Stabilization Fund in emergency situations, and then for only a limited time.

Revenue Policy

- o The Finance Director is responsible for estimating revenues for the upcoming fiscal year. The Finance Department will consult with other officials of the City as well as state officials and others with knowledge of state and local finance.
- o 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. To avoid any potential for such a deficit, estimates for local receipts will generally not exceed 105% of the prior year's actual collections.
- o 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.
- o 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.
- o 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.
- o 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.
- o One-time revenues will be used for capital improvements, additions to reserves or as legally restricted to a specific purpose.
- o 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.
- o User charges and fees will be set to recover approximately 100% of total direct and indirect costs.

Expenditure/Expense Policy

- o Expenditures/expenses and purchase commitments will be made in a form and process that is legal, appropriate, funded, authorized and sufficiently documented.
- o 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

APPENDIX B-FINANCIAL POLICIES

budget for that account.

- o 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.
- o 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.
- o 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.
- o All appropriations shall lapse at the close of the fiscal year to the extent that they shall not have been expended or encumbered.

Reserves and Risk Management Policy

A. Risk Management

- o The City will maintain an effective risk management program that provides adequate coverage, minimizes losses, and reduces costs.
- o The City will annually work with the City's insurance carrier to update all listings of City owned assets and the value of such covered assets.
- o As the City is self-insured for several of the benefits programs it offers, the City will conservatively budget for its Workers Compensation, Unemployment Compensation, and Health Insurance Programs, as follows:
 - o Workers Compensation will be budgeted at least 110% of the average annual claims for the prior three years.
 - o Unemployment Compensation will be budgeted at 110% of the average annual claims for the prior three years.
 - o Health Insurance will be budgeted at the full premium amount set by the GIC and will assume that all vacant positions will enroll in the most popular health insurance plan.

B. Stabilization Fund

- o The City of Somerville shall maintain a Stabilization Fund to provide the reserves that are required to protect the financial condition of the City.
- o 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.
- o Interest earned on Stabilization Fund balances will be retained in the Stabilization Fund.
- o 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.

APPENDIX B-FINANCIAL POLICIES

Capital Budgeting and Planning Policy

- o The City will update and readopt annually a five-year capital improvement plan ("CIP"), including the upcoming annual capital improvement budget and a four year projection of capital needs and expenditures which details the estimated cost, description and anticipated funding sources for capital projects.
- o The first year of the five year CIP will be the basis of formal fiscal year appropriation request during the annual budget process.
- o The capital improvement budget and plan will generally address those capital assets with a value of more than \$50,000 and a useful life of over five (5) years.
- o The City will emphasize preventive maintenance as a cost-effective approach to infrastructure maintenance. Exhausted capital goods will be replaced as necessary.

Debt Management Policy

- o Long-term debt will be issued only for objects or purposes authorized by state law under Chapter 44, section 7 and 8.
- o Short-term debt may be issued to finance current operating expenditures only in the event of extreme financial emergency.
- o Debt maturity will not exceed the lesser of: the useful life (as established by the City Treasurer-Collector), or the period of probable usefulness (as defined in Massachusetts State Local Finance Law), of the object or purpose so financed, whichever is shorter.
- o The City will maintain good communications with bond rating agencies, bond counsel, banks, financial advisors and others involved in debt issuance and management.
- o The City will attempt to maintain a long-term debt schedule so that at least 50 percent of outstanding principal will be paid within ten years.

Protection of Credit Rating Policy

- o 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.
- o The City will not defer current costs to a future date. This includes costs such as pension costs or benefits costs.
- o 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.

APPENDIX B-FINANCIAL POLICIES

Investment Policy

A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds and capital project funds. Section Two will deal with trust funds, bond proceeds, and any other funds with special circumstances such as stabilization funds. The City Retirement Board is responsible for the investment of the pension funds.

B. Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal treasurer to invest all public funds except those required to be kept uninvested for the purpose of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system. The state law further requires that invested funds be placed at the highest possible rate of interest reasonably available, taking into account safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of City's business.

Safety of principal is the foremost objective of the investment program. Investments will be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be lessened by diversification and prudent selection of investment instruments, and choice of bank or financial institution. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.

Liquidity is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings.

Yield is the third, and last, objective. Investments shall be made so as to achieve the best rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

C. Investment Instruments

Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the City of a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles.

The Treasurer may invest in the following instruments:

1. Massachusetts State pooled fund: Unlimited amounts (pool is liquid). The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity

APPENDIX B-FINANCIAL POLICIES

investments. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.

2. U.S. Treasuries or U.S. Agency Obligations up to one year maturity from date of purchase.
3. Bank accounts or Certificates of Deposit up to one year maturity. Accounts can be collateralized or uncollateralized.
4. Unsecured bank deposits of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments will be limited to no more than 5% of an institution's assets and no more the 20% of the City's cash. Their credit worthiness will be tracked by Veribanc or other bank reporting systems. They will be diversified as much as possible. As a general rule, C.D.s will be purchased for no more than one year and will be reviewed frequently. These limits do not apply to fully insured deposits.
5. Repurchase Agreements ("Repos"), not to exceed ninety days.
6. Certain mutual funds, under Chapter 44, Sec. 55 of MGL, as amended by Chapter 314 of the Acts of 1996.

D. Diversification

Diversification should be interpreted in two ways: in terms of Maturity, as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasuries or agencies, and State pools (MMDT), no more than 20% of the City's investments should be invested in a single financial institution.

E. Authorization

The Treasurer has authority to invest the City's funds, subject to the statutes of the Commonwealth cited above.

F. Ethics

The City Treasurer (and Assistant Treasurer) shall refrain from any personal activity that may conflict with the proper execution of the investment program or which could impair ability to make impartial investment decisions. Said individuals shall disclose to the Finance Director any material financial interest in financial institutions that do business with the City. They shall also disclose any large personal financial investment positions or loans that could be related to the performance of the city's investments.

G. Relationship with Financial Institutions

Financial institutions should be selected first and foremost with regard to safety. The City will subscribe to and use one or more of the recognized bank rating services, such as Veribanc.

The Treasurer shall require any brokerage houses and broker/dealers, wishing to do business with the municipality, to supply the following information to the Treasurer:

- Audited financial statements
- Proof of National Association of Security Dealers certification.

APPENDIX B-FINANCIAL POLICIES

City Treasurer should maintain ongoing communication with local bankers and review relationships at least quarterly, including bank ratings.

H. Reporting Requirements

All funds are required to be reconciled on a monthly basis to financial institution and variances noted.

An annual report containing the following information will be prepared by the Treasurer and given to the Finance Director. The report will include the following information, as a minimum requirement:

- A listing of the individual accounts, balance, and reconciliation status.
- A listing of the short-term investment portfolio by security type and maturity to ensure compliance with the diversification and maturity guidelines established in the "Diversification" section of this investment Policy.

The Treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the City's cash position.

The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

SECTION II: The Investment of Trust Funds and Bonds Proceeds

A. Scope

This section of the policy applies only to funds that could be invested long term (i.e.: bond proceeds, trust funds, and stabilization funds).

B. Bond Proceeds

Investment of Bond proceeds is governed by the same restrictions as general funds, with the additional caveat of arbitrage regulations.

C. Trust Funds

Trust Funds may be co-mingled and invested in any instruments allowed by Legal List issued by the Banking Commissioner. Each trust fund must be accounted for separately.

D. Stabilization Funds

The Stabilization Fund shall not exceed ten per cent of the equalized valuation of the city, and any interest shall be added to and become a part of the fund. The treasurer may invest the proceeds in the following:

- National Banks
- Savings Banks
- Cooperative banks or trust companies organized under Massachusetts laws
- Federal Savings and Loan Associations situated in the Commonwealth
- Massachusetts Municipal Depository Trust

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

APPENDIX C-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.

Budget Process and Schedule

The budget is developed based upon projected assumptions of available revenue. The budget is based upon a budget ceiling or levy limit of revenue derived from local property taxes in accordance with Proposition 2½. Added to these revenues are projections for state aid; miscellaneous revenues, such as fees, permits, and interest earned; and available funds, such as free cash and special revenues. This levy limit may be increased if an override is approved by a majority of voters at the polls.

While the projection of available revenues creates a budget ceiling for the City, an expenditure floor is created by calculating certain fixed or semi-fixed costs such as debt payments, employee benefits, and various assessments. These costs subtracted from projected revenues leave remaining funds that are available for discretionary spending, such as education, public safety, infrastructure maintenance, and community services.

For the past several fiscal years, departments have been instructed to provide budget requests that level fund or reduce non-personnel related line items. These requests were then further adjusted to meet revenue estimates while avoiding major service or personnel reductions.

Beginning in January each year, the Finance Department reviews the previous six months of revenue collections and expenditures. With the release of the Governor's proposed budget in late January, the Finance Department develops an estimated revenue projection for the next fiscal year.

In mid-February, the Finance Department distributes budget request forms to each of the departments. These

APPENDIX C-BASIS OF ACCOUNTING AND BUDGETING

forms require detailed information regarding personnel services and ordinary maintenance costs as well as justification for additional personnel or new service programs. Additionally, each revenue-generating department is required to project future revenue with supporting justification. If budget cuts appear to be inevitable, departments are to provide different budget reduction-scenarios and detail their effects on delivery service. These forms are due back to the Finance Department in mid-March.

After each department's budget requests have been received, the Finance Department meets with each department as necessary to further refine the budget requests in order to reach a balanced budget. These meetings continue through the month of April. Also during this time, departments work with Somerstat analysts to develop department goals, objectives and performance measures. The Mayor's Office, in coordination with the Finance Department, prioritizes expenditures and develops a balanced budget by mid-May. The Mayor submits a proposed budget to the Board of Alderman the first week of June. After a public hearing, the Board of Alderman approves a budget by June 30th. The graphic below provides a visual representation of the budget process.

APPENDIX C-BASIS OF ACCOUNTING AND BUDGETING

Budget Activity	January				February				March				April				May				June			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1. Review current fiscal year expenditures and collected revenues																								
2. Develop an estimated revenue projection																								
3. Disburse budget request forms to each department																								
4. Receive budget request forms from each department																								
5. Meet with each department to refine budget requests																								
6. Prepare department goals, objectives and performance measures																								
7. Mayor proposes a balanced budget																								
8. Mayor submits the budget to the Board of Aldermen																								
9. The Board of Aldermen approve the budget																								

APPENDIX D-FUND DESCRIPTIONS

Governmental Funds

Most City functions are financed through what are called governmental funds. There are **four** types of governmental funds maintained by the City: the General Fund, four Enterprise Funds, several Special Revenue Funds, and a few Stabilization Funds. The Board of Aldermen appropriates the General Fund and Enterprise Funds.

General Fund: The General Fund is the major operating fund of the City government, and it accounts for the vast majority of City operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the City's departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds: 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. An enterprise operation is a business-type activity 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.

Budget and financial reports for enterprise operations utilize terms and concepts that differ significantly from those utilized for General Fund tax-supported reports that are the routine focus of public attention. The purpose of enterprise financial reporting is to measure with reasonable accuracy and consistency the net income derived from operations, and then to measure the availability and use of capital acquisition and construction financing. The presentation of the enterprise budgets utilizes budgetary terms and concepts, and the reporting structure found in the audited financial statements for the same enterprise funds. As such, the key measures are *Net Income* and *Capital Resource Availability*.

Special Revenue Funds: The City maintains several Special Revenue Funds, which are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except expendable trusts, or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons, and do not necessarily follow the same fiscal year as the General Fund. Special Revenue Funds include the following types of funds:

1. **Revolving Funds:** Revolving Funds allow the City to raise revenues from a specific service, and use those revenues to support the service without appropriation. Revolving Funds are established by statute or bylaw, and may require re-authorization each year by the Board of Aldermen. The City maintains a number of Revolving Funds, such as the Cable Telco and Recreation Revolving Funds.
2. **Receipts Reserved for Appropriation:** These receipts are special revenues that are restricted to a specific use, but also require appropriation by the Board of Aldermen, such as insurance settlement monies and the proceeds from the sale of City property.

APPENDIX D-FUND DESCRIPTIONS

3. **School Grants:** These grants account for several specially-financed education programs under grants received from the federal or state governments, including professional development, SPED early childhood development, drug-free school programs, and certain capital improvements.

4. **Other Intergovernmental Funds:** These funds account for several grants or monies received by the City from the federal or state governments, including a variety of community policing grants, Chapter 90 highway monies, state election grants, state library aid, and various Council on Aging programs, such as “meals-on-wheels.”

5. **Other Special Revenue Funds:** These funds account for miscellaneous special revenues often involving private donations for a specific purpose, such as departmental gifts for police and fire, various Council on Aging programs, and Planning Board gifts from developers for infrastructure improvements related to proposed projects.

Stabilization Funds: The City has a few Stabilization Funds including the Capital Stabilization Fund, Rainy Day Stabilization Fund and the Health Claims Trust Fund. The Capital Stabilization Fund is used to fund the City’s pay-as-you-go capital projects. The Rainy Day Stabilization Fund is used to offset potential cuts in services or increases in taxes when projected revenues do not meet projected demands. The Health Claims Trust Fund acts as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City’s policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs

Fiduciary Funds

Fiduciary Funds are used to account for assets held by the City in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

1. **Expendable Trusts:** Expendable Trusts are used to account for monies received by the City in a trustee capacity where both the principal and the earnings of the fund may be expended.

2. **Non-expendable Trusts:** These trusts are used to account for trusts where the principal must remain intact (that is, cannot be expended). Generally income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust.

3. **Agency Funds:** Agency Funds are used to account for funds that are custodial in nature, and do not involve the measurement of operations, such as the fund for the City’s deferred compensation plan.

APPENDIX E-CAPITAL INVESTMENTS

CAPITAL PLAN OVERVIEW

The City of Somerville's Capital Investment Plan is an investment program for the City's future. This plan was created with the underlying themes of upgrading and modernizing the City's aging infrastructure and facilities, expanding the City's economic base, and helping improve the City's diverse and important neighborhoods. The Capital Plan is the City's investment roadmap for the next five years and should be strategically implemented to provide Somerville's residents with an improved quality of life along with a more efficient and effective government.

The Capital Investment Plan document details projected spending for equipment and construction projects over the next five years, providing policymakers the opportunity to finance projects, coordinate City needs, and plan for future risks and needs.

A Capital project is defined as a major, non-recurring expenditure that generally meets all of the following criteria:

- Massachusetts General Laws permit the City to issue bonds to finance the expenditure
- The expenditure is a facility, object, or asset costing more than \$50,000
- The expenditure will have a useful life of 10 years or more for buildings or building components and five years for vehicles and equipment; and
- Planning, engineering, or design services may be considered capital when such services are integral to a construction, renewal, or replacement project that meets the criteria for a capital expenditure

Projects and assets that do not meet these requirements are considered operating expenses and are included in the operating budget.

Examples of typical capital projects include:

- New public buildings (including equipment & furnishings)
- Significant alterations, additions, or improvements to existing buildings
- Land improvements, acquisition, and development
- Equipment replacement and/or refurbishing
- Street construction and major resurfacing
- Water main construction and rehabilitation
- Long-range planning studies

CAPITAL PLANNING PROCESS

The Capital Investment Plan is prepared from a city-wide perspective. There is no assumption of a budget quota for individual departments.

Capital budget requests are submitted by Department Heads to the Finance Department accompanied by detailed cost estimates of capital costs and potential impact on the operating budget. The Finance Department evaluates the City's overall financial situation and, within this larger context, each department's request is compared to the prior year's recommendations and to any long-term plan for that department.

APPENDIX E-CAPITAL INVESTMENTS

Important questions raised in the process include: Does the request reflect an interdepartmental planning effort? Has the department considered all sources of funding? Has the Department undertaken a cost/benefit analysis? The Finance Department looks for evidence of longer term planning for departmental needs, of planning for maintenance expenses, and of interdepartmental cooperation.

While most departmental requests have merit, the City's projected financing resources fall short of accommodating all requests. Very difficult decisions must be made as to what projects receive funding in any given fiscal year. In reviewing the requests of the operating departments, the Administration determines whether or not the request will fulfill one of the following goals of the Mayor:

Mayoral Goals

1. **[Quality of Life]** Celebrate Somerville as an exceptional place to live, work and play.
2. **[Safe Neighborhoods]** Protect and Support families and individuals.
3. **[Fiscally Sound Management]** Maximize return on taxpayer dollars
4. **[Education]** Provide high-quality education opportunities to meet the needs of our students and community.
5. **[Economic Development & Community Vision]** Promote Economic Development consistent with SomerVision and the City's Comprehensive Master Plan.
6. **[Accountability & Performance]** Improve City performance by increasing accountability and transparency.
7. **[Customer Service]** Offer professional and courteous treatment, prompt and thorough responses to constituent requests, and reliable access to government services.
8. **[Innovation & Technology]** Utilize new technologies to better coordinate, support and deliver city services.
9. **[Environment]** Promote a healthy environment by adopting eco-friendly policies and implementing energy efficiency.
10. **[Innovative and Responsive Workforce]** Promote and innovative and responsive workplace that solves problems, achieves goals and delivers quality services to citizens.

If the project meets one of the Mayor's goals, the city uses a number of other criteria for evaluation. Major focal points of evaluation are:

- Imminent threat to the health and safety of citizens/property
- Preservation of operations. This does not include ordinary maintenance but rather maintaining a current service level through improvement of a capital asset. These may be major expenditures that will avoid costly replacement in the future.
- Requirement of State or Federal Law/regulation
- Improvement of Infrastructure
- Improvement in the efficiency and effectiveness of service delivery

APPENDIX E-CAPITAL INVESTMENTS

- Alleviation of an overtaxed/overburdened situation

SOURCES OF FUNDING

The Capital Budget represents the funding for the first year of the Plan. Projects in the first year of the Plan generally represent the city's most immediate investment priorities. Projects that are included in the Plan are not guaranteed for funding as the Plan is a reflection of the need within the City. The Capital Investment Plan is intended to be a fluid document that will be subject to change each year as priorities change and as additional information on funding streams becomes more defined. Loss of state aid, emergencies, unforeseen and extraordinary expenditures in the operating budget, higher than anticipated borrowing costs, and federal grant cutbacks are all factors that can force a change in the assumptions of the Capital Investment Plan.

Funding for the first year of the Plan is submitted to the Board of Aldermen for appropriation. Each item is considered separately in accordance with the Massachusetts General Laws.

The potential funding sources for the City's capital investments are:

- Available Funds (Free Cash) – The City regularly appropriates General Fund “Free Cash” to finance short-term, small capital investment projects in their entirety. Funds may be appropriated directly from the General Fund Tax Levy to the Operating Budget.
- Enterprise Fund Proceeds – The City Operates the following Enterprise Funds: Water, Sewer, Ice Rink, and Dilboy Field. The policy of the City of Somerville is to recover the full budgetary cost of water and sewer operations and capital replacement from water and sewer use charges. Debt Service and issuance costs associated with water and sewer projects are financed from water and sewer use charges. Program receipts from the operation of the Veterans Memorial Skating Rink and the Dilboy Field may be used to finance capital projects for these respective entities.
- Enterprise Fund Retained Earnings – The accumulated earnings of an Enterprise fund may be used to fund capital improvements. The earnings flow to an Equity Account known as “Retained Earnings” and are certified annually by the State Department of Revenue.
- Debt Service – Projects funded by debt service refer to those expenditures that are acquired through borrowing, the payments for which may or may not affect the next fiscal year, but in any event are paid for over an extended period of time, usually three to twenty years. Those extended payments include both principal and interest, usually referred to as “debt service”. The City has traditionally financed large capital projects with debt service. Debt Service can be appropriated under the General Fund Tax Levy, from Enterprise Funds, or from Stabilization Funds.
- Stabilization Funds – Massachusetts General Law, Chapter 40, Section 5B provides for the establishment and maintenance of Capital Project Stabilization Funds. The Mayor and the Board of Aldermen may vote to appropriate sums of money into a Stabilization Fund for purposes of accumulating sums for future capital project financing. Appropriations may be made from a Stabilization Fund by a two-thirds vote of the Board of Aldermen for any purpose for which the City is authorized to borrow under Chapter 44, Sections 7 and 8. The City's largest Stabilization Funds are the Capital Projects Stabilization Fund (Pay-As-You-Go Projects) and the Assembly Square Stabilization Fund (Parks and Park Improvements).

APPENDIX E-CAPITAL INVESTMENTS

- Unexpended/Unobligated Bond Proceeds – Unexpended and unobligated balances from bond proceeds, may be appropriated on the motion of the Mayor by the Board of Aldermen, and used as a financing source for a new capital improvement projects with an asset life similar to the original issue.
- District Increment Financing – M.G.L. Chapter 40Q authorizes cities and towns to create development districts to segregate the taxes levied against new property developed in such districts since they were created (“Tax Increments”) and to use and pledge such tax increments to finance project costs within the district. A development district may be as small as one parcel or may comprise up to 25% of a town or city's land. A district can be in effect for a maximum of 30 years. Each district must have a unique development program. The development program spells out the goals of the district and the means to achieve them. Once a district and program have been certified, the city or town has the ability to use various tools to implement the program. These include acquiring land, constructing or reconstructing improvements (such as buildings, roads, schools and parks), incurring indebtedness and pledging tax increments and other project revenues for repayment of these debts. The City is using DIF as a financing tool for infrastructure development at Assembly Row.
- State and Federal Grants – The City uses dedicated state aid and grant funding to finance capital investment when these funds are available. The most notable sources of this financing are Chapter 90 State Highway Funds and the Community Development Block Grant.
- Sale of Surplus Property – Proceeds from the sale of surplus municipal real estate may be appropriated on the motion of the Mayor by the Board of Aldermen for financing capital projects. Generally, these proceeds are appropriated to a Stabilization Fund.
- Public/Private Partnerships – A Public/Private Partnership is a contractual agreement between a public agency and a private sector entity whereby the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.
- Other Available Funds – Other sources include Parking Meter Receipts, Insurance Recoveries, and closeouts to Undesignated Fund Balance.

CAPITAL INVESTMENT PLAN FINANCING POLICIES

The City of Somerville has adopted several Capital Investment Financing Policies as a guide for decision-making.

A. General Fund Debt Service Benchmark

Except for projects or improvements authorized by a Proposition 2 ½ Debt Exclusion vote of the electorate, long-term debt for general financing for general municipal purposes shall be not exceed **six percent (6%) of total General Fund expenditures**. This benchmark measures the City's ability to finance debt within its current budget, similar to the measurement of household income dedicated to mortgage payments. This is the most immediate measure of ability to pay.

B. Water & Sewer Enterprise Funds Benchmark

APPENDIX E-CAPITAL INVESTMENTS

Water and Sewer Debt Service should **not exceed twenty percent (20%) of water and sewer operating revenues**. This benchmark recognizes the capital intensive nature of the Water & Sewer Enterprise Funds while ensuring that investment in the City’s water and sewer systems does not place dramatic increases on the ratepayer.

C. Use of “Free Cash”

Free Cash in excess of that needed to fund the Operating Budget should be used for non-recurring or emergency expenditures or appropriated to a Stabilization Fund for future capital projects and equipment purchases.

The City will endeavor to apportion a minimum of **30% of its yearly free cash certification to the Capital Investment Plan**

D. Use of Debt

All current operating expenditures will be paid for with current operating revenues. The City will not use long-term debt for current operations.

E. Sale of Assets

Proceeds from the sale of surplus municipal property shall be dedicated to capital improvement financing.

F. Stabilization Fund Balances

A **minimum balance of \$4.8 million** shall be maintained as reserves as of June 30th of each fiscal year. Of the \$4.8 million in reserves, a minimum balance of **\$2 million** shall be maintained in the Capital Stabilization Fund. This benchmark is established to assure the bond rating agencies of adequate reserves.

PROJECT LIST AND SCHEDULE

The following projects have been analyzed and scheduled as shown in the table below. All projects were scored on four criteria: public safety, operational improvements, return on investment and quality of life. Once all of the projects were ranked, they were scheduled based on realistic construction timeframes. Many projects have funding requests in multiple years based on estimated on cash flows. Detailed descriptions of each project can be found in the detailed Capital Improvement Plan.

Project	FY14	FY15	FY16	FY17	TOTAL
Street/Sidewalk Repairs	1,338,333	1,700,000	1,700,000	1,700,000	13,769,282
Civic Center Block Acquisitions	2,500,000				2,500,000
Fire Apparatus: Ladder #3, Engine 6 & 7	2,307,650				2,307,650
Building Improvements and Repairs	2,000,000	2,000,000	2,000,000	2,000,000	16,000,000
Highland Ave Fire Station Renovation	1,650,000				1,650,000
Streetlight LED Conversion	1,500,000				1,500,000
DPW Vehicles	1,246,293	500,000	750,000	750,000	5,246,293

APPENDIX E-CAPITAL INVESTMENTS

Project	FY14	FY15	FY16	FY17	TOTAL
Elderly Renovation	1,000,000	9,000,000			10,000,000
US Streetscape Improvements	1,000,000	6,000,000	11,000,000	11,000,000	40,000,000
City Hall Renovations	1,000,000	2,000,000			3,000,000
HS North Wall leakage repair	1,000,000				1,000,000
MUNIS Payroll/HRIS	515,000				515,000
Cummings Renovation	500,000	4,500,000			5,000,000
Accessibility Improvements	500,000	1,000,000	1,000,000	1,000,000	4,500,000
Tree Planting	500,000	500,000	500,000	500,000	2,000,000
Nunziato Turf Field	500,000				500,000
Combined Dispatch Equipment	500,000				500,000
Kenney Park	500,000				500,000
Assembly Urban Renewal Plan	500,000				500,000
Pumper Truck-Engine 7	480,000				480,000
Cap Proj/ISD/IT/T&P/Fire Vehicles	470,000				470,000
Fire Boxes	370,000				370,000
Library Branches Remodel	350,000	3,500,000			3,850,000
Conway Retaining Wall	316,000				316,000
Fire Trailer	300,000				300,000
Salt Shed	300,000				300,000
High School Storm Damage	250,000				250,000
GPS/Fuel Management System	250,000				250,000
Central Broadway Streetscape	400,000	600,000	6,000,000	4,000,000	13,000,000
Windows at School Buildings	200,000				200,000
Wayfinding (Street Signage)	150,000	750,000			900,000
Winter Hill Urban Renewal Plan	150,000				150,000
Gilman Square Urban Renewal Plan	150,000				150,000
Hauling Truck	150,000				150,000
Argenziano Turf Field	120,000	600,000			720,000
Engine 7 Brick Work	120,000				120,000
Lincoln Park	100,000	1,000,000			1,100,000
Feasibility Study for Public Safety Building	100,000				100,000
Prospect Hill Tower	95,000	250,000			345,000
Teele Square Apparatus Floor	88,000				88,000
Roofing Evaluation	80,000				80,000

APPENDIX E-CAPITAL INVESTMENTS

Project	FY14	FY15	FY16	FY17	TOTAL
Teele Square Apron	55,000				55,000
Davis Square Streetscape Improvements	50,000	3,000,000	6,000,000		9,050,000
School Administration Building Drainage Improvements	50,000				50,000
East Somerville Community School		6,250,000			6,250,000
Public Safety Building		5,000,000	20,000,000	20,000,000	45,000,000
Prospect Hill Tower Park		2,600,000			2,600,000
Rec Bubble at Dilboy Field		2,500,000			2,500,000
Central Hill/City Hall Concourse Park		1,200,000			1,200,000
Pumper Truck-Engine 6		494,000			494,000
Powderhouse Rotary Signal Equipment		300,000			300,000
Boathouse Renovation		250,000	2,500,000		2,750,000
Skate Board Park		150,000	850,000		1,000,000
Community Path Extension			5,000,000		5,000,000
Teele Square Fire Renovation			2,000,000		2,000,000
Foss Park Renovation			1,000,000	5,000,000	11,000,000
Pumper Truck-Engine 2			508,800		508,800
Ball Square Roadway Improvements			500,000	2,500,000	5,500,000
Gilman Square Roadway Improvements			250,000	1,500,000	2,750,000
New DPW Yard/Bldg				250,000	25,000,000
Union Square Library					32,000,000
New City Hall					25,000,000
New High School					25,000,000
TOTAL	27,701,276	55,644,000	61,558,800	50,200,000	360,937,025

PROJECT FINANCING

As described above, there are multiple funding sources for capital projects. The largest source of funding is general fund supported debt service. The City strives to maintain debt service expenditures to no more than 6% of the general fund budget. Below are general fund debt service projections based on the project list above. Capital planning is a very fluid process with both the scope and funding of projects on a constantly shifting plane. With that said, the general fund debt service projections are only the best estimates available with the existing information.

APPENDIX E-CAPITAL INVESTMENTS

	FY2014	FY2015	FY2016	FY2017	FY2018
Total Actual, Projected & Proposed Tax-Supported Debt Service	10,500,706	10,816,448	11,652,096	16,237,368	20,355,863
Incremental \$ Debt Service Increase Over Previous FY	1,073,396	315,741	835,648	4,585,271	4,118,495
Budgeted General Fund Expenditures (as in 5 year projection)	195,661,045	204,091,730	212,859,149	217,874,615	224,808,885
Net Actual, Projected & Proposed Tax-Supported Debt Service as a % of General Fund Expenditures	5.37%	5.30%	5.47%	7.45%	9.05%
Total Actual Outstanding Principal	91,498,019	83,978,028	76,221,090	68,535,891	60,744,193
Total Projected Outstanding Principal	119,556,295	165,436,304	222,363,166	253,381,172	242,317,338
General Debt per Capita	1,552.68	2,148.52	2,887.83	3,290.66	3,146.98

As can be seen above, the City will exceed its 6% threshold in Fiscal Year 2017 if all of the planned projects are implemented as scheduled. However, the City is diligently searching for alternative funding options including District Increment Financing, the sale of assets, the Community Preservation Act funds, etc.

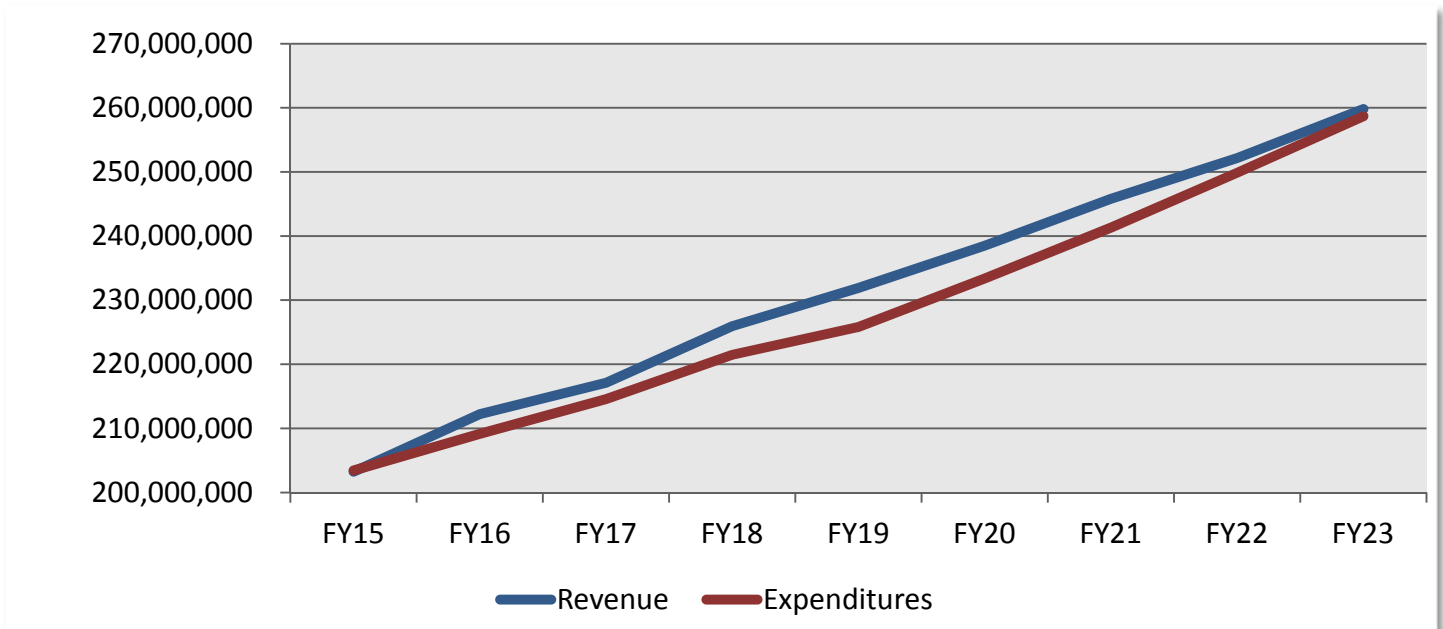
APPENDIX F-LONG-TERM FINANCIAL FORECAST

The table below summarizes our 5-year Operating Budget Forecast. As with all long-term forecasts, estimates are made with the best information available. Actual results could be significantly different than what is projected.

	FY15	FY16	FY17	FY18	FY19
	PROJ	PROJ	PROJ	PROJ	PROJ
TOTAL MUNICIPAL	143,195,101	146,664,516	149,719,714	154,241,190	155,845,149
SCHOOL	58,998,267	61,491,223	64,046,504	66,690,666	69,671,214
OVERLAY	1,500,000	1,500,000	1,600,000	1,600,000	1,650,000
GRAND TOTAL	203,693,368	209,655,739	215,366,218	222,531,857	227,166,362
	4.36%	2.93%	2.72%	3.33%	2.08%
REVENUE	203,236,524	212,224,206	217,098,370	225,951,427	231,912,350
EXPENDITURES	203,693,368	209,655,739	215,366,218	222,531,857	227,166,362
PROJECTED SURPLUS (GAP)	(456,844)	2,568,467	1,732,152	3,419,570	4,745,987

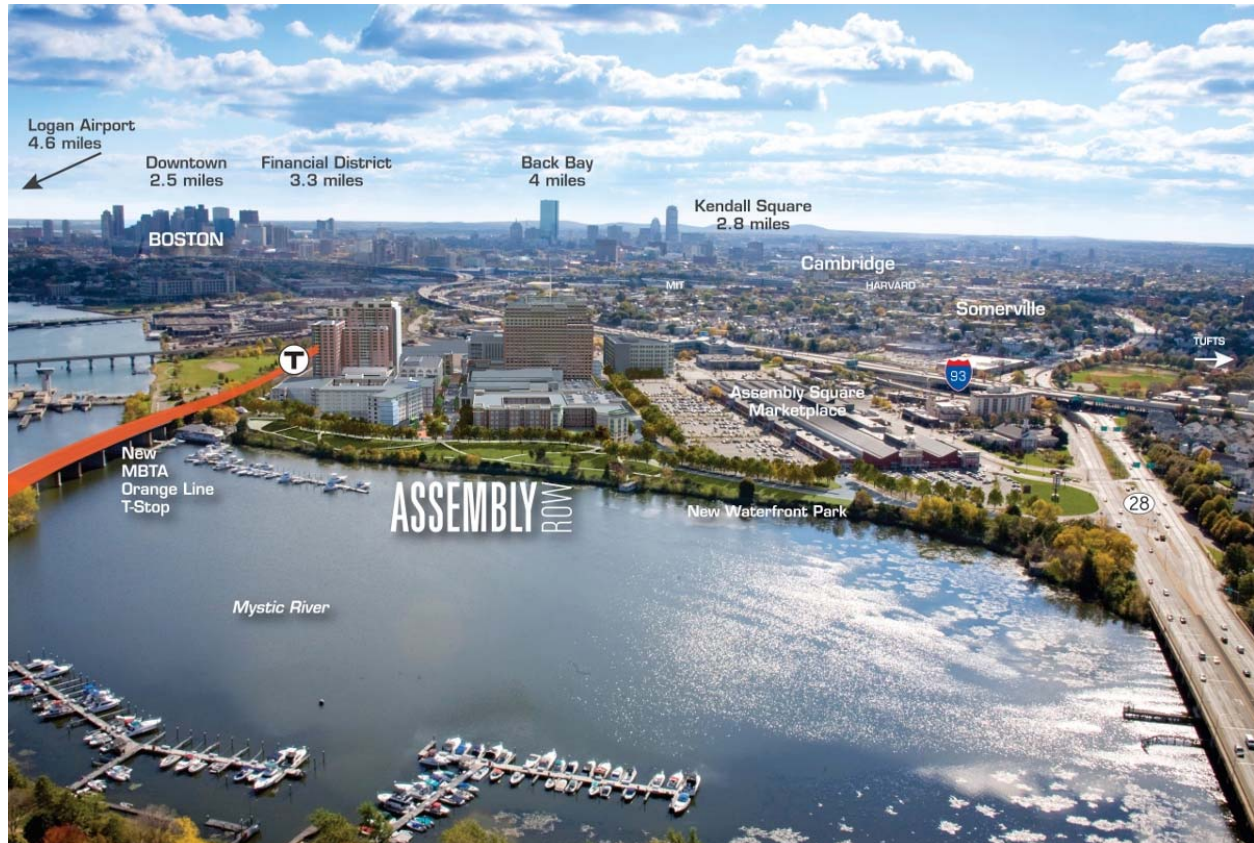
Our forecast assumes a “level-service” approach; meaning that all programs will continue at their existing level of service—no additions or eliminations. The only new positions in the forecast are school teachers to meet projected enrollment needs—not for new programs.

Below is a graphical representation of the table. As shown, the City expects an operating surplus based on our current assumptions. The most noticeable assumption is that the City’s debt service costs are for bonds already issued and no new projects.



APPENDIX G-ASSEMBLY SQUARE DIF

Assembly Square, a unique neighborhood district with a land area of 145 acres, is so named after the Ford Motor assembly plant that opened in 1926 and was an important employer in the Boston Metropolitan Area, particularly during World War II. The assembly plant was one of many industrial businesses that thrived in Assembly Square during the 1900's. Boston & Maine Railroad also owned large tracts of land in the district and many of the businesses received shipments by rail. The land was crisscrossed by spur tracks and there were few roadways. The Ford Motor Plant closed in 1958 and by the late 1970's, a number of other industrial businesses had closed as well.



In 1980, the City of Somerville declared the Assembly Square District to be blighted, substandard, and decadent and adopted a 20-year urban renewal plan. The cornerstone of the urban renewal plan was the rehabilitation of the former auto assembly plant into a retail mall known as the "Assembly Square Mall". Other development included a new Home Depot. In 1999, the internationally known Swedish home furnishings store, IKEA, purchased two former industrial sites on the Mystic River waterfront. IKEA obtained permits for its proposed retail store; however, the permits were challenged in court by community members opposed to a "big box" use on the waterfront, with the result that redevelopment of the site was stalled for a number of years.

In 2000, the Somerville Redevelopment Authority (SRA) acquired title to a 9.3-acre former railroad parcel in Assembly Square and issued an RFP for developers. At the same time, the City initiated an extensive public planning process, producing the "2000 Planning Study" which set out a new vision for Assembly Square as a 24-hour, mixed use district with residential, retail, office, cinema, restaurant, hotel, and recreational open space uses.

APPENDIX G-ASSEMBLY SQUARE DIF

In 2005, Federal Realty Investment Trust (FRIT), the oldest real estate investment trust in the United States with over \$4 billion in assets, purchased the Assembly Square Mall along with other properties in Assembly Square. FRIT redeveloped the existing mall into the Assembly Square Marketplace which opened its doors in early 2006.

The revised Master plan calls for the redevelopment of 56.2 acres of former industrial land into a mixed use, transit oriented neighborhood. Assembly Row is permitted to create 1.75 million square feet of new office space, 852,000 square feet of retail, up to a 200-room hotel, and 2,100 new residential units.

This project is expected to result in an estimated \$1.36 billion construction investment in the City to include new public and private infrastructure, publically accessible open space, public amenities and public benefits. The project is forecasted to generate \$24 million in annual municipal tax revenue and \$16.7 million in annual state tax revenue (gross). It expects to generate an estimated 9,700 permanent jobs, 10,300 construction jobs, while retaining 590 existing permanent jobs.



All told, of the estimated \$1.36 billion construction cost, \$73 million in public funds were programmed to be used. However, in 2010, several public funding sources had fallen through and continuation of the Assembly Square project was in jeopardy. The Commonwealth, the City, and FRIT united in seeking ways to quickly continue progress in Assembly Square. In a Tri-Party Agreement executed in March 2011, the State agreed to fill the remaining \$18 million gap for the train station if the City would make a \$25 million contribution toward the funding of public infrastructure in Assembly Square.

District Increment Financing (DIF) in Assembly Square was found to provide Somerville the most financing flexibility while providing assurance that required infrastructure would be installed by FRIT in advance and in a timely manner. DIF is a locally driven public financing alternative available to all cities and towns in the Commonwealth. DIF enables municipalities to fund public works, infrastructure and development projects by allocating future, incremental tax revenues collected from a predefined district to pay project costs.

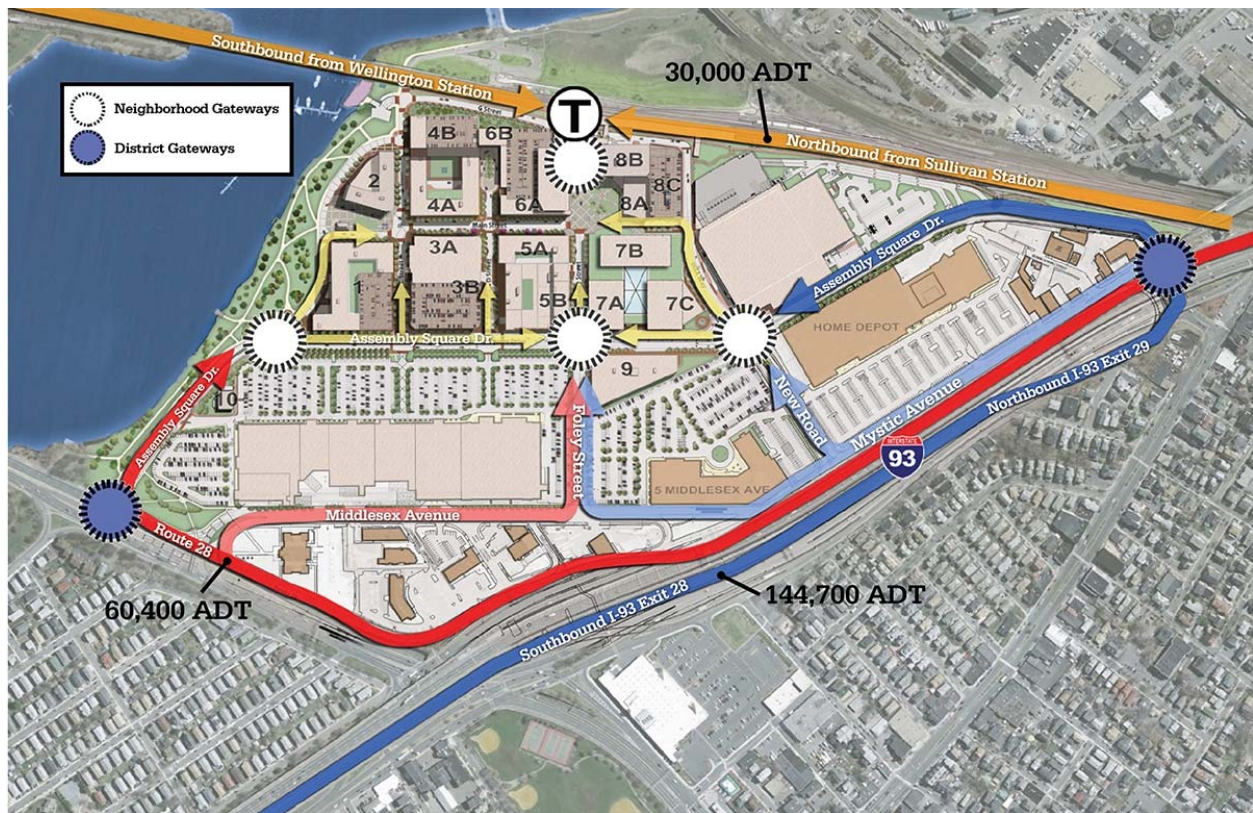
The municipality must define the district and document a development program describing, among other issues, how the DIF will encourage increased residential, commercial and industrial activity within that district. It must also detail the project improvements, financing plans and community benefits. After the local public hearings and approvals, the municipality must submit an application to the Economic Assistance Coordinating Council (EACC) for final approval prior to implementing the program.

DIF financing has several advantages, including the following:

APPENDIX G-ASSEMBLY SQUARE DIF

- The municipal investment is designed to stimulate private investment which in turn increases the taxable value of property and generates the incremental taxes.
- The DIF flexibility empowers municipalities to forward public purpose while assisting their private partners in accomplishing their goals.
- All cities and towns are eligible to utilize this financing alternative without qualifying as open-blighted, decadent, substandard, or economically impaired.
- Financing terms are negotiable and can be tailored to suit the situation.
- No new taxes are levied, and the DIF does not reduce or redirect current property tax revenues.

By adopting a DIF boundary and a financing plan, the City showed its commitment to reinvest a portion (11.9%) of the ultimate growth potential in property tax back into the district to facilitate the start of construction of Blocks 1, 3, and 4 per the revised Master Plan.



In its third year, the DIF appears to be very successful. As shown in the table below, captured increment is well above the amount required to pay the debt service associated with the infrastructure improvements in the district (actual amounts in bold). Projections for future years show that the DIF will continue to capture well more than what is necessary to pay debt service obligations for many years to come.

APPENDIX G-ASSEMBLY SQUARE DIF

FISCAL YEAR	DIF CAPTURED INCREMENT	DIF DEBT SERVICE	INCREMENT LESS DEBT	CAPITALIZED INTEREST	DIF FUND BALANCE
2012			\$36,258	\$750,000	\$786,258
2013	374,134	\$538,325	-\$164,191	\$0	\$622,067
2014	1,015,732	\$541,333	\$474,400	\$0	\$1,096,467
2015	2,033,070	\$1,469,624	\$563,447	\$0	\$1,659,913
2016	2,077,822	\$1,467,634	\$610,189	\$0	\$2,270,102
2017	2,123,469	\$1,470,534	\$652,936	\$0	\$2,923,037
2018	2,170,029	\$1,468,234	\$701,796	\$0	\$3,624,833

APPENDIX H-GLOSSARY

TERMS COMMONLY USED IN MUNICIPAL FINANCE

Abatement: A complete or partial cancellation of a levy imposed by a governmental unit; applicable to tax levies and special assessments.

Accrual Basis: In the context of accounting, practice in which expenses and income are accounted for as they are earned or incurred, whether or not they have been received or paid.

Appropriation: An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and the time when it may be expended. Only a vote of the Board of Aldermen can authorize money appropriated for one purpose to be used for another. Any amount which is appropriated may be encumbered. Any part of the general appropriation not spent or encumbered by June 30 automatically reverts to surplus. A specific or particular appropriation is carried forward from year to year until spent for the designated purpose or transferred by Aldermanic vote to another account.

Assessed Valuation: The value placed upon a particular property by the local Board of Assessors for the purpose of apportioning the City's tax levy among individual property owners equitably and in accordance with the legal requirement that property be assessed at "full and fair cash value," certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

Audit: Work done by accountants in examining financial reports, reviewing compliance with applicable laws and regulations, reviewing efficiency and economy of operations, and reviewing effectiveness in achieving program results. A basic audit examines only the financial reports and legal compliance. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

Balance Sheet: A statement which discloses the assets, liabilities, reserves, and equities of a fund or government unit at a specified date.

Balanced Budget: A plan of financial operation in which the estimate of proposed expenditures for a given period is less than or equal to the proposed means of financing these expenditures (from various sources of funds or revenues).

Budget: A plan of financial operation embodying an estimate of proposed expenditures for a given period (usually a 12-month period referred to as the Fiscal Year, or FY) and the proposed means of financing them. A budget may be preliminary (the financial plan presented to the Board of Aldermen) or final (the plan approved by that body).

Capital Improvement Plan (or Capital Budget): A plan of proposed capital outlays, and the means of financing them for the current fiscal period. It is usually a part of the current budget but may also be a multi-year plan.

Capital Improvement: A major, non-recurring expenditure involving one of the following:

- a. Real Property - Includes the purchase or lease of land, existing buildings and structures, and fixtures attached to land and buildings.

APPENDIX H-GLOSSARY

- b. Equipment - Includes the replacement or addition of major items of equipment with a life expectancy of at least two years and a cost of at least \$10,000. Similar items can be bundled together.
- c. Projects - Include activities such as the following:
 1. Construction of new buildings or facilities (including architectural, engineering, and related fees).
 2. Improvements or major repairs (costing \$50,000 or more) of existing buildings or facilities, aside from routine maintenance.
 3. Studies or other activities (costing \$50,000 or more) that either relate to future “brick and mortar” projects, or are a part of a multi-year program of infrastructure improvements.
 4. An annual sum available for routine building improvements, renovations, or repairs.

Cherry Sheet: An annual statement received from the Massachusetts Department of Revenue (DOR) detailing estimated receipts for the next fiscal year from the various state aid accounts, and estimated state and county government charges payable by the City, and included by the local Assessors in setting the tax rate. The actual receipts and charges may vary from the estimates.

Classification: The division of property valuations by type of property. There are five classes: Residential, Open Space, Commercial, Industrial, and Personal. The Aldermen may set as many as three different tax rates (within limits set forth in state law): for residences, for business and personal, and for open space.

Debt Service: Payment of interest and principal related to long-term debt.

Depreciation: A non-cash expense (also known as non-cash charge) that provides a source of available funds. Amount allocated during the period to amortize the cost of acquiring long-term assets over the useful life of the assets. This is an accounting expense not a real expense that demands cash.

Encumbrance: Obligations such as purchase orders, contracts, or salary commitments that are chargeable to an appropriation, and for which a part of the appropriation is reserved.

Enterprise Fund: A fiscal entity with a self-balancing set of accounts that is utilized to account for a governmental service when it is the intent to recover the total cost of service, including depreciation, primarily through user charges imposed on the consumers of the service. Examples include: Water and Sewer services provided by the Department of Public Works.

Equalized Valuation (EQV): The value of all property as determined by the Commissioner of Revenue biennially, using a standard of "full and fair value"; also referred to as EQV.

Expenditure: The spending of money by the City for the programs or projects within the approved budget.

Fiscal Year (FY): A 12-month period, commencing July 1 and ending June 30, to which the annual budget applies, and at the end of which a governmental unit determines its financial position and the results of its operations. The number of the fiscal year is that of the calendar year in which it ends; FY2012 is the fiscal year which ends June 30, 2012.

Free Cash: Free cash refers to the amount of Fund Balance that is available for appropriation. It is certified each July 1 by the state. Because of the stringent way that the state makes these calculations, Free Cash more closely represents Cash (actual dollars held) than does Fund Balance, which includes a variety of receivables (i.e., cash due).

APPENDIX H-GLOSSARY

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Balance: The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to the stockholders equity account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected (see **Free Cash**).

General Fund: The fund into which the general (non-earmarked) revenues of the City are deposited, and from which money is appropriated to pay expenses.

General Obligation Bonds: Bonds issued by the City that are backed by the full faith and credit of its taxing authority.

Governmental Funds: Funds used to organize and separate the finances of various City activities and objectives. Governmental Fund categories include: the General Fund; Enterprise Funds; Special Revenue Funds; and Stabilization Funds.

Overlay: The amount raised from the property tax levy in excess of appropriations and other charges. It cannot exceed 5 percent of the levy, and is used to cover abatements and exemptions granted locally or on appeal.

Overlay Surplus: The unused portions of **overlay** accounts from previous years; at the end of each fiscal year, this amount is computed from information provided by the Board of Assessors. Any sum so designated is transferred to, and becomes part of the General Fund undesignated fund balance.

Override: A vote to increase the amount of property tax revenue that may be raised over the levy limit set by **Proposition 2½**.

Personal Services: The cost of salaries, wages, and related employment benefits.

Property Tax Levy: The amount produced by multiplying the assessed valuation of property by the tax rate. The tax rate is expressed per thousand dollars of assessed valuation. For example:

House Value: \$500,000

Tax Rate: \$12.71 (which means \$9.83 per thousand \$\$ of valuation)

Levy Calculation: \$12.71 multiplied by \$500,000 divided by \$1,000.

*Result, **Property Tax Levy:*** \$6,355

Proposition 2½ (see below): A tax limitation measure passed by Massachusetts voters in 1980 that limits the growth of the total property tax levy to 2.5% per year. New construction values are added to this limit. Two provisions of Prop 2½ allow the City to raise taxes above this tax levy limit, upon approval by a 2/3 Aldermanic vote: an operating override or a debt exclusion.

Purchased Services: The cost of services that are provided by a vendor.

Revolving Fund: Those funds that may be used without **appropriation** and that are established for special uses. Fees (such as for recreation) may be paid into a revolving fund. Revolving funds are established directly by state law or by City bylaw consistent with state law.

APPENDIX H-GLOSSARY

Tax Levy: Total amount of dollars assessed in property taxes by the City each **fiscal year**.

Terms Associated with Proposition 2½

Excess Levy Capacity: The difference between the City's maximum annual tax levy limit as established by Proposition 2½ and its actual **tax levy** for the current year. It is additional **tax levy** that a City could raise without asking voters for an **override** or debt exclusion.

Growth Revenue: The amount of property tax revenue that the City can add to its allowable tax levy as a result of new construction, alterations, subdivision, or change of use of a parcel.

Primary Levy Limit, or Absolute Limit: 2.5 percent of certified full and fair cash value of taxable property.

Secondary Levy Limit, or Annual Levy Limit: Prior levy limit plus 2.5 percent (base) plus growth revenue.