

# City of Somerville FY2015 Municipal Budget



Mayor Joseph A. Curtatone

## **City Government**

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**Joseph A. Curtatone, Mayor**  
Edward Bean, Finance Director  
Skye Stewart, SomerStat Director  
Michael Mastrobuoni, Budget Manager

## **Board of Aldermen**

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Katjana Ballantyne, Ward 7



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Somerville  
Massachusetts**

For the Fiscal Year Beginning

**July 1, 2014**

A handwritten signature in cursive script, reading "Jeffrey R. Egan".

Executive Director

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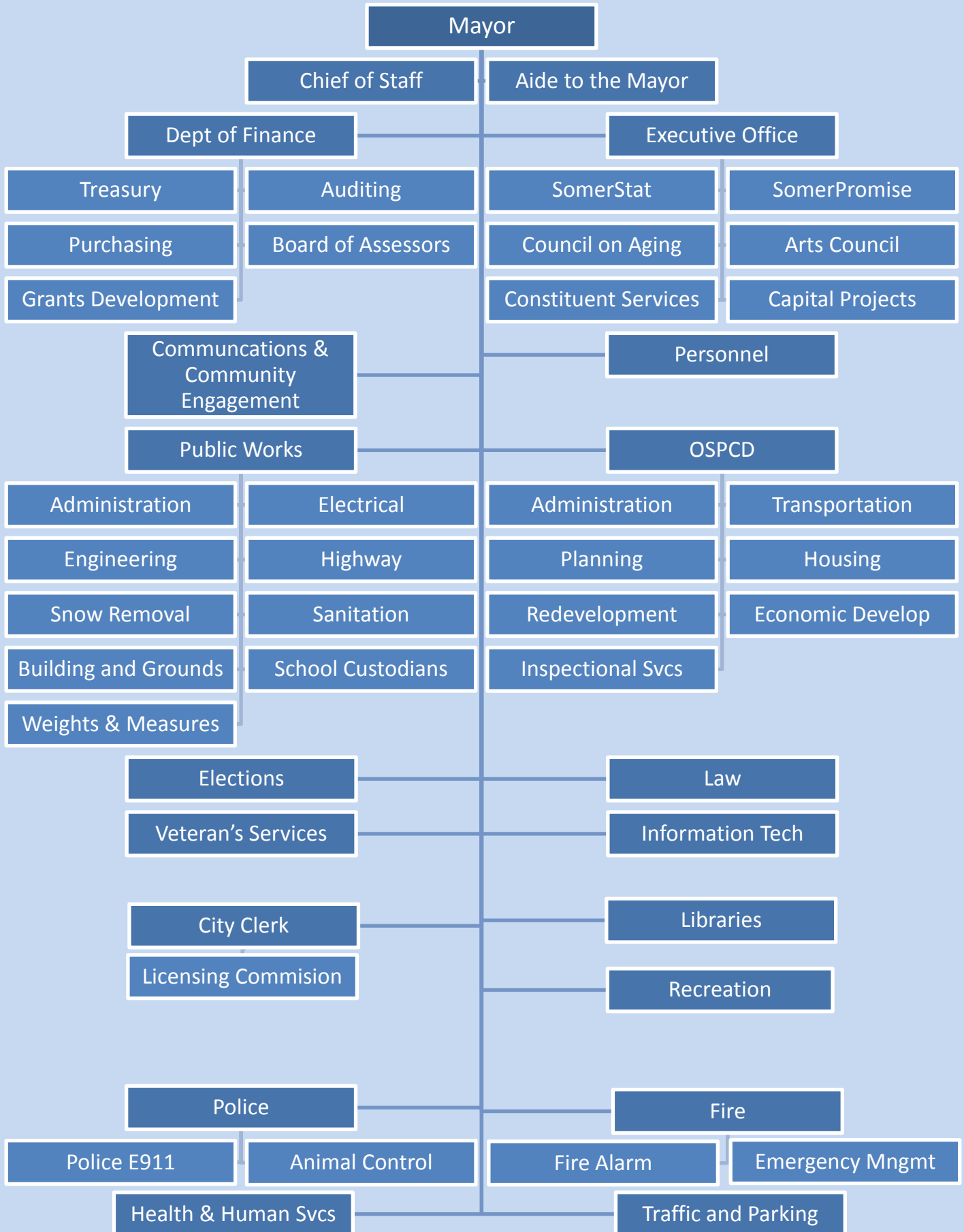
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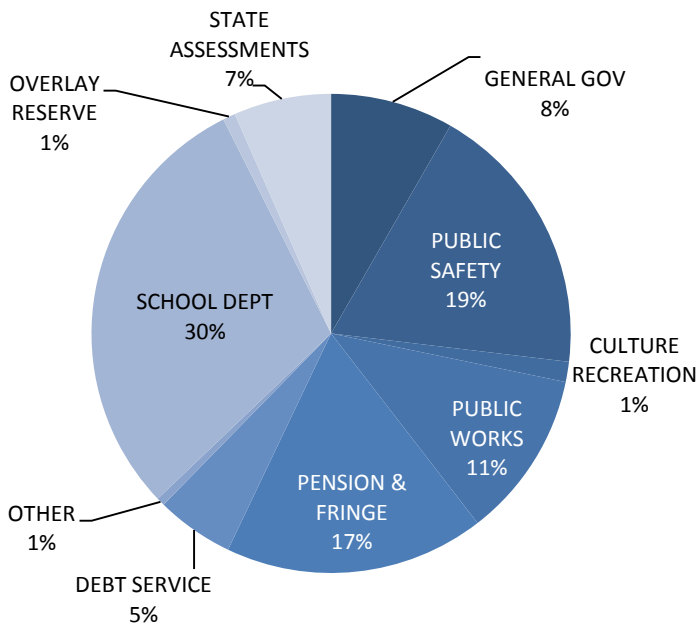
# SOMERVILLE ORGANIZATIONAL CHART



# SUMMARY: FY2015 OPERATING BUDGET - APPROVED

PROGRAM EXPENDITURES	FY2013 ACTUAL	FY2014 BUDGET	FY2015 BUDGET
GENERAL GOVERNMENT	\$12,521,965	\$15,048,934	\$16,697,372
PUBLIC SAFETY	\$35,062,081	\$36,928,975	\$37,991,487
CULTURE AND RECREATION	\$2,741,283	\$2,705,423	\$2,756,291
PUBLIC WORKS	\$20,226,820	\$22,782,276	\$22,910,804
PENSION AND FRINGE	\$34,619,916	\$35,913,552	\$35,669,248
DEBT SERVICE	\$9,792,267	\$9,672,724	\$10,655,954
OTHER	\$1,301,049.59	\$1,395,789	\$1,292,500
SCHOOL DEPARTMENT	\$52,545,257	\$56,590,504	\$60,317,201
OVERLAY RESERVE	\$1,400,000	\$1,600,000	\$1,700,000
STATE ASSESSMENTS	\$11,189,172	\$12,406,821	\$13,467,279
<b>TOTAL</b>	<b>\$181,399,811</b>	<b>\$195,042,998</b>	<b>\$203,458,136</b>

## FY15 Approved Budget



FINANCING SOURCES	FY2015 BUDGET
TAXES	130,538,388
PENALTIES AND INTEREST ON TAXES AND EXCISES	855,630
STATE AID	48,718,962
FINES AND FORFEITS	6,134,867
LICENSES AND PERMITS	7,585,944
FEES	1,216,053
MISCELLANEOUS RECURRING	1,282,789
OTHER REVENUE SOURCES	7,152,303
<b>TOTAL</b>	<b>203,484,936</b>





# CITY OF SOMERVILLE, MASSACHUSETTS

Joseph A. Curtatone  
MAYOR

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

Over the past decade, together we have faced down the challenges that confronted our city, whether a crippled economy, ever-dwindling outside aid or soaring fixed costs. And year after year, we have beaten those challenges and forged a path to today, a day when we have already achieved so much and yet look forward to an even brighter future. We did this together by believing in ourselves—which is to say, we invested in ourselves.

With this \$203 million budget, we continue on that proven path to prosperity. The plan we have put in action over the past 10 years has yielded some of the greatest successes in our city's history. Our budget practices have been lauded by agencies that have awarded us the highest bond ratings in our city's history, and we have earned accolades for our commitment to the best practices of governmental budgeting. In this budget, we stay true to those principles and the community's vision by targeting our investments to the core services of education, public health and public safety and to services that impact our quality of life both today and tomorrow, including neighborhood planning, recreation, and arts and culture. And we will do all of this in a cost-conscious and effective manner, keeping our eye on the horizon and ensuring that Somerville will realize real, sustainable property tax relief when we unlock the economic opportunities that will broaden our tax base. With this budget, we continue on the path that has led us out of the uncertain fog of the past and toward a bright future for Somerville.



This budget includes a \$3.7 million increase in the foundation of our community—our schools. Every success of our city, from our stunning drop in crime to the thriving local economy, starts with how highly we value education. This year's investment mirrors the increased commitment we made to our students in last year's budget—the largest increase for Somerville Public Schools in city history—as our schools

## MAYOR'S MESSAGE

continue the initiatives that began last year to improve student achievement, equip our students for the 21<sup>st</sup> century job market and educate the whole child, both inside and outside the classroom. It also focuses on universal kindergarten readiness and an innovative citywide early childhood network with a single point of entry, for both public and private providers that can ensure that every family and every child can easily access the support they need to become capable learners. High-quality preschool education narrows the achievement gap by as much as half, and Somerville Public Schools are moving to make this a fundamental right for every student in our city.



Our Inspectional Services Division made great strides in the past year, with reorganization, reinvestment and new leadership, creating more efficient and effective services that protect our public health and quality of life. We continue that reorganization and reinvestment, as ISD tackles an increasing workload, by including in this budget a new Senior Code Enforcement Inspector dedicated to food safety, a Plumbing & Gas fitting inspector that dedicates that work to a full-time employee, and a new Zoning Review Planner that will also act as a liaison between ISD, Planning and Zoning, keeping all departments on the same page and solving issues quickly. A paralegal

dedicated to ISD is added to the Legal Department, giving the department a dedicated employee to handle legal needs of the department; and additional investments are made in food safety and emergency preparedness.

Our community thrives when residents are connected with the resources they need, including those in public health. This budget adds a Human Services Division to our Health Department, which will improve referral networking with our community partners and will work closely with our successful SomerViva language liaisons program to reach all residents who need assistance. The Human Services Division will centralize resources for people throughout the City working to protect the rights of all residents, from people with disabilities to members of the LGBTQI community.

Public safety remains the first priority for our city, and this budget includes new investments that will both realize cost savings in the long run while allowing our public safety officials to better respond to the needs of the community. In the Fire Department, a new civilian Fire Protection Engineer will allow the Department to move a firefighter from the prevention unit back into the suppression unit, while in the Police Department, a civilian Senior IT Specialist will free a trained police officer from information technology duties and allow the officer's deployment elsewhere. The budget includes funding for a new K9 unit to replace a police dog that retired, due to promotion of his handler, and keep that important resource in place for the department. Also, the budget funds additional pavement markings that make our roadways true complete streets, keeping drivers, bicyclists and pedestrians safe.

This budget also invests in our quality of life with an additional transportation planner. With the community's dream of a Green Line Extension and extended Community Path to Boston now a reality, this additional position will ensure that the city sees the community's vision through to completion. Also

## MAYOR'S MESSAGE

addressing our quality of life is an additional \$300,000 for the city's snow budget, so that the city can keep sidewalks and streets clear and safe.

Recreation and arts are more than luxuries, as studies have shown they yield a demonstrable return on our investments. Recreation goes a long way toward preventing problems in our children's future and is part of our commitment to educating the whole child. This budget continues that commitment with additional funding for youth programs through our Recreation Department. The arts activate our neighborhoods and squares, make them destinations and have a direct impact on our economy, with every dollar spent on by ArtsUnion creating between \$3 and \$5 in economic impacts. This budget includes additional funding for more arts programming that nurtures the creativity of our community while supporting local businesses.

We are all the richer for the community's ideas, perspectives and contributions to all city efforts, which is why we are continuing to invest more in community-based neighborhood planning. This budget includes additional funding for the Somerville by Design community engagement and planning charrettes program, which blends the technical know-how of our city planners and best practices in urban design with the community's vision for our neighborhoods and squares. This program has already yielded impressive resident-driven visions for Ball, Magoun, Gilman, and Davis Squares, and we will bring this successful program to other neighborhoods of the city.

We have survived some of the darkest economic times in our city's history by making smart, strategic investments, based on analysis of data that has led us to even greater returns on those investments. We have been driven by our belief in effective, cost-efficient government. No longer do we manage budget to budget, but with a long view, basing every investment we make both on what we need now and, critically, what we know we will need tomorrow. Meeting those ever-evolving needs has required us to do more than fill out a financial spreadsheet every spring. It requires us listening to what the community tells us they need, understanding what they value and then basing every decision and policy on those values. This budget is more than investments in buildings, vehicles and textbooks. It is an investment in our people, our quality of life and our collective vision for the future.

Sincerely,



Joseph A. Curtatone  
Mayor



## BUDGET TABLE - APPROVED

FY15 GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
<b>GENERAL GOVERNMENT</b>					
BOARD OF ALDERMAN	284,922	40,660			325,582
CLERK OF COMMITTEES	56,244	1,000			57,244
EXECUTIVE ADMINISTRATION	433,611	62,900	166,500		663,011
EXEC-SOMERSTAT	343,312	16,800			360,112
EXEC-CAPITAL PROJECTS	349,184	27,495		150,000	526,679
EXEC-SOMERPROMISE	76,193	120,170			196,363
EXEC-COUNCIL ON AGING	327,129	99,227			426,356
EXEC-CONSTITUENT SERVICES	634,598	45,250			679,848
EXEC-ARTS COUNCIL	235,528	138,000			373,528
OFFICE OF SUSTAIN & ENVIRON	155,867	4,500			160,367
COMMUNICATIONS & COMMUNITY ENGAGEMENT	322,339	24,825			347,164
PERSONNEL	716,337	277,775	61,010		1,055,122
INFORMATION TECHNOLOGY	682,828	1,239,380			1,922,208
ELECTIONS	350,833	98,370			449,203
VETERAN'S SERVICES	114,878	606,669			721,547
FINANCE DEPT-TREASURER/COLL	633,094	286,740			919,834
FINANCE DEPT-AUDITING	726,520	107,095			833,615
FINANCE DEPT-PURCHASING	372,717	34,570			407,287
FINANCE DEPT-ASSESSING	511,594	68,100			579,694
FINANCE DEPT-GRANTS	127,364	5,776			133,140
CITY CLERK	423,855	167,617			591,472
LICENSING COMMISSION	10,800				10,800
LAW	671,778	175,275			847,053
OSPCD ADMINISTRATION	246,407	21,550			267,957
OSPCD TRANSPORTATION	231,272	197,080			428,352
OSPCD PLANNING	601,928	285,558			887,486
OSPCD HOUSING	220,398	2,000			222,398
REDEVELOPMENT AUTHORITY	18,000				18,000
OSPCD ECONOMIC DEVELOPMENT	244,394	90,417			334,811
OSPCD INSPECTIONAL SERVICES	1,635,046	316,093			1,951,139
<b>TOTAL GENERAL GOVERNMENT</b>	<b>11,758,970</b>	<b>4,560,892</b>	<b>227,510</b>	<b>150,000</b>	<b>16,697,372</b>
<b>PUBLIC SAFETY</b>					
EMERGENCY MANAGEMENT	20,747	5,700			26,447
FIRE	15,105,523	405,600			15,511,123
FIRE ALARM	914,540				914,540
POLICE-911	495,500				495,500

## BUDGET TABLE - APPROVED

FY15 GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
POLICE-ANIMAL CONTROL	101,980	16,395			118,375
POLICE	14,277,463	589,883	51,314		14,918,660
TRAFFIC AND PARKING	2,497,911	1,363,918			3,861,829
HEALTH & HUMAN SERVICES	1,759,683	160,330			1,920,013
<b>TOTAL PUBLIC SAFETY</b>	<b>35,173,347</b>	<b>2,541,826</b>	<b>51,314</b>		<b>37,766,487</b>
<b>CULTURE &amp; RECREATION</b>					
LIBRARIES	1,643,651	321,000			1,964,651
RECREATION	580,515	211,125			791,640
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>2,224,166</b>	<b>532,125</b>			<b>2,756,291</b>
<b>PUBLIC WORKS</b>					
DPW-ADMINISTRATION	573,831	811,450			1,385,281
DPW-ELECTRICAL	291,079	229,000			520,079
DPW-ENGINEERING	156,834	207,100			363,934
DPW-HIGHWAY	2,244,425	953,845			3,198,270
DPW-SNOW REMOVAL		936,000			936,000
DPW-SANITATION		4,607,000			4,607,000
DPW-BUILDINGS AND GROUNDS	2,072,503	7,153,742			9,226,245
DPW-SCHOOL CUSTODIANS	1,697,651	854,000			2,551,651
WEIGHTS AND MEASURES	119,554	2,790			122,344
<b>TOTAL PUBLIC WORKS</b>	<b>7,155,877</b>	<b>15,754,927</b>			<b>22,910,804</b>
<b>PENSION &amp; FRINGE</b>					
HEALTH INSURANCE	20,401,677	281,000			20,682,677
LIFE INSURANCE & FLEX SPENDING	99,727				99,727
MEDICARE PAYROLL TAXES	1,400,000				1,400,000
WORKER'S COMPENSATION	443,927	318,350			762,277
UNEMPLOYMENT COMPENSATION	125,000				125,000
PENSION ACCUMULATION FUND	12,324,940				12,324,940
NON CONTRIB PENSION		274,627			274,627
<b>TOTAL PENSION &amp; FRINGE</b>	<b>34,795,271</b>	<b>873,977</b>			<b>35,669,248</b>
<b>DEBT SERVICE</b>					
DEBT SERVICE		10,655,954			10,655,954
<b>TOTAL DEBT SERVICE</b>		<b>10,655,954</b>			<b>10,655,954</b>
<b>OTHER</b>					
DAMAGE TO PERSONS AND PROPERTY		175,000			175,000
SALARY CONTINGENCY	300,000				300,000

## BUDGET TABLE - APPROVED

FY15 GENERAL FUND BUDGET	PERSONAL SERVICES	ORDINARY MAINTENANCE	SPECIAL ITEMS	CAPITAL ITEMS	TOTAL
BUILDING INSURANCE		460,000			460,000
SUBSIDY TO ICE RINK ENTERPRISE			150,000		150,000
<b>TOTAL OTHER</b>	<b>300,000</b>	<b>635,000</b>	<b>150,000</b>		<b>1,085,000</b>
<b>SCHOOL DEPARTMENT</b>			60,317,201		60,317,201
<b>TOTAL ADOPTED BUDGET</b>	<b>91,407,631</b>	<b>35,554,701</b>	<b>60,746,025</b>	<b>150,000</b>	<b>187,858,357</b>
<b>SUPPLEMENTAL APPROPRIATIONS</b>					
HEALTH & HUMAN SERVICES		200,000			200,000
POLICE		25,000			25,000
DAMAGE TO PERSONS & PROPERTY		207,500			207,500
<b>TOTAL SUPP. APPROPRIATIONS</b>		<b>432,500</b>			<b>432,500</b>
<b>TOTAL MUNICIPAL APPROPRIATIONS</b>	<b>91,407,631</b>	<b>35,987,201</b>	<b>60,746,025</b>	<b>150,000</b>	<b>188,290,857</b>
<b>OVERLAY RESERVE</b>			1,700,000		1,700,000
<b>STATE ASSESSMENTS</b>					
RETIRED EMPLOYEES INSURANCE			-		-
AIR POLLUTION DISTRICTS			21,932		21,932
METRO AREA PLANNING COUNCIL			38,552		38,552
RMV NON RENEWAL SURCHARGE			193,680		193,680
MBTA			4,922,554		4,922,554
BOSTON METRO TRANSIT DISTRICT			1,039		1,039
SPECIAL EDUCATION			17,160		17,160
SCHOOL CHOICE SEND TUITION			6,700		6,700
CHARTER SCHOOL SEND TUITION			8,265,662		8,265,662
<b>TOTAL STATE ASSESSMENTS</b>			<b>13,467,279</b>		<b>13,467,279</b>
<b>GRAND TOTAL</b>	<b>91,407,631</b>	<b>35,554,701</b>	<b>75,913,304</b>	<b>150,000</b>	<b>203,458,136</b>

# REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
(411000) PROPERTY TAXES	109,923,036	116,112,598	122,165,461	5.0%
(414200) TAX TITLE REDEEMED	1,117,237	0	0	0.0%
(414500) TAX FORECLOSURE	1,242	0	0	0.0%
<b>PROPERTY TAXES</b>	<b>111,041,515</b>	<b>116,112,598</b>	<b>122,165,461</b>	<b>5.0%</b>
(415000) MOTOR VEHICLE EXCISE TAX	5,357,851	5,400,000	5,730,479	6.0%
(466002) URBAN EXCISE	132,090	125,000	125,000	0.0%
(468001) LOCAL MEALS EXCISE	1,078,541	1,189,963	1,437,448	20.8%
(468002) LOCAL OPTION ROOM EXCISE	638,422	672,323	800,000	19%
<b>EXCISE TAXES</b>	<b>7,206,904</b>	<b>7,387,286</b>	<b>8,092,927</b>	<b>10%</b>
(417001) INTEREST - PERSONAL PRO	7,029	4,500	5,000	11.1%
(417002) INTEREST - REAL ESTATE	219,407	200,000	200,000	0.0%
(417003) INTEREST - EXCISE TAX	20,889	16,000	16,000	0.0%
(417004) INTEREST - TAX TITLE	326,997	125,000	175,000	40.0%
(417006) PENALTIES TAX TITLE	375	0	0	0.0%
(417007) DEMAND & PENALTIES	384,532	350,000	350,000	0.0%
(417009) PENALTIES NON CRIMINAL DE	44,060	41,500	44,485	7.2%
(417010) PENALTIES NON CRIMINAL	67,041	66,000	65,145	-1.3%
<b>PENALTIES AND INTEREST ON TAXES</b>	<b>1,070,331</b>	<b>803,000</b>	<b>855,630</b>	<b>6.6%</b>
(418000) PAYMENTS IN LIEU OF TAXES	182,347	280,000	280,000	0.0%
<b>PILOT PAYMENTS</b>	<b>182,347</b>	<b>280,000</b>	<b>280,000</b>	<b>0.0%</b>
(432017) RESIDENTIAL TRASH FEE	52,354	55,000	30,000	-45.5%
(432019) ROYALTY FEES VENDOR	246,458	20,455	0	-100.0%
(432020) SANITATION FEES	79,891	65,000	76,925	18.3%
<b>CHARGES - TRASH</b>	<b>378,703</b>	<b>140,455</b>	<b>106,925</b>	<b>-23.9%</b>
(432001) ADVERTISING FEES	300	600	12,000	1900.0%
(432002) BUS CERTIFICATE	31,720	30,000	30,000	0.0%
(432003) CERT OF LIENS	185,790	160,000	160,000	0.0%
(432004) CONDO APPL FEE	74,000	74,000	53,500	-27.7%
(432005) CONSTABLE FEES	1,300	1,500	1,500	0.0%
(432006) COPIES OF RECORDS	91,035	91,000	90,300	-0.8%
(432008)POLICE DETAIL SURCHARGE	170,016	160,000	175,000	9.4%

# REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
(432008) FIRE DETAIL SURCHARGE	21,699	5,500	50,000	809.1%
(432008) CUSTODIAL DETAIL	10,182	8,000	8,000	0.0%
(432009) FALSE ALARM FEE	51,900	45,000	45,000	0.0%
(432010) FINGERPRINTING FEES	2,525	2,000	2,000	0.0%
(432011) FIRE ALARM REIMB	130,375	100,000	125,000	25.0%
(432012) MISC FEES	36,324	30,000	32,625	8.8%
(432013) NEWSPAPER MACHINE FEES	0	0	625	100.0%
(432014) NOTARIZATION	340	400	400	0.0%
(432015) PARKING FINE CC FEE	0	145	145	0.0%
(432016) POLICE CRUISER FEES	6,021	6,000	18,000	200.0%
(432018) RETURNED CHECK FEE	4,115	4,500	3,000	-33.3%
(432021) SMOKE DETECTOR INSP	57,225	55,000	50,000	-9.1%
(432022) SPGA FEES	1,665	1,125	1,125	0.0%
(432023) WITNESS FEES	255	100	100	0.0%
(432028) CURB CUT FEE	14,800	16,000	21,200	32.5%
(432029) TEMPORARY NO PARKING	54,081	45,625	45,625	0.0%
(432033) TAXICAB REINSPECTION FEE	50	150	150	0.0%
(432035) POOL FEES	0	7,500	7,500	0.0%
(437002) BUS ROUTES REVENUE	0	0	0	0.0%
(437003) BUS SHELTER ADVERTISING	15,308	15,000	20,000	33.3%
(437006) E-RATE REIMBURSEMENT	3,471	3,700	0	-100.0%
(437017) BIKE ADVERTISING FEE	0	0	108,758	100.0%
(445013) SEALING FEES	16,896	22,000	14,000	-36.4%
<b>FEES</b>	<b>981,394</b>	<b>884,845</b>	<b>1,075,553</b>	<b>21.6%</b>
(436000) RENTAL INCOME	263,199	121,000	18,400	-84.8%
(436100) BUILDING USE REVENUE	54,855	57,000	57,000	0.0%
<b>RENTALS</b>	<b>318,053</b>	<b>178,000</b>	<b>75,400</b>	<b>-57.6%</b>
(437001) PLANNING & ZONING	124,619	110,000	140,000	27.3%
(437004) COMMISSION ON MACHINES	503	500	500	0.0%
<b>OTHER DEPARTMENT REVENUE</b>	<b>125,122</b>	<b>110,500</b>	<b>140,500</b>	<b>27.1%</b>
(441001) CLUB RESTR LIC-7 DAY	23,000	23,000	20,800	-9.6%
(441002) COMMON VICTUALLERS	56,150	55,000	55,000	0.0%
(441003) INNHOLDER LICENSE	1,550	1,500	1,500	0.0%



# REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
(441004) MALT & WINES EDC INT	0	3,200	3,200	0.0%
(441005) MALT BEV & WINE STOR	22,900	22,500	22,500	0.0%
(441006) MALT BEV/WINE RESTRN	37,000	40,000	32,000	-20.0%
(441007) PACKAGE STORE LIC	69,800	64,000	64,000	0.0%
(441008) RESTAURANT LIC-LIQR	218,500	228,800	250,000	9.3%
(441009) SPEC ALCOHOL LICENSE	4,350	2,000	2,500	25.0%
(442002) AUTO AMUSM'T DEVICE	0	300	0	-100.0%
(442003) BILL/POOL/BOWL/ LIC	120	960	1,500	56.3%
(442004) BUILDERS LICENSE	350	350	350	0.0%
(442005) CLOSE OUT SALE	300	0	0	0.0%
(442006) CONSTABLES LICENSE	4,050	3,750	3,750	0.0%
(442008) DOG KENNEL LICENSE	0	200	0	-100.0%
(442009) DOG LICENSE	41,569	44,100	42,000	-4.8%
(442010) DRAINLAYER LICENSE	13,000	12,500	10,000	-20.0%
(442011) ENTERTAINMENT LIC	34,000	40,000	32,800	-18.0%
(442012) FUNERAL DIRECT LICs	570	570	380	-33.3%
(442013) HAWKER/PEDDLER LICN	1,950	3,600	1,800	-50.0%
(442014) JUNK DEALER LICENSE	3,750	3,750	3,750	0.0%
(442015) LIVERY/ LIMOUSINE	100	300	300	0.0%
(442016) LODGING LICENSE	21,450	22,000	22,000	0.0%
(442018) MILK LICENSE	8,385	7,500	7,500	0.0%
(442019) MOVING VANS & PODS	66,200	75,000	50,000	-33.3%
(442020) OUTDOOR PARKING SPACE	15,180	14,000	14,000	0.0%
(442021) OUTDOOR SEATING	3,600	4,500	5,100	13.3%
(442022) PHYSICAL THER LICNSE	7,400	8,500	9,800	15.3%
(442023) PHYSICIANS/ OSTEOPH	60	60	60	0.0%
(442024) SIGNS AND AWNING	3,750	4,000	5,000	25.0%
(442026) SWIM POOL LICENSE	2,160	2,880	1,440	-50.0%
(442027) TAXI STAND LIC	4,350	4,500	4,500	0.0%
(442028) TAXICAB MEDALLION	41,125	30,250	30,250	0.0%
(442029) USED CAR DEALER LIC	30,250	27,500	30,250	10.0%
(442031) FORTUNE TELLER	250	500	500	0.0%
(442032) URBAN AGRICULTURE	200	150	200	33.3%
(442033) BOA MOBILE FOOD VENDOR	0	150	600	300.0%
(445001) BURIAL PERMITS	3,775	3,600	3,100	-13.9%
(445002) DUMPSTER CONTRACTORS	5,940	4,620	5,280	14.3%

# REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
(445003) EXPLOSIVE STOR FLAMB	15,805	15,000	13,000	-13.3%
(445004) EXTENDED RETAIL HOUR	7,700	8,250	8,250	0.0%
(445005) FLAMMABLE PERMIT	25,850	27,500	24,750	-10.0%
(445006) GARAGE PERMITS	67,100	60,000	60,500	0.8%
(445007) MARRIAGE PERMIT	25,700	27,500	27,500	0.0%
(445008) POLICE REVOLVER PERMIT	6,838	6,500	6,500	0.0%
(445009) RAFFLE/BAZAAR PERMIT	50	250	250	0.0%
(445011) RESIDENT PARK PERMIT	1,578,941	1,596,000	1,596,000	0.0%
(445012) RETAIL&FOOD PERMIT	218,965	183,000	190,000	3.8%
(445014) SWORN WEIGHER	0	300	0	-100.0%
(445015) UNDERGRND TANK REMOVAL	0	0	2,300	100.0%
(445016) BUSINESS PARKING PERMIT	0	0	150	100.0%
(448002) BUILDING PERMIT	2,082,847	2,317,358	4,280,204	87.7%
(448004) DUMPSTER PERMIT	32,220	35,000	48,000	37.1%
(448005) ELECTRICAL PERMIT	393,376	250,000	210,000	-16.0%
(448006) GAS PERMIT	60,160	59,150	63,000	6.5%
(448007) GRANT OF LOCATION	14,300	11,000	11,000	0.0%
(448008) HOUSING CERTIFICATE	440	500	330	-34.0%
(448009) INSPECTION	44,210	60,000	55,000	-8.3%
(448010) OCCUPANCY PERMIT	33,582	28,000	31,500	12.5%
(448011) PLUMBING PERMIT	119,160	95,000	120,000	26.3%
(448012) SIDEWALK OPENING	132,730	135,000	100,000	-25.9%
(477007) OPEN AIR VENDOR	150	150	0	-100.0%
<b>LICENSES AND PERMITS</b>	<b>5,607,207</b>	<b>5,675,548</b>	<b>7,585,944</b>	<b>33.7%</b>
(468003) COURT FINES	6,685	5,000	5,000	0.0%
(468006) MASS COURT MOVING	395,840	370,000	370,000	0.0%
(477001) PARKING FINES	5,894,646	5,358,660	5,187,507	-3.2%
(477002) PARKING FINE SURCHAG	117,650	66,000	26,000	-60.6%
(477003) LIBRARY FINES	24,195	20,000	10,000	-50.0%
(477005) LANDCOURT/RECORDING	15,177	10,000	10,000	0.0%
(477006) ORDINANCE VIOLATIONS	318,629	330,000	243,660	-26.2%
(477009) RESTITUTION	182	500	500	0.0%
(477010) RMV NON RENEWAL	56,868	60,000	66,000	10.0%
(477011) TOBACCO FINES	1,500	1,500	1,200	-20.0%
(477013) DELINQUENT PARKING	45,461	40,000	0	-100.0%

# REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
(477014) EXPIRED REG & SAFETY INSPE	470,470	270,000	170,000	-37.0%
(484005) TOWING CHARGES	46,500	45,000	45,000	0.0%
<b>FINES AND FORFEITS</b>	<b>7,393,803</b>	<b>6,576,660</b>	<b>6,134,867</b>	<b>-6.7%</b>
(482000) INVESTMENT INCOME	219,363	200,000	200,000	0.0%
<b>INVESTMENT INCOME</b>	<b>219,363</b>	<b>200,000</b>	<b>200,000</b>	<b>0.0%</b>
(437005) DPW RECYCLING REVENUE	5,469	0	0	0.0%
(454001) MEDICARE REIMBURSEMNT	54,703	245,000	347,812	42.0%
(468007) MEDICAID REIMBURSEMNT	812,511	695,000	600,000	-13.7%
(468008) C OF M MISC	130	0	0	0.0%
(468009) C OF M REIMB C-O-L-A	7,620	0	3,869	100.0%
(468010) C OF M REIMBURSEMENT	0	0	0	0.0%
(468011) REIMBURSEMENT - MISC.	22,338	0	23,264	100.0%
(494002) SALE OF SURPLUS	0	0	0	0.0%
(494003) SALE OF VEHICLES	12,549	0	8,000	100.0%
(484000) MISCELLANEOUS REVENUE	102,599	16,211	15,275	-5.8%
(484001) PRIOR YEAR	237,954	120,727	184,538	52.9%
(484002) INSURANCE REIMB	0	0	31	100.0%
(484012) BANK REVENUE SHARE	0	70,000	100,000	42.9%
<b>MISC RECURRING</b>	<b>1,255,874</b>	<b>1,146,938</b>	<b>1,282,789</b>	<b>11.8%</b>
(461002) REIM ABATE SURV/ELDERLY	304,178	308,703	298,796	-3.2%
(462001) SCHOOL AID CHAPTER 70	18,642,968	19,448,713	19,582,488	0.7%
(462004) CONSTRUCTION OF SCHL	4,230,955	4,230,955	4,230,955	0.0%
(462005) CHARTER SCHOOL	745,495	1,343,233	1,888,387	40.6%
(466000) UNRESTRICTED GEN GOVT	21,311,532	21,815,292	22,420,271	2.8%
(466003) VETERANS AND BENEFITS	206,109	333,552	298,065	-10.6%
(468014) STATE QUALIFIED BONDS	673,919	0	0	0.0%
<b>STATE REVENUE</b>	<b>46,115,156</b>	<b>47,480,448</b>	<b>48,718,962</b>	<b>2.6%</b>
(493000) BOND PREMIUM	0	600,000	0	-100.0%
(497002) TRANSFERS FROM PARKING	2,289,998	2,105,982	1,607,096	-23.7%
(497004) TRANSFERS FROM CAPITAL	538,325	0	0	0.0%
(497005) INDIRECT COSTS/ENTERPRISE	1,111,591	1,105,382	1,105,382	0.0%
FREE CASH	3,500,000	3,500,000	3,500,000	0.0%

## REVENUE

GENERAL FUND REVENUE	2013 ACTUAL	2014 BUDGET	2015 PROJECTED	% Change
FREE CASH – POST JULY 1			432,500	-
OVERLAY SURPLUS			125,000	-
<b>OTHER FINANCING SOURCES</b>	<b>7,439,914</b>	<b>7,311,364</b>	<b>6,769,978</b>	<b>-7.4%</b>
<b>GRAND TOTAL</b>	<b>189,335,685</b>	<b>194,287,642</b>	<b>203,484,936</b>	<b>4.7%</b>

# 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.

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, and walkable community that offers comparatively affordable housing. Given the City's convenient location near numerous educational institutions, including three of the nation's leading institutions of higher learning, Tufts, Harvard, and MIT, it comes as no surprise that college students make up roughly 15% of the population.



Somerville is defined by its city squares. It is known for its large number of squares, which help mark neighborhood boundaries while also featuring bustling businesses and entertainment centers. Among the most active today are Davis Square, Union Square, Ball Square, Teele Square, and Magoun Square. Each offers a mix of ethnic restaurants, bars and shops and

## COMMUNITY PROFILE

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 9 <sup>th</sup> grade	6%
9 <sup>th</sup> to 12 <sup>th</sup> 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

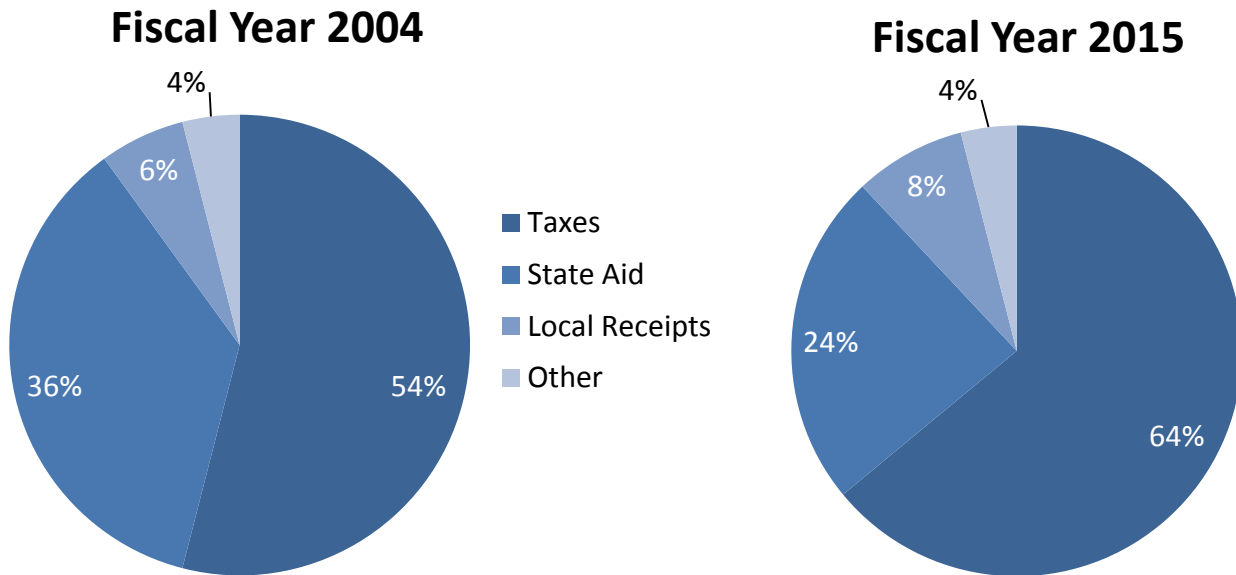
The FY2015 General Fund Municipal Appropriation for the Operating Budget is \$187,858,357 and was approved by the Board of Alderman on June 26, 2014. Three supplemental appropriations totaling \$432,500 were approved by the Mayor and the Board of Aldermen prior to the setting of the FY2015 Property Tax Rate on December 11, 2014. Total Municipal Appropriations for FY 2015 were \$188,290,857. Below are explanations and details concerning the FY2015 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 FY2015 revenue composition as compared to the revenue composition eleven years earlier.





# REVENUE OVERVIEW

## REVENUE ASSUMPTIONS AND PROJECTIONS

The City's policy is to budget revenues conservatively. Revenue projections for FY2015 are based on FY2012 and FY2013 actual collections, FY2014 projected collections, other historical trends and anticipated changes that impact the particular revenue source.

### 1. TAXES

FY2015 tax revenues are projected to be **\$130,538,388**. 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 \$123,015,413 and represent 60% of the total general fund operating revenues.

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 a state mandated valuation process of all property values in FY2014. Ordinarily, the State requires a tri-annual revaluation but requested the last revaluation be conducted over a four year period. The City is required to perform a statistical validation in the interim years in order to ensure that it maintains fair market values.

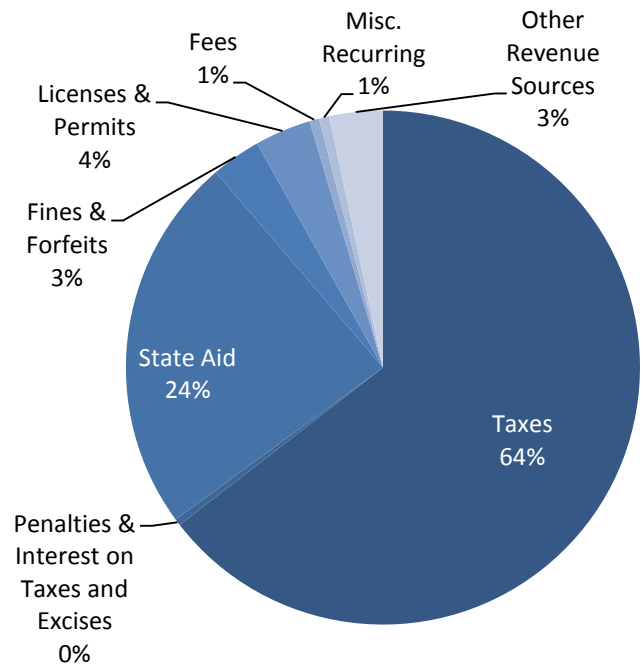
Based on the City's experience, most property taxes (approximately 99%) are collected during the year in which they are assessed. The lien of properties on which taxes remain unpaid occurs annually. The City ultimately has the right to foreclose on all properties where the taxes remain unpaid.

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, known as "new growth".

In FY2015, the overall property tax levy is set at \$842,000 below the legal Proposition 2 ½ Levy Limit. This amount represents the highest excess levy capacity since FY2007.

The City has promoted economic development over the past several years in order to generate new growth. These efforts have been fruitful. In FY2014, a total of \$3.45 million dollars was generated in new growth, the

### FY2015 Revenue by Source



## REVENUE OVERVIEW

highest in over a decade. The projected value of new growth for the FY2015 is \$4 million. A total of 56% of the new tax levy growth is expected from commercial sources and 37% of the new commercial tax levy growth is attributable to Assembly Square. The City adopted an innovative financing tool known as District Improvement Financing, (“DIF”) to fund infrastructure improvements in the Assembly Square Area which in turn helped to stimulate new business development. For FY2015, the Chief Assessor predicts that the DIF financing tool will generate an additional \$924,999 in tax dollars net of debt service for infrastructure improvements. These additional tax dollars are built into the real estate taxes projection for FY2015.

The record new growth allowed the City to reduce both the residential and commercial property tax rates in FY2015. Additionally, the City sought and successfully received permission from the State Legislature to raise its residential exemption rate from 30% to 35%. This measure affords a tax break to owner occupied dwellings and saves the average two-family homeowner approximately \$263 a year.

TAX RATES		
Fiscal Year	Commercial/Industrial	Residential
2015	\$20.38	\$12.61
2014	\$21.51	\$12.66
2013	\$22.38	\$13.42
2012	\$21.85	\$13.09
2011	\$21.21	\$12.71
2010	\$20.44	\$12.30

Residential Tax Rate Comparison	FY 2015 Tax Rate (per \$1,000)	FY 2014 Tax Rate (per \$1,000)	FY 2013 Tax Rate (per \$1,000)	FY 2012 Tax Rate (per \$1,000)
<b>Somerville</b>	<b>\$12.61</b>	<b>\$12.66</b>	<b>\$13.42</b>	<b>\$13.09</b>
Brookline	\$10.68	\$11.39	\$11.65	\$11.40
Cambridge	\$7.82	\$8.38	\$8.66	\$8.48
Boston	\$12.11	\$12.58	\$13.14	\$13.04
Watertown	\$15.03	\$14.96	\$14.68	\$14.40

### 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 rebound in car markets and the accompanying increase in the sale of new cars, the estimated Motor Vehicle Excise increased by \$350,000.

# REVENUE OVERVIEW

## 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 \$800,000 are included in the FY2015 Budget, which is an increase of 18.9%. The projection is based on the last four quarters of actual revenues received at the time of the preparation of this budget—from April 2013 to April 2014.

## 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 \$1,437,448 an increase of 20.8%. A total of twelve new restaurants will open in Assembly Square in the next several months. The restaurant sector base continues to grow and we expect this revenue source 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 2013 to April 2014 and projected revenue sales from the new restaurants.

## Payments in Lieu of Taxes

The largest participant in the City's Payment In Lieu of Taxes (PILOT) program is Tufts University at \$275,000. A total of \$200,000 of the \$275,000 is budgeted as a revenue source for the Operating Budget; a total of \$75,000 is budgeted in a gift account for educational, recreational, and cultural uses. The remaining \$80,000 is generally made up of payments from private non-profit social service agencies. The total FY2015 budgeted PILOT amount is \$280,000, which is the same as FY2014.

## 2. PENALTIES AND DELINQUENT INTEREST

The City receives interest and penalties on overdue taxes and excise taxes. This revenue is budgeted at \$855,630 in FY2015 based on projected FY2014 revenues and reflects a \$52,630 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 FY2015 License and Permit revenue totals for the FY2015 Operating Budget is \$7,585,944. The largest revenue source in this category is building permits, which is budgeted at \$4,280,204 in FY2015. The City expects a total of \$10,302,331 in building permit revenue based on the planned development at Assembly Square and other areas of the city. This represents the highest one year total in the City's history. The City budgeted \$500,000 of the excess building permit revenue to reduce the property tax levy and \$6,000,000 of the excess to reserves and various Stabilization Funds. Residential Parking Permits are budgeted at \$1,596,000, which is the same as FY2014.

## 4. FINES AND FORFEITS

Budgeted FY2015 revenue from Fines and Forfeits totals \$6,134,867 from 13 different categories. Some fine

# REVENUE OVERVIEW

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 \$5,187,507 a decrease of \$171,153 (3.2%) from FY2014 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 ticketing for expired/invalid vehicle registrations and expired vehicle safety inspections in FY2013. An estimated \$170,000 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 \$1,075,553 or less than 1% of all operating revenues.

## 6. STATE AID

The Estimated FY2015 State Aid amount totals \$48,718,962 broken down as follows: \$44,488,007 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 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 \$30.8 million in FY2015.

# REVENUE OVERVIEW

## 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 \$8,052,767 for FY2015.

### 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 FY2015 Budget, which is the same as 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
7/1/2009	\$ 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
7/1/2013	\$ 10,637,719	\$ 9,356,184	\$ 3,500,000	\$ 2,321,634		\$ 3,534,550
7/1/2014	\$ 10,651,386	\$ 3,932,500	\$ 3,500,000			\$ 432,500
Average Certification Over Past 6 Years:				<b>\$ 8,420,772</b>		

The total Free Cash amount used to reduce the tax levy in the FY2015 Operating Budget is \$3,500,000 which is the same amount used over the past several years. It is the Administration's goal to reduce this dependency on the free cash certification to balance the operating budget, thus freeing money to be used on capital projects.

### Other

At this time, there is no intent to use any funds from the Rainy Day Fund to supplement the FY2015 Budget.

## REVENUE OVERVIEW

Money collected from the City's parking meters, Parking Meter Receipts, can be used as a revenue source to help balance the budget. A total of \$1,607,096 in parking meter receipts was appropriated in FY2015 to reduce the tax levy.

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

# APPROPRIATION OVERVIEW

## INTRODUCTION

This section contains the FY2015 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:

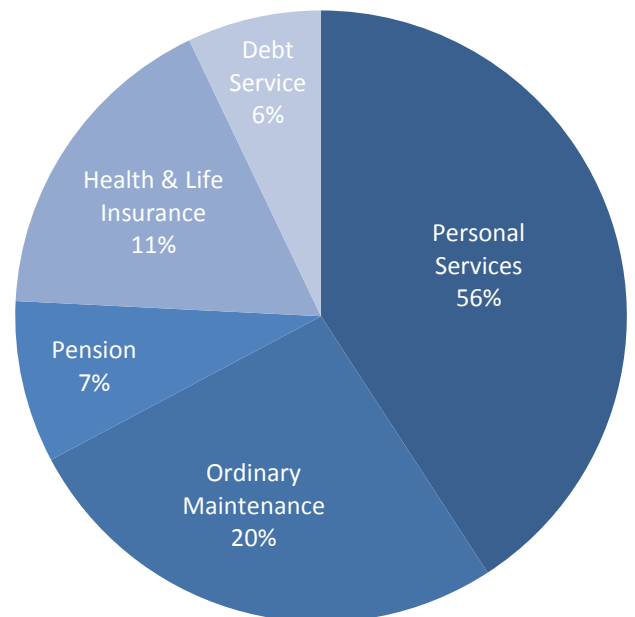
- *Mission Statement*
- *Financial Summary Table*
- *Budgetary Changes from FY2014 to FY2015*
- *Organizational Charts*
- *Performance Review:*
  - *FY2014 Accomplishments*
  - *FY2014 Goal Review*
  - *Performance Metrics*
  - *FY2015 Goals*
- *Appropriation Breakdown by Line Item*
- *Personnel Listing*
- *Sample Budget Table*
- *The Role of City Officials*

## FY2015 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 56% of the total appropriated budget; pension expense constitutes another 7% of the budget. Ordinary maintenance expenses include equipment, supplies, and contractual services and represent 20% of the total budget. Capital and special items represented less than 1%; debt service is 6% of the budget. The personnel expense percentage of the budget increased slightly in FY2015. 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. 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 (\$60,317,201) is followed by Public Safety (\$37,991,487), Pension and Fringe benefits (\$35,669,248), Public Works (\$22,910,804), General Government (\$16,697,372), State Assessments (\$13,467,279), etc.

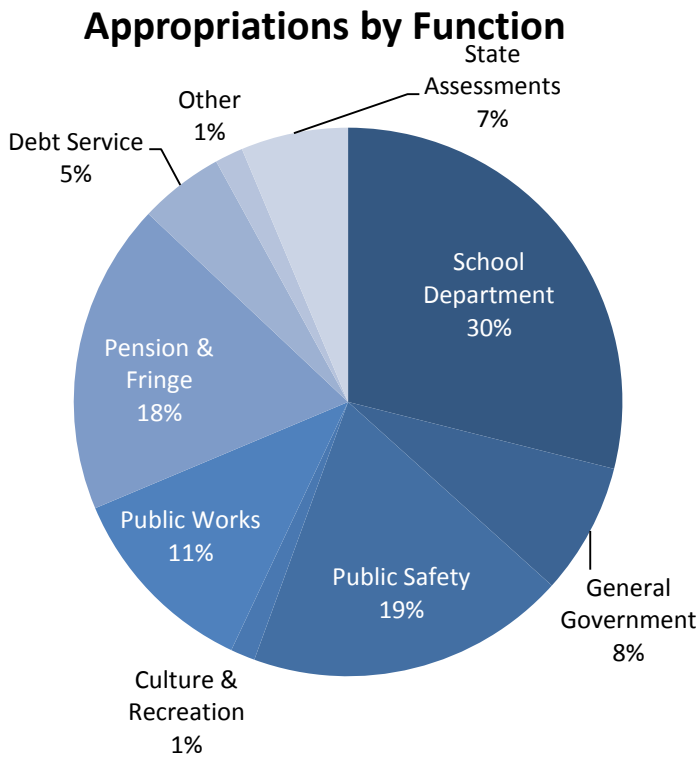
**Appropriations by Service**



# APPROPRIATION OVERVIEW

## General Government

The General Government appropriation increased by \$1,648,438 or 10.9% from the FY2014 Budget. The increase is due to collective bargaining step increases, non-union wage adjustments, and creating several new positions. Staff was increased in the Inspectional Services Department with the addition of two new inspectors and a Zoning Review Planner. A paralegal was added to the Law Department Staff, an Accounting Analyst to the Auditing Department, and the language liaisons were upgraded from part-time to full-time status. These positions are detailed in the departmental budgets.



## Public Safety

The Public Safety budget increased by \$1,062,512 or 2.8%. The majority of this increase is due to collective bargaining step increases. A new mechanic position was created in the Fire Department; one new fire alarm operator position was added to Fire Alarm; and the ADA Coordinator was transferred to the Health and Human Services Department.

## Culture and Recreation

The Culture and Recreation budget increased by only 1.5% or \$52,868. Again most of this increase is due to collective bargaining salary increases and the wage adjustment for non-union employees.

## Public Works

The Public Works Budget increased by \$128,528 an increase of less than 1%. Reductions were made in Ordinary Maintenance Accounts and appropriations decreased in the Sanitation Division due to a drop off in the amount of trash tonnage collected.

## Pension and Fringe

After transitioning to the State's Group Insurance Commission the City has continued to see very low premium increases. In 2013 the increase was 1.43%; in 2014 the increase was 3.5%; and in FY2015 the increase is projected to be 1%. The City's pension funding rose 8.1% after a new actuarial valuation was conducted in the spring of 2014. In total the Pension and Fringe appropriation decreased by \$244,304 as the City decided to apply \$1.3 million from the Health Claims Trust Fund to mitigate the increase.

## Debt Service

The City's debt service obligations rose by \$983,230 in FY2015 for a total budget of \$10,655,954. More information on the City's debt service and capital projects planning can be found in the Capital Investment Plan 2014-2018.



# APPROPRIATION OVERVIEW

## School Department

The School Department's appropriation increased by \$3,726,697 to \$60,317,201 in FY2015. This school year will see many enhancements within the Somerville schools. For greater detail please see the Department's FY2015 Budget, but included below is a brief summary of some of the School Department's enhancements:

- New SPS/Head Start classroom partnership at Healey School
- Developing innovative early childhood network with Tufts-STELLAR program
- Recruiting new early education director
- Additional reading support for Argenziano and Healey Schools
- New ELL program liaison
- Expanding special needs teaching staff

The table below summarizes staffing changes within the School Department.

Staffing Changes	Teachers	Support/Other	Total
Early Education Director		1	1
Capuano ECC Assistant Principal		1	1
SPS/Head Start Partnership	1	2	3
SFLC Program Liaison		1	1
Elementary Reading Teachers	1		1
Special Education	4	1	5
Data Analyst		.6	.6
New Elementary Classrooms	3		3
<b>Total FTE</b>	<b>9.0</b>	<b>6.6</b>	<b>15.6</b>

## State Assessments

The State has assessed Somerville for an additional \$1,060,458. The State's full assessment is \$13,467,279. The increase in State Assessment can be attributed to a substantial rise in Charter School Tuition.

# APPROPRIATION OVERVIEW

FY14 budget including  
any supplemental  
appropriations in FY14

Proposed budget  
for FY15

**SAMPLE BUDGET TABLE:**

DEPARTMENT NAME	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 PROPOSED	% CHANGE
LINE ITEM PERSONAL SERVICES	100.00	100.00	70.00	100.00	
<b>PRIME PERSONAL SERVICES ACCT</b>	<b>100.00</b>	<b>100.00</b>	<b>70.00</b>	<b>100.00</b>	<b>0.0%</b>
LINE ITEM ORDINARY MAINTENANCE	-	10.00	3.00	10.00	
LINE ITEM ORDINARY MAINTENANCE	10.00	10.00	5.00	10.00	
LINE ITEM ORDINARY MAINTENANCE	200.00	200.00	200.00	200.00	
LINE ITEM ORDINARY MAINTENANCE	-	50.00	-	50.00	
<b>PRIME ORDINARY MAINT. ACCT</b>	<b>210.00</b>	<b>270.00</b>	<b>208.00</b>	<b>270.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>310.00</b>	<b>370.00</b>	<b>278.00</b>	<b>370.00</b>	<b>0.0%</b>

Total spent  
in FY13

Total spent or  
encumbered as  
of 5/1/14

% difference from FY14  
budget (column 3) to  
FY15 proposed budget

## THE ROLE OF CITY OFFICIALS

As required by Massachusetts General Law, Chapter 44, Section 32, the Mayor must submit to the Board of Aldermen within 170 days after the annual organization of the city government an annual budget which shall be a statement of the amounts recommended for proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each officer, department or undertaking for which an appropriation is recommended:—

- (a) salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
- (b) ordinary maintenance not included under and which shall also include debt and interest charges matured and maturing during the next fiscal year,
- (c) proposed expenditures for other than ordinary maintenance, which includes special items and departmental capital.

The Board of Aldermen votes an appropriation for each Prime Account (Personal Service, Ordinary Maintenance, Special Items, and Capital Outlay) in each City Department. The Board of Aldermen may by majority vote reduce or reject any amount recommended in the annual budget.

The School Committee votes an annual budget and submits the budget to the Mayor and the Board of Aldermen. The School Budget is included in the overall annual budget submission to the Board of Aldermen.

## **APPROPRIATION OVERVIEW**

The Mayor and the Board of Aldermen may reduce the bottom-line School Department budget but have no authority to reduce individual line items.

State Assessments and Overlay Reserve are not appropriated. The legal appropriation order does not include these items. The budget presentation includes these items to provide a complete picture of all sources and expenditures of the General Fund.

# 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	283,235.04	284,922.00	284,922.00	0.0%
ORDINARY MAINTENANCE	38,016.58	40,660.00	40,660.00	0.0%
GENERAL FUND EXPENDITURES	321,251.62	325,582.00	325,582.00	0.0%

## BUDGET:

BOARD OF ALDERMEN	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	283,235.04	284,922.00	237,434.60	284,922.00	
<b>SUB-TOTAL PERSONAL SVS.</b>	<b>283,235.04</b>	<b>284,922.00</b>	<b>237,434.60</b>	<b>284,922.00</b>	<b>0.0%</b>
(524034) R&M – SERVICE	-	500.00	-	500.00	
(530011) ADVERTISING	952.00	2,000.00	750.00	1,400.00	
(534003) POSTAGE	-	100.00	-	100.00	
(542000) OFFICE SUPPLIES	837.71	800.00	1,152.30	1,400.00	
(542001) STATIONERY	405.00	800.00	-	800.00	
(542005) OFFICE EQUIPMENT	-	400.00	-	400.00	
(542008) BOOKS &	1,380.34	960.00	624.05	960.00	
(549000) FOOD SUPPLIES	99.90	600.00	600.00	600.00	
(558011) FLOWERS & FLAGS	-	-	481.00	-	
(578021) DIRECT EXPENSE	34,341.63	34,500.00	28,750.00	34,500.00	
<b>SUB-TOTAL ORDINARY MAINT.</b>	<b>38,016.58</b>	<b>40,660.00</b>	<b>32,357.35</b>	<b>40,660.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>321,251.62</b>	<b>325,582.00</b>	<b>269,791.95</b>	<b>325,582.00</b>	<b>0.0%</b>

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ALDERMAN AT LARGE	CONNOLLY, JOHN M.	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	ROSSETTI, MARY JO	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	SULLIVAN, DENNIS M.	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	WHITE, JR., WILLIAM A.	2,083.33	24,999.96	24,999.96
ALDERMAN WARD I	MCLAUGHLIN, MATTHEW C.	2,083.33	24,999.96	24,999.96
ALDERMAN WARD II	HEUSTON, MARYANN M.	2,083.33	24,999.96	24,999.96
ALDERMAN WARD III	MCWATTERS, ROBERT J.	2,083.33	24,999.96	24,999.96

## BOARD OF ALDERMEN

ALDERMAN WARD IV	LAFUENTE, TONY G.	2,083.33	24,999.96	24,999.96
ALDERMAN WARD V	NIEDERGANG, MARK	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VI	GEWIRTZ, REBEKAH L.	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VII	BALLANTYNE, KATJANA	2,083.33	24,999.96	24,999.96
CLERK	LONG, JOHN	826.83	9,921.96	9,921.96

# CLERK OF COMMITTEES

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	57,074.56	56,244.00	56,244.00	0.0%
ORDINARY MAINTENANCE	651.86	1,000.00	1,000.00	0.0%
GENERAL FUND EXPENDITURES	57,726.42	57,244.00	57,244.00	0.0%

## BUDGET:

CLERK OF COMMITTEES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	57,074.56	56,244.00	40,987.91	56,244.00	
<b>SUB-TOTAL PERSONAL SVS.</b>	<b>57,074.56</b>	<b>56,244.00</b>	<b>40,987.91</b>	<b>56,244.00</b>	<b>0.0%</b>
(542001) STATIONERY	-	250.00	-	250.00	
(549000) FOOD SUPPLIES	651.86	750.00	-	750.00	
<b>SUB-TOTAL ORDINARY MAINT.</b>	<b>651.86</b>	<b>1,000.00</b>	<b>-</b>	<b>1,000.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>57,726.42</b>	<b>57,244.00</b>	<b>40,987.91</b>	<b>57,244.00</b>	<b>0.0%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CLERK OF COMMITTEES	DURHAM, ROSITHA	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

# EXECUTIVE ADMINISTRATION

## MISSION STATEMENT:

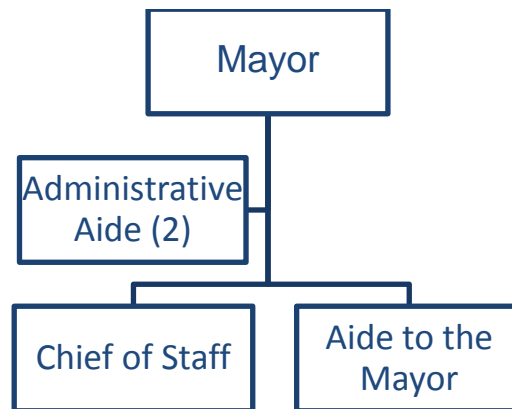
The City of Somerville strives to provide the most responsive and responsible public service in support of a safe, healthy, thriving community. We embrace innovation, foster maximum citizen participation in government, and practice sound fiscal management. We believe Somerville should be an attractive, 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	449,250.84	427,003.00	433,611.00	1.5%
ORDINARY MAINTENANCE	56,774.26	62,900.00	62,900.00	0.0%
SPECIAL ITEMS	130,435.00	175,000.00	166,500.00	-4.9%
GENERAL FUND EXPENDITURES	636,460.10	664,903.00	663,011.00	-0.3%

## CHANGES BETWEEN FY2014 AND FY2015:

- Differences in salaries are due merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## FY2015 GOALS:

**Goal 1: [Education]** Provide High-Quality Education Opportunities to Meet the Needs of our Students and our Community

# EXECUTIVE ADMINISTRATION

**Goal 2: [Quality of Life]** Celebrate Somerville as an Exceptional Place to Live, Work, Play, and Raise a Family

**Goal 3: [Safe Neighborhoods]** Protect and Support Residents and Visitors

**Goal 4: [Fiscally-sound Management]** Maximize Return on Taxpayer Dollars

**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 and 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	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	449,250.84	427,003.00	343,565.46	433,611.00	
<b>SUB-TOTAL PERSONAL SVS.</b>	<b>449,250.84</b>	<b>427,003.00</b>	<b>343,565.46</b>	<b>433,611.00</b>	<b>1.5%</b>
(524034) R&M - SERVICE	1,254.66	4,000.00	-	4,000.00	
(530000) PROF & TECH SVS	1,175.50	3,000.00	1,050.50	3,000.00	
(534003) POSTAGE	83.64	100.00	169.65	100.00	
(538005) PHOTOGRAPHY	-	750.00	658.80	750.00	
(542000) OFFICE SUPPLIES	3,689.37	3,000.00	2,158.24	3,000.00	
(542001) STATIONERY	2,200.00	3,000.00	1,444.59	3,000.00	
(542002) PHOTOCOPYING	-	300.00	-	300.00	
(549000) FOOD SUPPLIES	11,882.13	13,000.00	10,958.57	13,000.00	
(558004) MAGAZINES/SUBSCRI	-	500.00	500.00	500.00	
(558011) FLOWERS & FLAGS	428.21	500.00	1,387.00	500.00	
(558012) BADGES	2,408.84	2,250.00	2,250.00	2,250.00	



## EXECUTIVE ADMINISTRATION

EXECUTIVE ADMINISTRATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(571001) IN STATE CONFERENCES	-	500.00	-	500.00	
(572000) OUT OF STATE	218.91	-	-	-	
(573000) DUES AND MEMB	33,433.00	32,000.00	33,616.00	32,000.00	
<b>SUB-TOTAL ORDINARY MAINT</b>	<b>56,774.26</b>	<b>62,900.00</b>	<b>54,193.35</b>	<b>62,900.00</b>	<b>0.0%</b>
(512002) SUMMER YOUTH	118,560.00	175,000.00	125,358.00	166,500.00	
(530000) PROF. & TECH. SVC.	-	-	8,000.00	-	
(578022) DISPATCH STUDY	11,875.00	-	-	-	
<b>SUB-TOTAL SPECIAL ITEMS</b>	<b>130,435.00</b>	<b>175,000.00</b>	<b>133,358.00</b>	<b>166,500.00</b>	<b>-4.9%</b>
<b>TOTAL</b>	<b>636,460.10</b>	<b>664,903.00</b>	<b>531,116.81</b>	<b>663,011.00</b>	<b>-0.3%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
MAYOR	JOSEPH A. CURTATONE	2,788.47	145,558.13	145,558.13
CHIEF OF STAFF	DANIEL HADLEY	1,882.13	98,247.19	98,247.19
AIDE TO THE MAYOR	OMAR BOUKILI	1,600.00	83,519.92	83,519.92
ADMINISTRATIVE AIDE	NANCY AYLWARD	1,093.44	57,077.32	57,077.32
ADMINISTRATIVE AIDE	VERONICA GEE	942.68	49,208.01	49,208.01

# SOMERSTAT: MAYOR'S OFFICE OF INNOVATION & ANALYTICS

## MISSION STATEMENT:

To better understand our City government and community, to improve performance, and to help drive innovation locally using data-driven methods. With the office's flagship performance management program, SomerStat regularly collaborates with departments to analyze and enhance overall performance, identify efficiencies and cost savings, and craft policies that improve our City. In tandem, our Performance Budgeting program works with departments across local government to develop and manage the City's budgetary processes. Moreover, SomerStat continually works to spur community innovation with programs and projects focusing on areas like resident wellbeing, adaptive leadership, data transparency, and systems change, to name a few.

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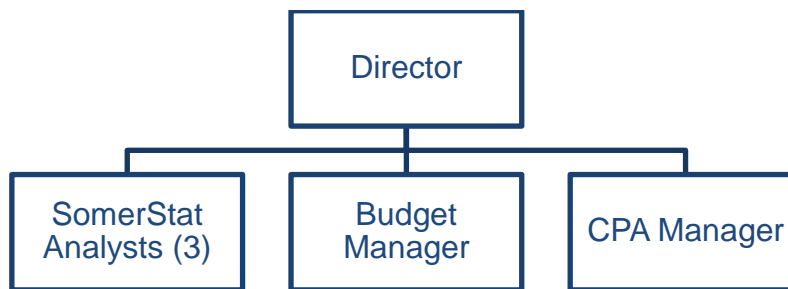
ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	398,332.70	338,813.00	343,312.00	1.3%
ORDINARY MAINTENANCE	20,080.59	22,840.00	16,800.00	-26.4%
GENERAL FUND EXPENDITURES	418,413.29	361,653.00	360,112.00	-0.4%

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## CHANGES BETWEEN FY2014 AND FY2015:

- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
- 

## DEPARTMENT ORGANIZATION:



# SOMERSTAT: MAYOR'S OFFICE OF INNOVATION & ANALYTICS

## PREVIOUS YEAR REVIEW

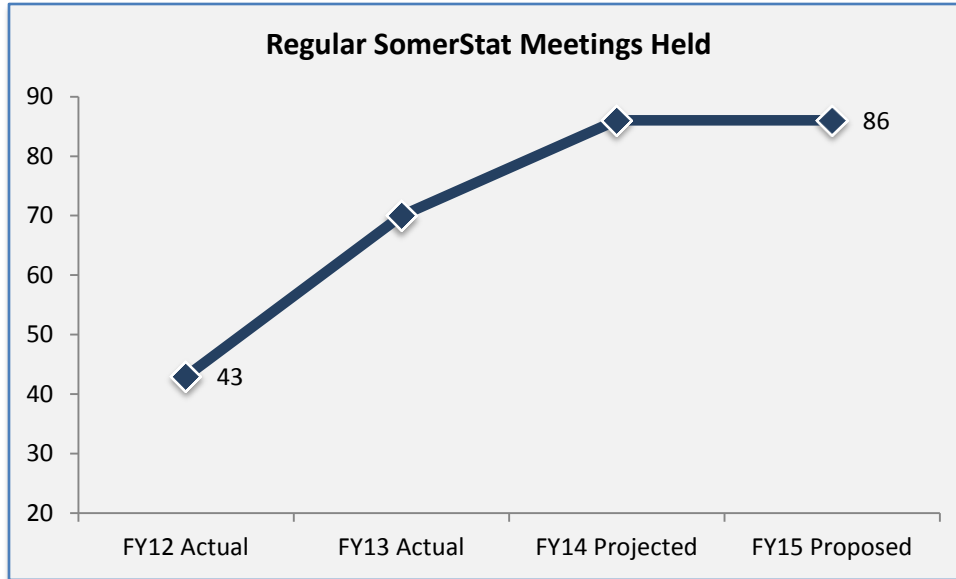
### FY2014 ACCOMPLISHMENTS:

- Spearheaded the effort to replace all streetlights with LED technology, which is expected to save **\$200,000** annually on top of the \$500,000 that is saved by purchasing the lights from NSTAR.
- Began programming software to help prioritize preventive maintenance of Somerville's roadways. If done correctly, this could help the City avoid **millions** of dollars in street repairs.
- Discovered an error in the Ch. 90 formula used by MassDOT which could bring in an additional **\$60,000** annually when corrected.
- Saved **\$25,000** per year by programming a data-rich website with key indicators instead of contracting with a software developer.
- Managed skilled volunteers, who performed approximately **\$40,000** worth of work for free.
- Performed critical data analysis on pedestrian collisions, property values, solid waste, parking tickets, heroin abuse, arson, family development, building permits, and capital planning, to name a few.
- Successfully completed the City's FY14 Operating Budget in a timely manner.
- Conducted a second happiness and neighborhood satisfaction survey.
- Collaborated to launch innovative community initiatives, including Happathon, Community System Indicators Dashboard, and NEXUS (Somerville's Network for Exploring & Understanding Systems).

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Regular SomerStat meetings held	43	70	86	86
New analytic methods used	1 (regression analysis)	2 (GIS spatial analysis, SWOT analysis)	3 (Systems mapping, Random forest, Knapsack)	3
Skilled volunteer hours overseen		800	900	900
Innovative programs launched	1 (Happiness)	2 (SAIL, MIMBY)	5 (Happathon, NEXUS, Community Budgeting, Community System Indicators Dashboard, PreventionStat)	3

# SOMERSTAT: MAYOR'S OFFICE OF INNOVATION & ANALYTICS



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Collaborate with other departments to streamline service delivery, identify cost savings, and enhance overall performance		
	Spearhead an effort to switch streetlights to LED technology	Nearly Complete
	Encourage and monitor other efforts to make the City's assets more energy efficient	Ongoing
	Provide financial analysis and consulting for key policy decisions, such as labor agreements, vendor contracts, capital planning, and project proposals	Ongoing
	Work with department heads to monitor overtime, sick time, and other variable spending	Ongoing
	Borrow cost-saving ideas from other governments and the private sector	Ongoing
	Simplify processes for capital requests and current contracts for departments, the Mayor, and the Board of Aldermen	New for FY15
	Find redundant program offerings and consolidate them, where possible	Ongoing
	Work with IT and Finance to offer more services online or in a convenient, streamlined format	New for FY15
	Prioritize capital requests using an advanced algorithmic approach	New for FY15
	Help departments make optimal decisions regarding the purchase, maintenance, and use of city vehicles	Ongoing
	Make a detailed review of renewable energy options, such as solar panels affixed to street lights	New for FY15

# SOMERSTAT: MAYOR'S OFFICE OF INNOVATION & ANALYTICS

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Continue to pursue consolidation strategies that would allow the City to save on its building maintenance costs	Ongoing
	Work with internal and external stakeholders to plan and implement key cross-functional City projects	New for FY15
Increase government transparency by sharing more data and analysis		
	Update the system indicators website ( <a href="http://www.somervillema.gov/dashboard">http://www.somervillema.gov/dashboard</a> ) with new data	New for FY15
	Create a new data portal based on the federal "Data.gov" model with datasets that are interesting to residents	New for FY15
	Continue releasing relevant reports to residents	Ongoing
Manage the City's budgetary processes		
	Develop annual operating budget	New for FY15
	Develop capital budget	New for FY15
	Work with Communications and other City offices to manage Community Budgeting processes	New for FY15
Use innovative analytic methods to better understand our community and improve resident satisfaction		
	Measure satisfaction and happiness for residents using a scientific survey	Complete
	Correlate data to other metrics, and use modeling tools to predict what policies will increase satisfaction	Complete
	Share the survey results and analysis with city departments, nonprofits, and elected officials	Complete
	Finish SafeStart update and continue to analyze pedestrian collision data	Complete
	Work with the police and fire analysts to continually monitor public safety hazards	Ongoing
	Automate analysis for key health data (e.g. rat sightings, crime/blight reports, emergency response time, etc.)	Partially complete
	Collaborate with community partners via the NEXUS initiative to model Somerville's family development system and identify key drivers of family satisfaction locally ( <a href="http://www.somervillema.gov/nexus">http://www.somervillema.gov/nexus</a> )	New for FY15
	Develop targeted policies to enhance levels of family satisfaction across our community	New for FY15

## BUDGET:

SOMERSTAT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	398,332.70	338,813.00	256,388.18	343,312.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>398,332.70</b>	<b>338,813.00</b>	<b>256,388.18</b>	<b>343,312.00</b>	<b>1.3%</b>

# SOMERSTAT: MAYOR'S OFFICE OF INNOVATION & ANALYTICS

SOMERSTAT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
530000 PROFESSIONL & TECHNCL SVC	14,500.00	21,240.00	3,090.00	15,000.00	
530011 ADVERTISING	70.00	-	-	-	
542000 OFFICE SUPPLIES	18.05	600.00	759.12	800.00	
542001 STATIONERY	60.00	-	-	-	
542004 COMPUTER SUPPLIES	-	500.00	-	-	
542005 OFFICE EQUIPMENT	-	500.00	-	500.00	
549000 FOOD SUPP & REFRESHMT	-	-	189.48	500.00	
571000 IN STATE TRAVEL	25.27	-	-	-	
578014 NEIGHBORHOOD IMP.	5,407.27	-	-	-	
<b>SUBTOTAL ORDINARY MAINT.</b>	<b>20,080.59</b>	<b>22,840.00</b>	<b>4,038.60</b>	<b>16,800.00</b>	<b>-26.4%</b>
<b>TOTAL</b>	<b>418,413.29</b>	<b>361,653.00</b>	<b>260,426.78</b>	<b>360,112.00</b>	<b>-.4%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SOMERSTAT DIRECTOR	STEWART, SKYE	1,584.96	82,734.91	82,734.91
BUDGET MANAGER	VACANT	1,287.79	67,222.64	56,920.64
SOMERSTAT SENIOR ANALYST	HARDING, JOHN	1,299.52	67,834.95	67,834.95
SOMERSTAT ANALYST	COSTA LEABO, STEFANIE	1,153.85	60,230.97	60,230.97
SOMERSTAT ANALYST	BARLOW, LEANNA	1,153.85	60,230.97	60,230.97
COMMUNITY PRESERVATION ACT MANAGER	MONEA, EMILY	1,471.16	76,794.35	15,358.87

# CAPITAL PROJECTS MANAGEMENT

## MISSION STATEMENT:

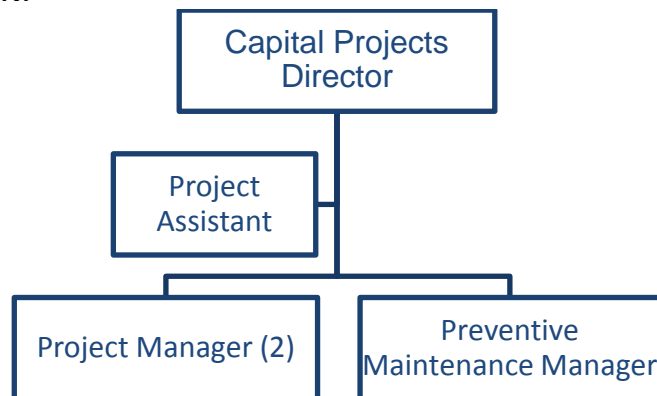
To oversee the renovation and new construction of City-owned buildings, currently consisting of 32 structures and 2.2 million square feet. In all of its work, the Capital Projects Department strives to be efficient and responsive to community needs, to enhance sustainable design and energy efficiency, and to improve safety and accessibility.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	199,251.70	371,190.00	349,184.00	-5.9%
ORDINARY MAINTENANCE	12,243.15	27,495.00	27,495.00	0.0%
CAPITAL	-	150,000.00	150,000.00	0.0%
GENERAL FUND EXPENDITURES	211,494.85	548,685.00	526,679.00	-4.0%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

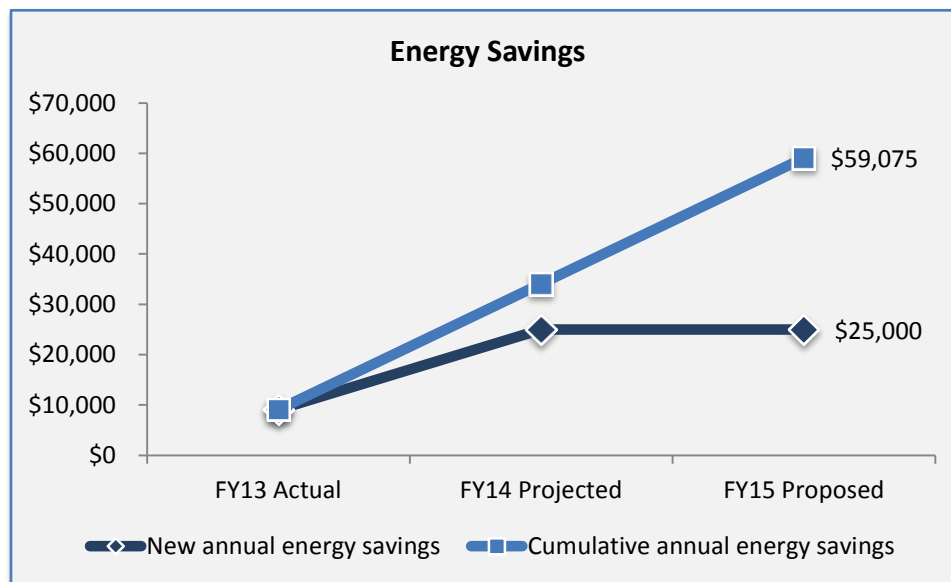
- Managed the \$350,000 replacement of the Somerville High School (SHS) atrium roof.
- Coordinated efforts for the SHS auditorium repair and began bid process.
- Coordinated specification, bid process, and work on the special education classroom at SHS.
- Prepared Statement of Interest for the MSBA on the renovation of SHS/construction of a new high school. MSBA selected the project to advance in the grant process.

# CAPITAL PROJECTS MANAGEMENT

- Secured \$75,000 in funding to implement energy efficiency upgrades at SHS and the West Somerville Neighborhood School, which are expected to reduce energy usage by over 90,000 KWH and save the City more than \$25,000 per year (a payback of less than 3 years).
- Addressed safety concerns with repairs to the Prospect Hill Monument.
- Closed out all remaining work on the Founders Ice Rink.
- Oversaw two studies on structural deficiency concerns at Engines 6 and 7 and began bid process.
- Oversaw feasibility and assessment study for the East and West Branch Library annexes.
- Oversaw structural study for an Arts Beacon on the SCAT building.

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Renovation/construction projects in process or completed	N/A	2	6	7
Studies and designs overseen	N/A	0	9	2
New annual energy savings	N/A	\$9,075	\$25,000	\$25,000
Cumulative annual energy savings	N/A	\$9,075	\$34,075	\$59,075



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Standardize and increase efficiency of capital projects operations.	
	Develop a standard RFQ and contract for designer services.	New for FY15
	Develop standard general conditions, bid form, and front end for Chapter 149 and 193 contracts.	New for FY15



# CAPITAL PROJECTS MANAGEMENT

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Develop standard RFQ and contract for owner's project manager for projects larger than \$1.5 million.	New for FY15
	Create a construction close-out list to ensure extra materials; as-builts, warranties/guarantees, etc. are in accordance with contract.	New for FY15
	Catalog components, uses, existing condition, and history of all City-owned buildings.	Ongoing
Oversee completion of renovation/construction projects that are fully funded and lay groundwork for unfunded projects.		
	Renovate SHS atrium roof	Complete
	Close out Founders Ice Rink	Complete
	Renovate special education room at SHS	Ongoing; scheduled for completion by September 2014
	Renovate SHS auditorium	Ongoing; bid process underway
	Coordinate effort to move forward MSBA grant proposal for high school.	Ongoing; MSBA advanced project to second round
	Install Arts Beacon at SCAT building	Ongoing; structural study complete
	Renovate East and West Branch Library annexes	Ongoing; feasibility and assessment studies complete
	Renovate Engine #6 apparatus floor	Ongoing; bid process underway
	Renovate Engine #7 brickwork and roof	Ongoing; bid process underway
	Replace Engine #3 residential trailer	New for FY15
	Repair North Wall at SHS	New for FY15
	Renovate Prospect Hill Tower	New for FY15
	Renovate City Hall	New for FY15
	Address drainage concerns at School Administration Building	New for FY15
	Conduct feasibility study for new public safety building	New for FY15
Utilize preventive maintenance to reduce costs and improve safety and quality of buildings.		
	Establish basic preventive maintenance plan for all City buildings in FY15, collaborating with Buildings and Grounds Division to identify preventive maintenance work that is currently underway.	New for FY15
	Gradually establish comprehensive preventive maintenance plan for all City buildings starting with newest buildings to protect warranties and guarantees.	New for FY15
	Research and implement preventive maintenance tracking software systems, collaborating with Constituent Services to determine if Intelligov is a viable option.	New for FY15
Enhance the sustainability and energy efficiency of City-owned buildings.		

# CAPITAL PROJECTS MANAGEMENT

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Develop a set of sustainability standards for new construction and renovation.	Ongoing
	Work with energy contractors to identify energy-saving projects, pursue funding for them, and implement them, prioritizing those with the shortest payback period.	Ongoing; projects funded and implemented at WSNS and SHS.
	Collaborate with Communications to inform the public about energy-efficiency projects and associated savings.	New for FY15
<b>Prioritize existing and new capital projects on a continuous basis.</b>		
	Develop forms for receiving capital project requests from department heads within a timeframe to meet the budget deadline.	Complete
	Collaborate with SomerStat to develop FY14 Five-Year Capital Plan.	Complete
	Collaborate with SomerStat and Finance to create an online, dynamic capital plan.	New for FY15

## BUDGET:

CAPITAL PROJECTS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	199,251.70	371,190.00	217,120.26	349,184.00	
<b>(0112351) EXEC-CPM PERSONAL S</b>	<b>199,251.70</b>	<b>371,190.00</b>	<b>217,120.26</b>	<b>349,184.00</b>	<b>-5.9%</b>
530000 PROFESSIONL & TECHNCL	7,730.00	20,000.00	6,195.00	20,000.00	
530006 ENGINEER'G/ARCHITCT'L	-	-	-	-	
534015 FEE	-	-	100.00	100.00	
538008 MOVING SERVICES	-	-	1,343.69	-	
542000 OFFICE SUPPLIES	830.92	1,500.00	999.97	1,500.00	
542001 PRINTING & STATIONERY	557.38	2,500.00	3,077.82	2,400.00	
542006 OFFICE FURNITURE NOT	2,217.50	-	-	-	
542007 COMPUTER EQUIPMENT	167.35	-	-	-	
558006 UNIFORMS	-	500.00	-	500.00	
571001 IN STATE CONFERENCES	-	1,500.00	-	1,500.00	
573000 DUES AND MEMBERSHIPS	740.00	1,495.00	580.00	1,495.00	
578007 REIMB OF LICENSES	-	-	-	-	
<b>(0112352) EXEC-CPM ORDINARY</b>	<b>12,243.15</b>	<b>27,495.00</b>	<b>12,296.48</b>	<b>27,495.00</b>	<b>0.0%</b>
530000 PROF & TECHNCL SVC	-	75,000.00	74,990.73	75,000.00	
530006 ENGINEER'G/ARCHITCT'L	-	75,000.00	51,651.25	75,000.00	

# CAPITAL PROJECTS MANAGEMENT

CAPITAL PROJECTS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
582002 BUILDING RECONSTRUC	-	-	6,600.00	-	
<b>(0112358) EXEC-CPM CAPITAL OU</b>	-	<b>150,000.00</b>	<b>133,241.98</b>	<b>150,000.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>211,494.85</b>	<b>548,685.00</b>	<b>362,658.72</b>	<b>526,679.00</b>	<b>-4.0%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CAPITAL PROJECTS DIRECTOR	VACANT	2,168.26	113,183.41	110,453.41
PROJECT MANAGER	NUZZO, ED	1,749.52	91,324.90	91,324.90
PROJECT MANAGER	VITELLO, STEPHEN	1,553.84	81,110.69	68,679.97
PREVENTIVE MAINTENANCE MANAGER	VACANT	1,538.46	80,307.61	24,918.61
PROJECT ASSISTANT	MITRANO, DEB	1,030.76	53,805.70	53,805.70

# SOMERPROMISE

## MISSION STATEMENT:

To improve the educational outcomes of Somerville's children and youth. The Somerville Promise Alliance is a community-wide effort that 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.

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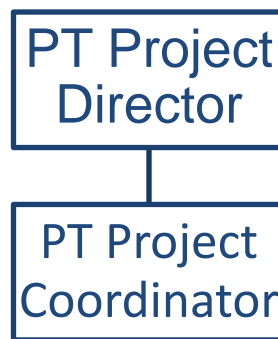
ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	69,370.04	75,000.00	76,193.00	1.6%
ORDINARY MAINTENANCE	101,192.18	120,000.00	120,170.00	0.1%
GENERAL FUND EXPENDITURES	170,562.22	195,000.00	196,363.00	0.7%

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## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
- 

## DEPARTMENT ORGANIZATION:



## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Early Education Partnerships: Birth to Grade 3 Alignment (to SPS in partnership with SomerPromise)	MA Department of Early Education & Care	\$200,000
Physical Education Program (PEP) (to SPS in partnership with SomerPromise)	United States Department of Education	\$1,399,006 over 3 years (\$613,554 in year 1)

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## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Supported submission of 3 grant applications
  - September: Tufts submitted a proposal to the Institute for Education Sciences for \$413,032 to address the early literacy achievement gap among low-income and dual language learners. Outcome: Denied funding. Based on high score, encouraged to reapply.
  - February: Somerville Public Schools submitted a proposal to the MA Department of Early Education and Care for \$200,000 over two years to support Birth through Grade 3 Alignment Efforts. Outcome: Proposal was fully funded in March.
  - April: Somerville Public Schools to submit a proposal for \$100,000 to USDA for a Farm to School grant that would improve food access, quality, and knowledge for SPS students and the community. Outcome: Pending.
- Co-authored *SomerReady: Creating a Citywide, Universal Kindergarten Readiness System* report aimed at guiding the City, Schools, and Community toward the development of an aligned, Birth-Grade 3 system to support children and families. Recommendations are beginning to be implemented.
- Supported efforts to develop a website to serve as an online portal for resources serving families, caregivers, and providers of children ages Birth-Grade 3. Launch expected by September.
- Continued building relationships and identifying strengths, needs, and opportunities among community stakeholders through cross-sector efforts to support young people and their families.
- Implemented cross-organization family engagement early literacy project. Partners included Mystic Learning Center, the Welcome Project, CAAS Head Start, SFLC, Shape Up Somerville, and Healey School.
- Continued acquisition and dissemination of research pertaining to collective impact, content knowledge in our priority areas, and of lessons learned from other cradle to career initiatives.
- Actively involved in ongoing meetings through the Early Childhood Advisory Council, the Shape Up Somerville Steering Committee, the Race to the Top Early Learning Challenge Grant Alignment Advisory Board, the English Language Learner Task Force, and the Tufts-led Integrated Data Systems project as well as other City, Schools, and Community-led cross-sector systems change work.
- Participated in reviewing CDBG grant proposals from organizations that work with low-income children, youth, families, and other residents. Through this work, we are moving toward better aligning funds with needs.
- Invited and sponsored to participate in 2 national conferences in Washington, D.C. through America's Promise Alliance (September and April). Focus of work centers on school readiness, early literacy, parent engagement, and supporting programs and efforts that increase graduation rates and college readiness.
- Conducted needs assessment of city and district-wide afterschool and out of school time opportunities for children and youth of all ages, with particular emphasis on the elementary and middle school years.

# SOMERPROMISE

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Vet and build collective impact model in Somerville so that the City, Schools, and Community work in concert to improve educational outcomes for Somerville’s children and youth.		
	Create working groups made up of knowledgeable stakeholders in our identified priority areas, with initial focus on factors affecting Kindergarten Readiness and Third Grade Reading Proficiency.	Ongoing
	Convene groups on an ongoing basis to identify children and youth needs, and the ability of the community to meet needs.	Ongoing
	Use data to determine scope of intervention, including the number of students to be served, intensity and duration of service(s), and cost.	Ongoing
	Develop shared understanding of the approach to a cradle to career initiative that SomerPromise is undertaking, increasing awareness of what systemic alignment of resources and priorities looks like (timeline, budget, evidence-based strategies), and building support for advancing this work.	Steady progress remains ongoing
	Improve how decision-making occurs across our cross-sector collaborative.	Ongoing
	Lead process of developing guiding principles and establishing criteria for how decisions are made.	New for FY15
Advance work on the development of a Birth-Grade 3 comprehensive plan		
	Participate in process to map current landscape of Birth-Grade 3 offerings, report on resources and gaps, and make recommendations for next steps.	Completed for FY14/Ongoing
	Collaborate with SPS, community, and consultants to carry out recommendations.	Ongoing
	Support the creation of a website that centralizes information about resources and services for families, caregivers, and childcare providers of children ages Birth-Grade 3.	Ongoing
	Support re-envisioned early childhood advisory council	Ongoing
	Strengthen and expand ASOST learning opportunities for pre-K to 3 <sup>rd</sup> grade students.	Ongoing
Align and mobilize resources to address the array of factors affecting student success		
	Advance work on the development of an Integrated Data System to allow information sharing and research that will identify and support students in need of additional services.	Ongoing
	Work with Tufts University and community stakeholders to build	Ongoing

# SOMERPROMISE

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	capacity (staffing, funding, infrastructure) to reach next phase of Integrated Data System project.	

## BUDGET:

SOMERPROMISE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	69,370.04	75,000.00	41,808.26	76,193.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>69,370.04</b>	<b>75,000.00</b>	<b>41,808.26</b>	<b>76,193.00</b>	<b>1.6%</b>
530000 PROF & TECHNICAL SVC	100,550.00	119,500.00	30,170.00	119,500.00	
542000 OFFICE SUPPLIES	199.96	200.00	132.06	200.00	
542008 BOOKS & BOOKBINDING	300.00	-	797.03	-	
549000 FOOD SUPPLIES &	142.22	300.00	-	300.00	
571001 IN STATE CONFERENCES	-	-	-	170.00	
<b>SUBTOTAL ORDINARY MAINT.</b>	<b>101,192.18</b>	<b>120,000.00</b>	<b>31,099.09</b>	<b>120,170.00</b>	<b>0.1%</b>
<b>TOTAL</b>	<b>170,562.22</b>	<b>195,000.00</b>	<b>72,907.35</b>	<b>196,363.00</b>	<b>0.7%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PROJECT DIRECTOR	DOHERTY, ANNA	883.62	46,125.06	46,125.06
COORDINATOR	SADOWSKI, KATHERINE	576.00	30,067.20	30,067.20

# COUNCIL ON AGING

## MISSION STATEMENT:

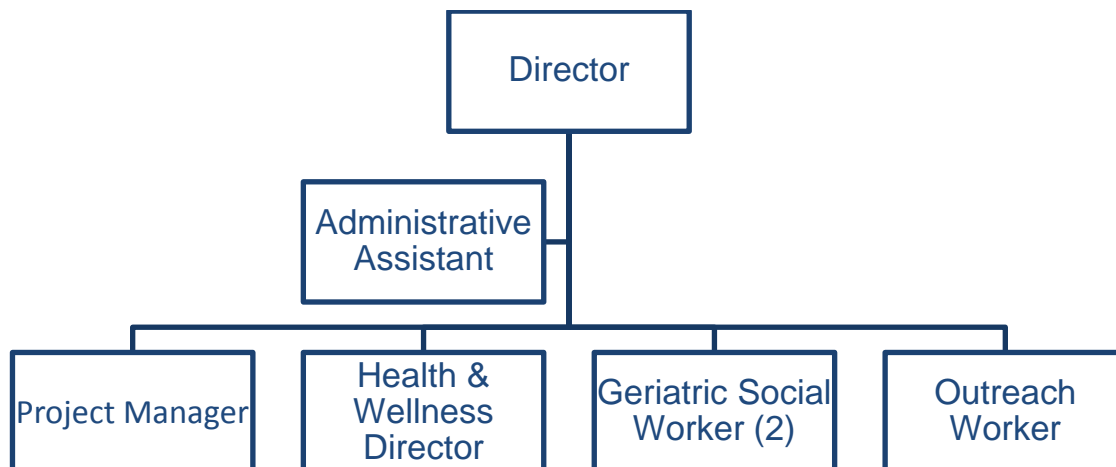
To enhance the lives of the older adult population and enrich the community at large. The COA is deeply committed to providing programs that reflect the health, wellness, and the diversity of our older adult population. We promote and support the concept of aging in place in our community. We promote 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	283,994.40	291,631.00	327,129.00	12.2%
ORDINARY MAINTENANCE	39,793.35	95,177.00	99,227.00	4.3%
GENERAL FUND EXPENDITURES	323,787.75	386,808.00	426,356.00	10.2%

## CHANGES BETWEEN FY2014 AND FY2015:

- Added a new part-time Outreach Worker to engage the older adult residents in our community.
- Other differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:





# COUNCIL ON AGING

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Title IIIB Transportation	Som. Camb. Elder Services	\$6,200
Title IIID Program Assistance	Som. Camb. Elder Services	\$7,316
Formula 14 Exec. Office of Elder Affairs	Exec. Office of Elder Affairs	\$78,080
Community Development Block Grant (CDBG)	City of Somerville	\$13,500

## PREVIOUS YEAR REVIEW

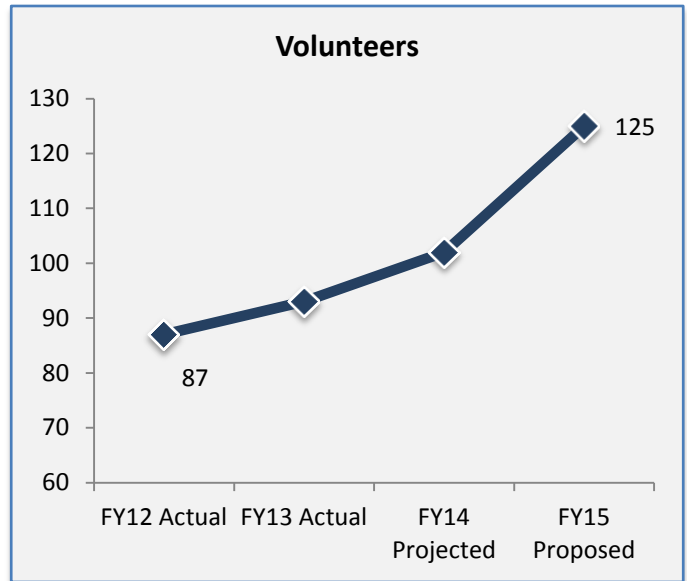
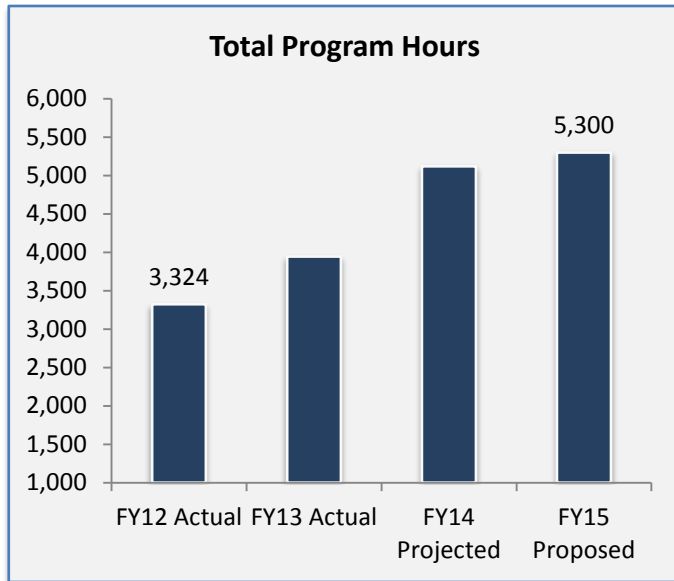
### FY2014 ACCOMPLISHMENTS:

- The “Fit 4 Life” Program has reached over 100 participants
- Added a nutritional fair and a multicultural fair
- Building the LGBT movies, dinner, and lunch programs
- Building a more active intergenerational program (e.g. symphony)
- Increased number of SHINE clients for Medicare, Medicaid, and Health Insurance
- Chosen to offer the National Council on Aging (NCOA) “Aging Mastery” program (out of 349 Massachusetts centers, Somerville was 1 of 9 that was selected and 1 of 15,000 across the country)
- Visited by a leading expert from Geneva, Switzerland to ask us to join his research in prompting this health initiative

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Total program hours	3,324	3,946	5,119	5,300
Volunteers	87	93	102	125
Newsletter signups	6,000	6,180	6,276	6,500
Exercise Program Participants	30	67	75	150
Garden Club Participants	8-10	15-20	20	25

# COUNCIL ON AGING



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Improve the health and wellness of Somerville Elders		
	Add 2 new exercise programs with Tufts medical students	Complete (67 participants working with the OT and PT students)
	Plant herbs, spices, and vegetables to use in our lunch program	Ongoing (15-20 ongoing participants in the Garden Club)
	Introduce quarterly therapeutic groups	Complete (30-35 participants in the Art Therapy and Music Conversation programs)
	Take senior centers on the road to community buildings (3 new programs)	Ongoing (75 participants)
	Develop a medical escort program utilizing community volunteers	Complete (10-15 participants in the Medical Escorts and Volunteer program)
	Hold monthly SHINE office hours in each of the three centers and during quarterly meetings	Ongoing (150 participants)
	Develop an "Sponsor a Senior" program that has scholarships for clients that cannot afford a program, training, or trip	Complete (5 scholarships have been awarded)

# COUNCIL ON AGING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Introduce the exercise program with isolated adults	New for FY15
	Hold 3 special LGBT extra activities a year (e.g. skating, dance)	New for FY15
	Hold class on self-defense with the Somerville Police Department	New for FY15
	Work with the Office of Elder Affairs to begin a “Keep Moving” program for outdoor walking with other COAs	New for FY15
Improve connection and communication with Somerville Elders		
	Increase the number of client emergency forms in a database for clients to update their information	Complete (increased completed client emergency forms to more than 250 and still collecting for FY14)
	Hold development talks with the Police and/or Fire department for safety tips 6-8 times a year	Complete/Ongoing (135 attended first 2 meetings)
	Create an Alzheimer’s registry with the Police department	New for FY15
	Create a hoarding task force with other city agencies	New for FY15
Help seniors find and maintain proper housing		
	Work with OSPCD’s Housing Division to facilitate “aging in place” opportunities among seniors	New for FY15
	Survey seniors to ascertain housing needs	New for FY15
Manage and enhance COA programming and events		
	Increase the “Fit 4 Life” program attendance to 150 members by spring of FY14	Ongoing
	Increase the programming and outreach to LGBT community members	Ongoing
	Increase program outreach efforts to attract under-represented residents, and create a welcome program for new retirees	Ongoing
	Reach 2,000 seniors with frailty testing program	New for FY15
	Build on the intergenerational program	New for FY15
	Hold annual multicultural fair	New for FY15

# COUNCIL ON AGING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Hold 16-week education program (two times per year)	New for FY15

## BUDGET:

COUNCIL ON AGING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	283,994.40	291,631.00	210,812.20	327,129.00	
<b>SUB-TOTAL PERSONAL SERVICES</b>	<b>283,994.40</b>	<b>291,631.00</b>	<b>210,812.20</b>	<b>327,129.00</b>	<b>12.2%</b>
524000 REPAIRS & MAINTENANC	-	125.00	100.00	1,000.00	
524034 MAINT CONTRACT-OFFC	250.00	450.00	270.00	450.00	
527001 RENTAL - BUILDINGS	25,899.73	78,877.00	34,822.90	78,877.00	
530000 PROFESSIONL &	550.00	800.00	-	800.00	
534003 POSTAGE	3,546.00	4,000.00	3,312.00	4,000.00	
542000 OFFICE SUPPLIES	766.64	1,200.00	1,137.39	2,000.00	
542001 PRINTING & STATIONERY	3,864.00	4,100.00	2,484.00	4,100.00	
549000 FOOD SUPP & RFRESHM	3,970.93	4,500.00	3,200.78	6,000.00	
558018 PROGRAM SUPP & MATL	946.05	1,125.00	193.98	2,000.00	
<b>SUB-TOTAL ORDINARY MAINT.</b>	<b>39,793.35</b>	<b>95,177.00</b>	<b>45,521.05</b>	<b>99,227.00</b>	<b>4.3%</b>
<b>TOTAL</b>	<b>323,787.75</b>	<b>386,808.00</b>	<b>256,333.25</b>	<b>426,356.00</b>	<b>10.2%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	HICKEY, CINDY	1,400.98	73,131.17	73,131.17
ADMINISTRATIVE ASSISTANT	LORENTI, CONCETTA	824.18	43,022.15	43,022.15
HEALTH & WELLNESS COORDINATOR	KOWALESKI, CHRISTOPHER	882.91	46,088.01	46,088.01
GERIATRIC SOCIAL WORKER	NORTON, SUZANNE	1,218.45	63,603.00	63,603.00
GERIATRIC SOCIAL WORKER	VACANT	594.36	31,025.59	31,025.59
PROJECT MANAGER	LOTTI, JANINE	739.20	38,586.24	38,586.24
OUTREACH COORDINATOR (PT)	BASTARDI, MAUREEN	606.75	31,672.35	31,672.35

# ARTS COUNCIL

## MISSION STATEMENT:

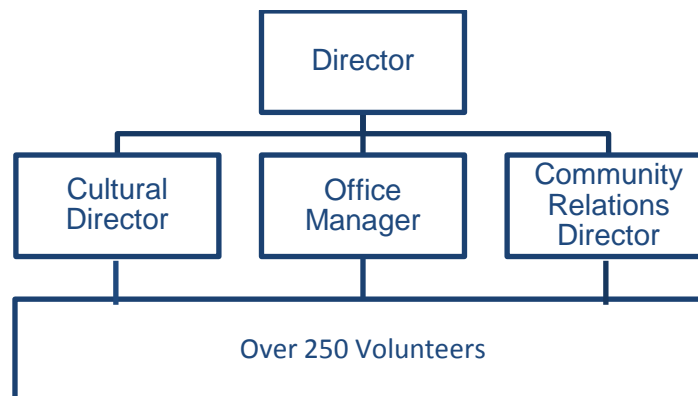
To cultivate and celebrate the creative expressions of the Somerville community. Through innovative collaborations and quality programming we work to make the arts an integral part of life reflective of our diverse city. In addition, the Arts Council is active in supporting local artists, cultural organizations,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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	139,980.76	223,883.00	235,528.00	5.2%
ORDINARY MAINTENANCE	99,719.79	111,000.00	138,000.00	24.3%
GENERAL FUND EXPENDITURES	239,700.55	334,883.00	373,528.00	11.5%

## CHANGES BETWEEN FY2014 AND FY2015:

- An increase in the Professional & Technical OM budget line has been included for civic programming.
- \$12,000 in Police Detail funding allocated for SomerStreets and other events has been transferred to the Arts Council budget from Communications & Community Engagement.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
LCC grant: re-grant funds to community	Mass Cultural Council	\$29,520
Operational support	Mass Cultural Council	\$5,500

# ARTS COUNCIL

ArtsUnion: support for cultural economic development in Union Square	Mass Cultural Council	\$19,175
Mystic mural program support	Somerville Housing Authority	\$3,000
Mystic mural program support	Eastern Bank Foundation	\$2,500
Arts advocacy project	MassCreative	\$2,500
Art in a Garden & Mystic mural prg support	CDBG	\$8,500
Business sponsorship for ArtBeat, ArtsUnion	Various local and regional businesses	\$19,225 (t/d 2/14)
Earned income from Council product development; books, dogtags, tours, t-shirts, programs; vendor fees	Council derived income	\$37,264 (t/d 2/14)
General individual donations from community	Individual donations	\$2,270 (t/d 2/14)
NEA Our Town Place Making grant for East Som	National Endowment for the Arts	\$50,000

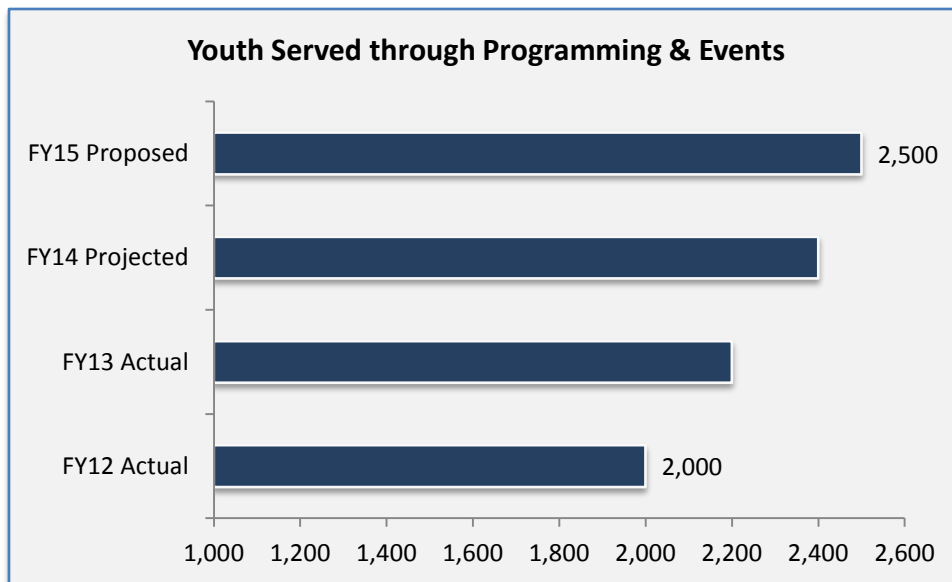
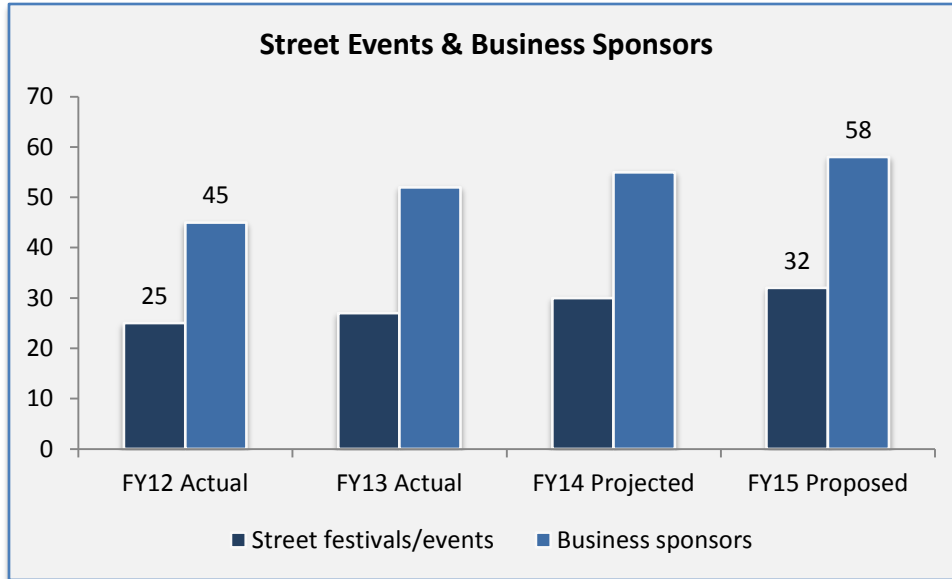
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Received a \$50K NEA Grant with East Somerville Main Streets for two year place making initiative.
- Launched an artist space needs analysis project using web technology.
- Completed a creative economy assets analysis and report with UMass Center for Policy Analysis, funded by a \$12K state grant.
- Developing a mobile Art Bus to better serve the community.
- Serving on the MBTA integrated art program for GLX and Union Square Advisory committee.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Street Festivals/events	25	27	30	32
Business sponsors	45	52	55	58
# of youth served through programs/events	2,000	2,200	2,400	2,500
Amount of outside financial support	N/A	N/A	\$ 131,000	\$135,000



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Develop a study to measure the asset base of the City's creative industry in terms of employment, wages, and tax base and compare 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.	Ongoing
Expand physical space infrastructure, increasing traditional (work & live/work) and non-traditional spaces (public spaces), thereby providing the creative community opportunities to expand their personal work, economic vitality,		

# ARTS COUNCIL

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
and engagement with the broader community.		
	Work with existing artist groups to identify artists willing to work together to purchase or lease additional commercial space.	Ongoing
	Create a web-based tool to track space needs within the arts community. Work with OSPCD to track commercial space available and to develop models to match artists' space needs with available space in the community.	Ongoing; we have developed a brokerage/needs program with OSPCD whereby data is continuously updated.
	Formalize a partnership with state agencies to help assist in this process.	Ongoing; plan to work with local developers in addition to gov't
	Work with the Brickbottom community to create a viable transformation of the waste transfer site.	New for FY15
	Launch the City's ArtBus to reach underserved neighborhoods with art programming.	Ongoing
To increase the City's social capital through civic and art programming with resident participation thereby providing a breadth of social engagement.		
	Continue to partner with other nonprofits and artist groups to expand our services and events.	Ongoing; working with East Somerville Main Streets for two year place making initiative.
	Leverage our OM budget to raise more money through grants and earned income to expand services.	Ongoing; see grants and revenue above; expanding to gain support for City's civic events like SomerStreets
	Fully integrate City's civic events, SomerStreets, Fireworks, etc. into department and expand private/business support.	Ongoing
	Maintain foundation and business support of our arts and cultural events and programs, thereby minimizing costs to City tax base.	Ongoing
To increase the City's cultural economic development and strengthen the City's brand as a creative community through expanded partnership with individual artists, artist groups, local businesses, and other city departments.		
	Continue to guide Union Square cultural economic development (ArtsUnion) toward a self-sustaining model.	Ongoing
	Continue our partnership with East Somerville Main Streets on their two year NEA place making project—"This is East..."	Ongoing
	Represent the City and Arts community via the Union Square Advisory Committee and the MBTA's GLX "integrated art" program.	Ongoing
To expand support of the City's diverse community, including individuals and local businesses, creating models by which their traditions can be supported, while showcasing their assets to a broader community.		
	Explore ways to expand support for culinary entrepreneurs of diverse backgrounds beyond cooking classes in partnership with Kitchen, Inc., and/or continue to forge partnerships with local culinary businesses and local immigrant communities.	Ongoing
	Continue our Intercambio language and culture exchange, which now partners with the Welcome Project, as an opportunity to	Ongoing



# ARTS COUNCIL

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	support cultural traditions within the city and to invite immigrants to be active cultural producers and participants.	
	Building on the success of ArtsUnion Nibble work, launch a tour and brochure to promote culinary culture and diversity in Magoun Square.	New for FY15

## BUDGET:

ARTS COUNCIL	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	139,980.76	223,883.00	180,312.72	235,528.00	
<b>SUB-TOTAL PERSONAL SVS.</b>	<b>139,980.76</b>	<b>223,883.00</b>	<b>180,312.72</b>	<b>235,528.00</b>	<b>5.2%</b>
(530000) PROF & TECH SVS	98,720.43	100,000.00	55,039.83	125,000.00	
(530018) POLICE DETAIL	-	-	-	12,000.00	
(542000) OFFICE SUPPLIES	999.36	1,000.00	1,000.00	1,000.00	
(585001) VEHICLES	-	10,000.00	4,900.00	-	
<b>SUB-TOTAL ORDINARY MAINT.</b>	<b>99,719.79</b>	<b>111,000.00</b>	<b>60,939.83</b>	<b>138,000.00</b>	<b>24.3%</b>
<b>TOTAL</b>	<b>239,700.55</b>	<b>334,883.00</b>	<b>241,252.55</b>	<b>373,528.00</b>	<b>11.5%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	JENKINS, GREGORY	1,379.78	72,024.52	72,024.52
CULTURAL DIRECTOR	STRUTT, RACHEL	1,125.04	58,727.26	58,727.26
COMMUNITY RELATIONS DIRECTOR	CAMPBELL, CARLENE	1,402.26	73,197.97	59,050.26
OFFICE MANAGER	BALCHUNAS, HEATHER	875.96	45,725.11	45,725.11

# CONSTITUENT SERVICES

## MISSION STATEMENT:

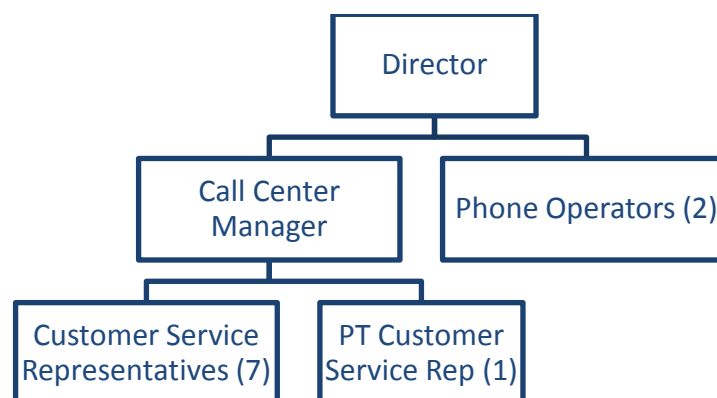
To deliver accurate, courteous, and easy customer service throughout the City. This goal is achieved through the management of five primary point-of-contact centers in the City: the 311 call center; the City Hall welcome desk; the City's switchboard operators; the customer service operators at the public 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	619,397.27	648,833.00	634,598.00	-2.2%
ORDINARY MAINTENANCE	7,371.56	21,850.00	45,250.00	107.1%
GENERAL FUND EXPENDITURES	626,768.83	670,683.00	679,848.00	1.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- Eliminated the System Coordinator role due to technological and staffing efficiencies.
- Increased part-time staffing funds to more efficiently respond to resident calls during high volume periods.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# CONSTITUENT SERVICES

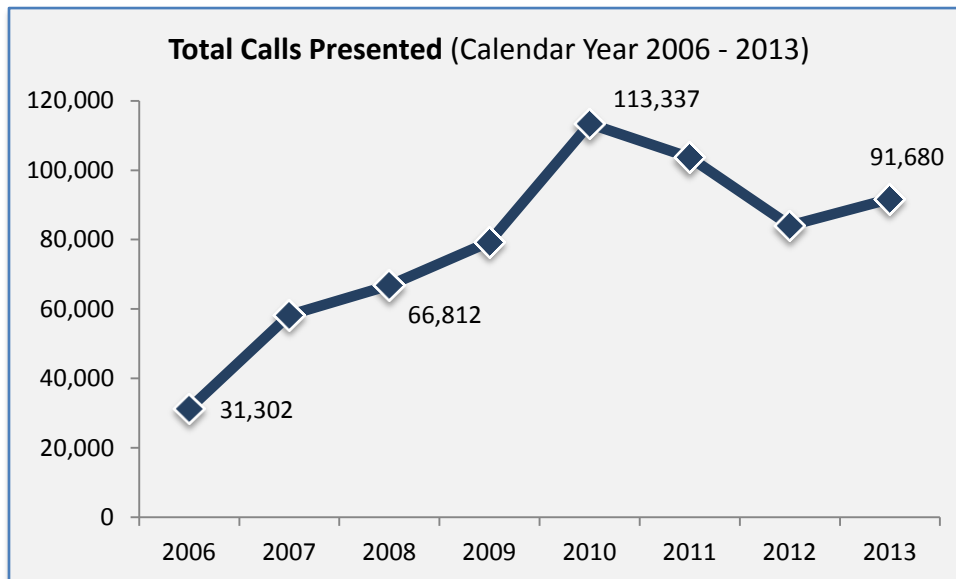
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

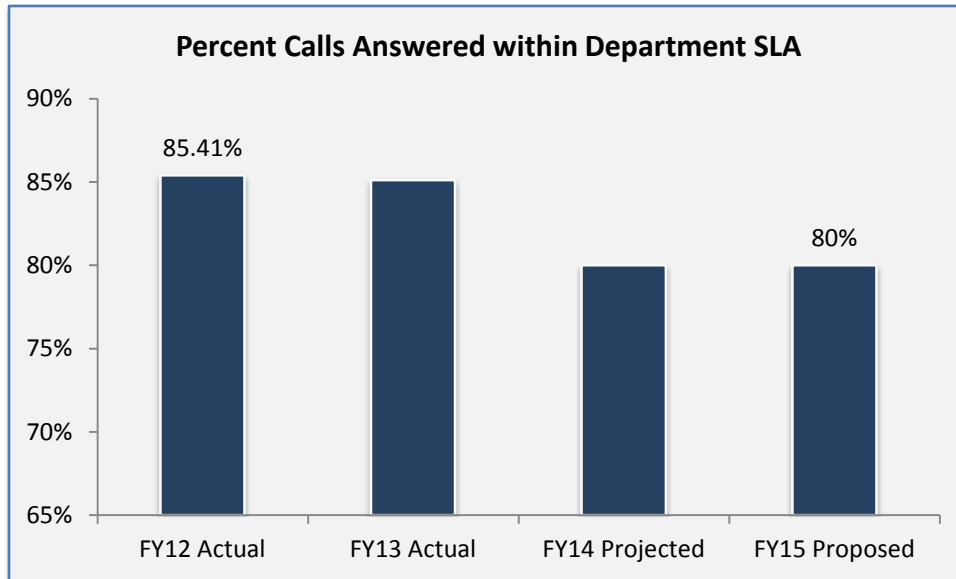
- Increased volume of 311 calls handled for 3 consecutive years
- Successfully launched new partnership with an after-hours answering service better suited to handle the volume of night and weekend calls with no increase to the budget.
- Published more 311 call center information than ever before, staying in line with our goals of open data and transparency.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Answer >80% of calls within department Service Level Agreement (SLA)	85.41%	85.12%	80%	80%
Average queue time of 20 seconds or less	15 sec	15 sec	<20 sec	<20 sec
Abandon rate of <3.5% of all calls to 311	3.5%	3.6%	3.5%	3.5%
Maintain an average handle time for all calls to 2 minutes or less	1:37	1:33	1:33	1:35



# CONSTITUENT SERVICES



## GOALS REVIEW:

Goal	Strategic Objective	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Increase outreach of 311 services		
	Drive traffic to the website through extended outreach and greater web visibility.	Ongoing. 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 to allow constituents to make service requests.	Phase 1 Complete, additional work is Ongoing. The City has signed on with the CIC grant funded Commonwealth Connect program that is launching this summer. This has allowed residents who use smart phones to connect with Somerville as well as with over 3 dozen additional cities in MA all from one app. However, manual input is still required by 311 reps for requests to be linked to our work order management system at this time.
	Improve workflow and performance of 311 requests and data.	Ongoing. 311 is working to release scorecards to the public with more information on departmental

# CONSTITUENT SERVICES

Goal	Strategic Objective	STATUS (Complete, Incomplete, Ongoing, New for FY15)
performance.		
Increase access to call center information for constituents.		
	Put more time sensitive information in the automated response tool on the City's phone system.	Ongoing. 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; IT is working on a solution.
Answer calls in a timely manner.		
	To meet our department goal of answering 80%+ of calls in 20 seconds or less, divert calls more quickly to a local call center, particularly during nights and weekends when there are a limited number of reps available. Review call data with in-house customer service agents, making them aware of their individual contributions to department performance.	Complete/Ongoing. Reconfigured SPD queue to route calls to backup answering service in under 1 minute, previous wait time was 2 minutes. Calls are not being transferred during normal business hours unless there is an emergency situation because City employees are best equipped to handle these calls.
Offer consistent, high-level customer service from 311 on a 24/7/365 basis.		
	Training for 311 staff on policies, procedures and any other pertinent information from all departments we assist in order to provide a quality experience during all constituent interactions.	Ongoing
	Strategic planning with afterhours answering service to ensure questions are answered correctly, and work orders are processed properly by courteous, professional call takers with strong working knowledge of City services.	Ongoing
	Provide training for constituent services staff on policies, procedures and any other pertinent information from all departments in order to deliver top quality experience to all constituent interactions.	New for FY15/Ongoing
	Meet or exceed department service levels and other key A.C.E. metrics without increasing cost of department operations.	Ongoing
Increase department performance.		

# CONSTITUENT SERVICES

Goal	Strategic Objective	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	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.	Incomplete
	Replace call monitoring software so that managers are able to more effectively supervise calls and provide better coaching and feedback to employees.	New for FY15
	Expand the use of the Commonwealth Connect app for users to make use of self-serve 311 work orders. The program launch has been successful overall, but there needs to be less redundancy.	Ongoing
	Meeting regularly with the Mayor's office, department staff and managers to ensure proper entry of work orders, as well as to identify new questions to ask for better data capturing which will facilitate faster and more efficient completion of requests.	Ongoing
	Identify new service requests that may be created to improve workflow.	New for FY15/Ongoing
	Explore new methods for constituent engagement to go along with our walk-in centers, call centers, mail, webmail, social media and mobile app.	New for FY15

## BUDGET:

CONSTITUENT SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	570,261.23	602,333.00	456,085.83	586,897.47	
(512000) SAL & WAGES TEMP	35,715.02	35,000.00	30,091.00	35,000.00	
(513000) OVERTIME	7,921.02	8,000.00	6,334.68	10,000.00	
(514006) LONGEVITY	2,800.00	2,800.00	1,400.00	2,000.00	
(519004) UNIFORM ALLOWANCE	700.00	700.00	700.00	700.00	
(519013) OTHER LUMP SUM	2,000.00	-	-	-	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>619,397.27</b>	<b>648,833.00</b>	<b>494,611.51</b>	<b>634,597.47</b>	<b>-2.1%</b>
(530000) PROF & TECH SVS	4,371.10	6,600.00	22,190.62	30,000.00	
(530008) EMPLOYEE TRAINING	-	5,000.00	-	5,000.00	
(534003) POSTAGE	-	1,000.00	-	1,000.00	
(542000) OFFICE SUPPLIES	2,525.46	5,000.00	4,607.62	5,000.00	

## CONSTITUENT SERVICES

CONSTITUENT SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(542001) PRINTING & STATIONERY	475.00	3,500.00	-	3,500.00	
(542006) OFFICE FURNITURE	-	750.00	-	750.00	
<b>SUBTOTAL ORDINARY MAINT.</b>	<b>7,371.56</b>	<b>21,850.00</b>	<b>26,798.24</b>	<b>45,250.00</b>	<b>107.1%</b>
<b>TOTAL</b>	<b>626,768.83</b>	<b>670,683.00</b>	<b>521,409.75</b>	<b>679,847.47</b>	<b>1.3%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	CRAIG, STEVE	1,624.58	84,803.08	84,803.08
CALL CENTER MANAGER	VIVEIROS, ELENA	1,030.22	53,777.48	53,777.48
CUSTOMER SERVICE REP I	COSTA, EILEEN	907.08	47,349.36	47,349.36
CUSTOMER SERVICE REP I	CONNELLY, LINDA	808.33	42,194.83	42,194.83
CUSTOMER SERVICE REP I	COOK, LORI	816.25	42,608.25	42,608.25
CUSTOMER SERVICE REP I	JOSEPH, WIDLINE	816.25	42,608.25	42,608.25
CUSTOMER SERVICE REP I	DUCASSE, BELIA	800.40	41,780.88	41,780.88
CUSTOMER SERVICE REP I	PERRONE, EMILY	824.18	43,022.20	43,022.20
CUSTOMER SERVICE REP I	MITCHELL, PAM	808.33	42,194.83	42,194.83
CUSTOMER SERVICE REP I	WRIGHT, HEATHER	816.25	42,608.25	42,608.25
OPERATOR, CITY HALL	DOUGLAS, NORMA	829.38	43,293.64	45,043.64
OPERATOR, CITY HALL	FELONI, MARLENE	764.22	10,699.08	42,709.88
		813.11	31,060.80	
CUSTOMER SERVICE REP (PT)	VACANT (NEW)	376.43	19,649.54	19,649.54

# OFFICE OF SUSTAINABILITY AND ENVIRONMENT

## MISSION STATEMENT:

To identify, implement and promote cost effective strategies to reduce the environmental impacts of Somerville's residents, businesses, and City government. 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.

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ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	151,268.24	156,584.00	155,867.00	-0.5%
ORDINARY MAINTENANCE	11,000.00	2,500.00	4,500.00	80.0%
GENERAL FUND EXPENDITURES	162,268.24	159,084.00	160,367.00	0.8%

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## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
- 

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

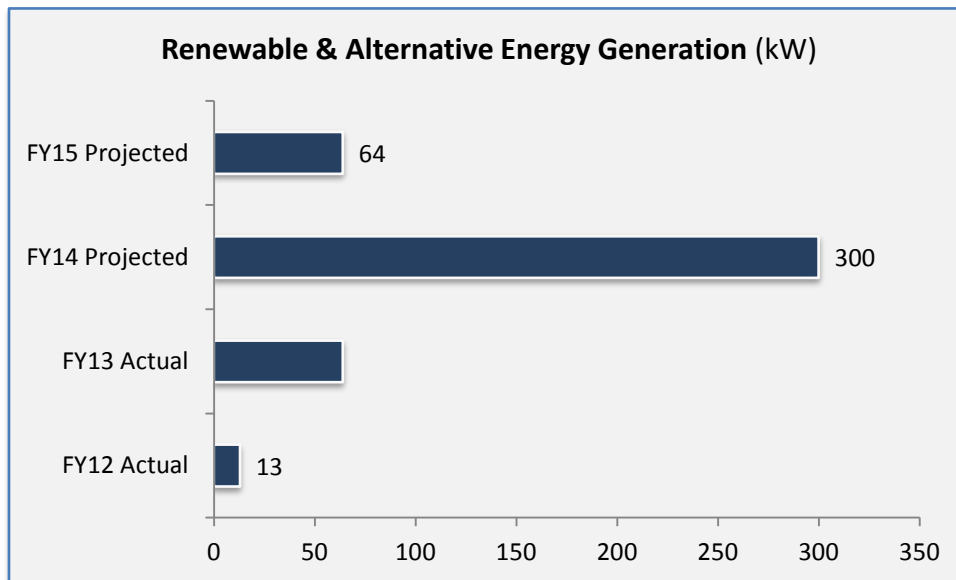
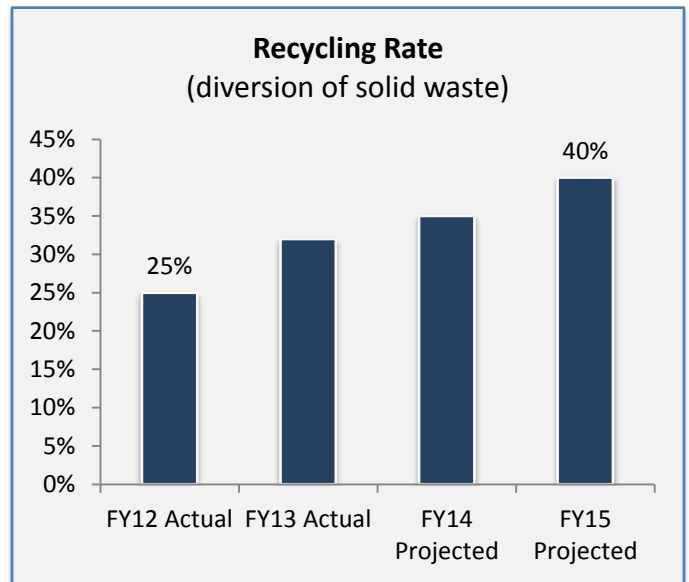
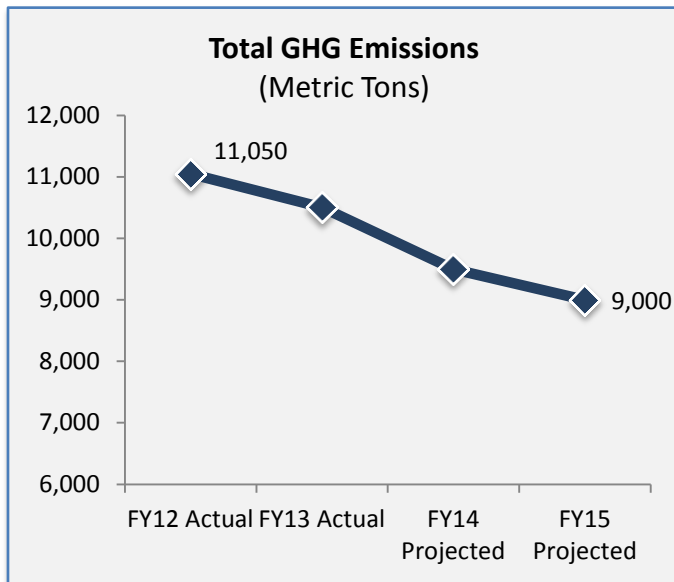
- Established electronics waste recycling program at the DPW, which is available weekdays for residents and businesses
- Developed a systems map relative to climate change adaptation and mitigation (CCAM) in Somerville
- Began the installation of LED street lighting across the City
- Collaborated with City departments to roll out a citywide uniform trash bin program



# OFFICE OF SUSTAINABILITY AND ENVIRONMENT

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Total GHG Emissions (Metric Tons)	11,050	10,500	9,500	9,000
Recycling Rate (diversion of solid waste)	25%	32%	35%	40%
Renewable and Alternative Energy Generation (kW)	13	64	300	64



# OFFICE OF SUSTAINABILITY AND ENVIRONMENT

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Find new resources to support city programs		
	Identify “low hanging fruit,” i.e., policy or operating changes that when made will result in net savings for the City in the short and medium term	Ongoing
	Actively seek new grant opportunities to support environmental and clean energy programs	Ongoing
Increase solid waste diversion rate		
	Expand Zero Sort Recycling to commercial and large residential buildings	Complete (150 new participants in recycling program)
	Reduce amount of hard-to-handle waste (e-waste, white goods, etc.)	Ongoing
	Implement a Solid Waste Reduction program to limit the amount of trash per unit	Ongoing
	Increase opportunities for residents and businesses to recycle hard-to-handle wastes	Complete
	Complete roll out of citywide solid waste program, which will ensure a new trash bin for each household in the City of a certain size	New for FY15
	Implement curbside composting pilot	New for FY15
Reduce the City of Somerville’s carbon footprint in line with the City’s goal to be Net Zero by 2050		
	Develop a performance contract to upgrade all City streetlights to LED or other energy saving technology	New for FY15
	Expand residents’ opportunities to improve energy efficiency in their homes through a partnership with NSTAR	Complete (over 500 audits and 60 retrofit projects completed)
	Expand residential EE program through innovative financing model, and partnership with OSPCD	Ongoing
	Increase the City’s use of renewable energy technologies on City property	Ongoing
	Engage city and community leaders on long range planning for climate change	Complete for FY14/Ongoing
Work toward achieving a Net Zero Emissions target by 2050		
	Complete greenhouse gas inventory	New for FY15
	Lay the groundwork for future planning efforts by performing a systems analysis of factors that impact the City’s long-term environmental sustainability	Complete
	Establish working group to develop strategy	New for FY15
	Engage all city departments, elected officials, and interested community partners in an ambitious planning effort that addresses	New for FY15

# OFFICE OF SUSTAINABILITY AND ENVIRONMENT

both adaptation and mitigation strategies for dealing with climate change

## BUDGET:

SUSTAINABILITY AND ENVIRONMENT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 PROPOSED	% CHANGE
(511000) SALARIES	151,268.24	156,584.00	125,986.56	155,867.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>151,268.24</b>	<b>156,584.00</b>	<b>125,986.56</b>	<b>155,867.00</b>	<b>-0.5%</b>
(521001) ELECTRICITY	-	1,500.00	-	3,000.00	
(530000) PROF & TECH SVS	11,000.00	-	-	-	
(534003) POSTAGE	-	50.00	-	50.00	
(542000) OFFICE SUPPLIES	-	500.00	-	1,000.00	
(542001) PRINTING & STATIONERY	-	200.00	-	200.00	
(542005) OFFICE EQUIPMENT	-	250.00	-	250.00	
<b>SUBTOTAL ORDINARY MAINT.</b>	<b>11,000.00</b>	<b>2,500.00</b>	<b>-</b>	<b>4,500.00</b>	<b>80.0%</b>
<b>TOTAL</b>	<b>162,268.24</b>	<b>159,084.00</b>	<b>125,986.56</b>	<b>160,367.00</b>	<b>0.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	SELLERS-GARCIA, OLIVER	1,584.96	82,734.91	82,734.91
ENVIRONMENTAL COORDINATOR	DESHPANDE, VITHAL	1,400.98	73,131.17	73,131.17

# COMMUNICATIONS & COMMUNITY ENGAGEMENT

## **MISSION STATEMENT:**

The Communications and Community Engagement (CCE) Department strives to use a broad and innovative range of communications channels and outreach initiatives to ensure that the greatest possible number of community members is reached with information on emergencies, programs, initiatives, events, public meetings, and services. The department also facilitates and encourages resident participation in all aspects of City government and community activities. While balancing the need to continue traditional outreach via print and local media, the department also provides constituents expanded access to government information and services via a range of outreach services from public meetings to eGovernment technologies including innovative web-based services, social media, and video streaming. In its efforts to inform and engage the community, the CCE Department aims to provide quality constituent service, enhance the quality of life within the city, and help city government be responsive to community needs.

## **The Department encompasses six core program areas. Their missions and services are as follows:**

### **Public Information/Media Relations/Intergovernmental Relations/Event Management:**

- Coordinate public emergency communications in with Fire, Police, Public Health, DPW and Water.
- Maintain, manage, and operate community alert system.
- Coordinate, schedule, and promote civic events and ceremonies.
- Develop and implement citywide public outreach/education campaigns for City initiatives.
- Via multiple communications channels, disseminate information on City services, policy decisions, initiatives, programs, meetings, events, and community activities to the community and BOA.
- Write and distribute media releases, coordinate press conferences, arrange media interviews, and respond to media and public queries.
- Support the Mayor's advocacy for City interests at the local, State, and Federal level and build collaborative ties to other cities, agencies, and institutions via speechwriting, presentation development, and advance coordination.
- Oversee and enforce the City's cable television franchises with Comcast and RCN.
- Facilitate responsive government and improved constituent services by answering constituent correspondence and ensuring it reaches and is acted upon by appropriate staff.

### **City Cable TV:**

- Make public meetings and community, school, and sports events accessible to the public.
- Share programming via cable television broadcast (City Cable TV and The Education Channel), live streaming video, videos on-demand, YouTube, social media, and other services.
- Produce civically oriented programming, public service announcements, and informational videos to improve access to government services, information, and decision makers.
- Keep public informed by programming and managing 24/7 electronic announcement "cable wheel."
- Manage cable connectivity and school intranet for the public schools.

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

## **Immigrant Outreach/SomerViva Language Liaison Program:**

- Facilitate the full participation of Somerville immigrants in the economic, civic, social, and cultural life of the City of Somerville.
- Inform diverse linguistic communities about City services and programs via a range of outreach and communication channels: radio, TV, public meetings, site visits, home visits, community bulletin board program, social media, web, etc.
- Provide one-on-one support to aid immigrants in navigating City services; provide referrals to community services.
- Assist departments citywide in better serving immigrant communities via language and cultural competency support.
- Host free citizenship clinics, develop leadership among immigrant communities, intensively facilitate engagement in public processes and all aspects of government, and celebrate the contributions of the immigrant community.

## **Civic Engagement/ResiStat:**

- Bring data-driven discussions and decision-making to residents and promote civic engagement via a range of innovative outreach.
- Maintain and provide daily management of city's main social media accounts and oversee social media citywide for more than 25 departmental social media programs.
- Provide citywide civic engagement, outreach, and meeting support to all departments.
- Host ResiStat community meetings, online chats, social media forums, MIMBY's, crowd funding, etc.
- Run Somerville Academy for Innovative Leadership.
- Respond to resident concerns and questions via meetings, social media, email, and the ResiStat blog, and ensure feedback is used to improve city services.
- Produce City newsletter providing citywide information on meetings, programs, and events.
- Make data on Somerville and city services accessible to the public through the ResiStat website.

## **Arts and Culture Programming and Support:**

- Provide significant organizational support for cultural/community events: including Weekend of Play, SomerStreets, annual tree lighting, Fitness Challenge, Spring Clean-Up, Riverfest, and Fluff Fest, etc.
- Via the Youth Arts Coordinator, provide free arts enrichment programs for youths and seniors and free community performances including
  - the Somerville Sunsetters,
  - the Council on Aging Moonlighters,
  - the Project Star performing arts summer camp,
  - the youth music writing and recording workshop,
  - support for the annual high school musical.

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

## City Website and Departmental Online Communications:

- Maintain City website, overseeing all content and development and supporting all City departments, to provide 24/7 constituent access to City information and online services.
- Provide technical and web development support citywide for departmental microsites and blogs.

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ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	52,354.49	237,787.00	322,339.00	35.5%
ORDINARY MAINTENANCE	11,676.65	31,875.00	24,825.00	-22.1%
GENERAL FUND EXPENDITURES	<b>64,031.14</b>	<b>269,662.00</b>	<b>347,164.00</b>	<b>28.7%</b>

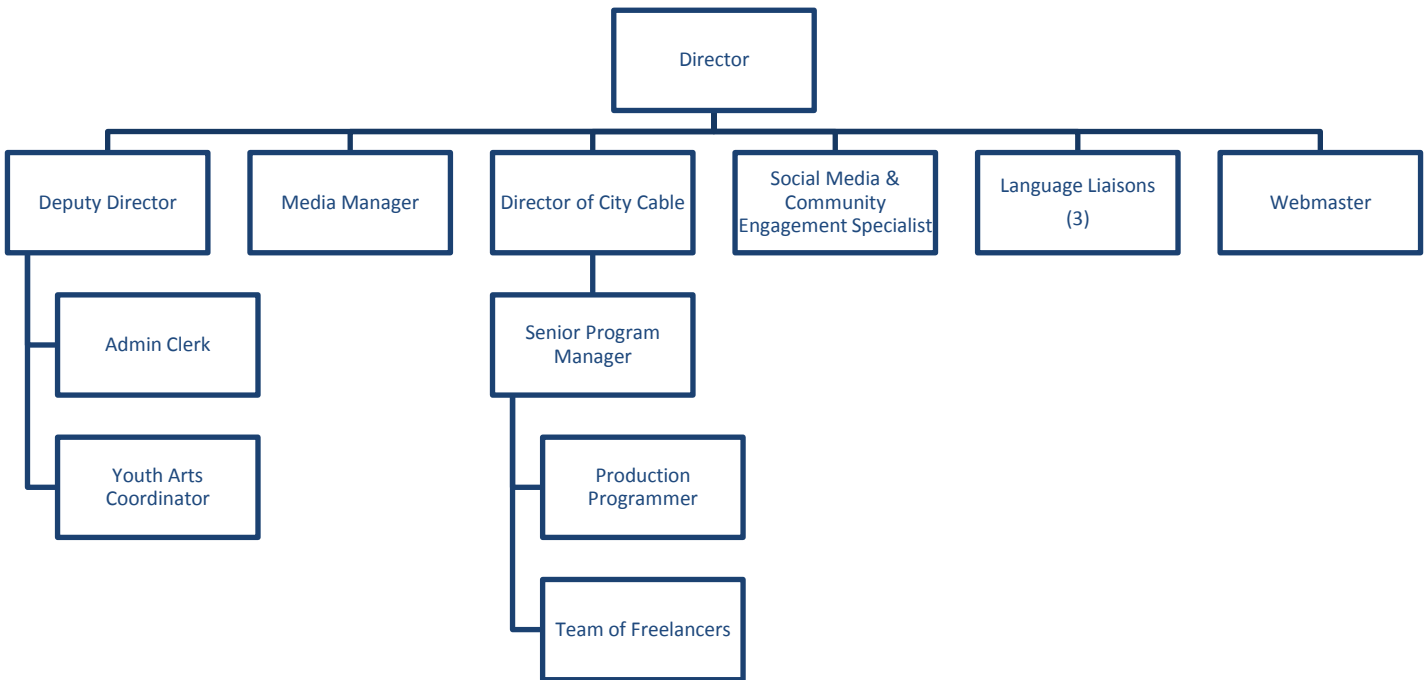
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## CHANGES BETWEEN FY2014 AND FY2015:

- The SomerViva Program had no designated budget in FY14. To fund event/meeting expenses including additional interpretation services, printing costs, on-site licensed childcare for parents attending public meetings, outreach materials (with multilingual information), and other supplies, as well as two cultural programs/events to celebrate and serve the immigrant community, this budget requests an additional \$4,000.
- A total of \$12,000 in Police Detail funding allocated for SomerStreets and other events now under the purview of the Arts Council has been moved to the Arts Council budget.
- Please note the CCE Department is funded via two budgets: the General Appropriations budget listed here and the Cable Telco Revolving Fund on **page 265**.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY14 ACCOMPLISHMENTS:

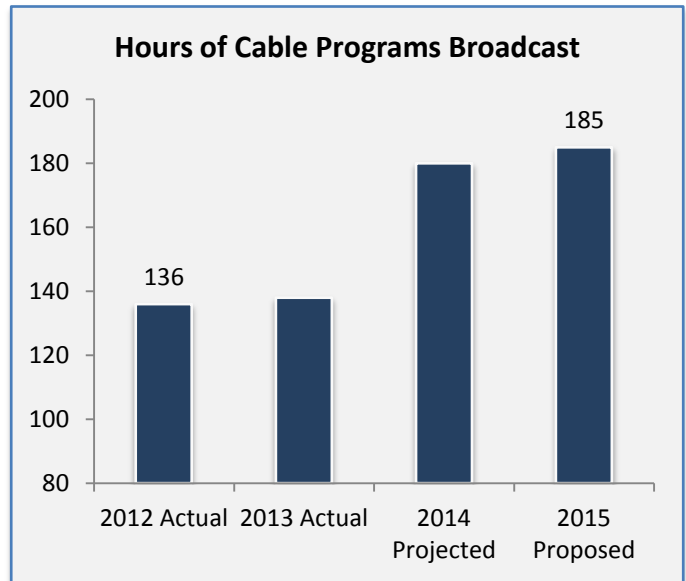
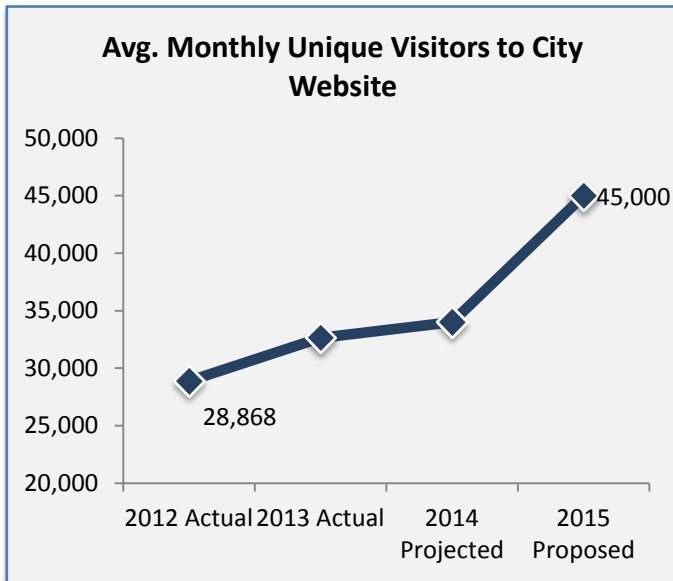
- Launched SomerViva Language Liaison Program, completed immigrant surveys, and implemented numerous new initiatives and outreach efforts serving immigrants based on survey feedback.
- Increased sign-ups to and usage of the Blackboard Connect alert system, City social media feeds, and the City/ResiStat newsletter.
- Via multi-pronged outreach strategy, successfully drove up attendance at wide range of community meetings and recruited diverse applicants from the public for City commissions, committees, and advisory groups including the Union Square Advisory Committee, the Community Preservation Committee, and the Curbside Composting Committee.
- Successfully renegotiated a new 10-year Cable Franchise contract with Comcast.
- Established cost-saving collaboration with Code for America for a full redesign of website in 2015 to increase usability and information access for residents and businesses.
- Developed plan for and began Phase I of modernization of City Cable facilities to current HDTV standards including the studio, broadcast, and production equipment and Aldermanic Chambers.
- Introduced multi-lingual programming to City Cable in Spanish, Portuguese, and Haitian Creole.

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

- Increased participation in the Moonlighters senior chorus by 50 percent (average age is 75) and in the Project Star free summer theater workshop by 30 percent.
- Increased social media reach to unprecedented levels including averaging individual total reach of 120,000 per month on [www.facebook.com/SomervilleCity](http://www.facebook.com/SomervilleCity).

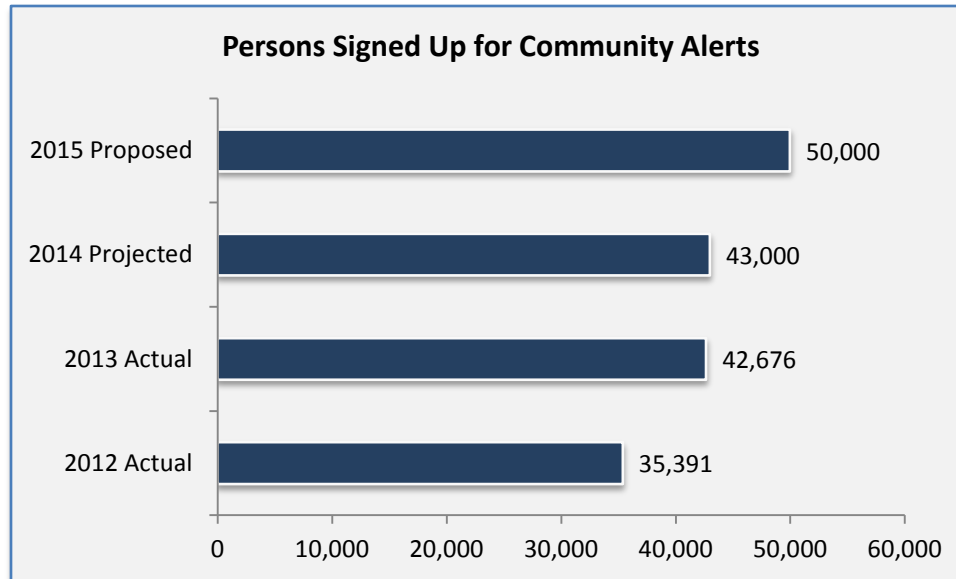
## PERFORMANCE METRICS:

MEASURE	CY 2012 ACTUAL	CY 2013 ACTUAL	CY 2014 PROJECTED	CY 2015 PROPOSED
Number of persons signed up for Community Alerts	35,391	42,676	43,000	50,000
Average monthly unique views City Facebook	26,863	78,137	25k-60k	25k-60k
Hours of cable programs broadcast	136	138	180	185
Average monthly unique visitors to City website	28,868	32,639	34,000	45,000
Newsletter subscribers	N/A	5,000	7,000	10,000





# COMMUNICATIONS AND COMMUNITY ENGAGEMENT



## GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Complete full redesign of City website.		
	Reorganize/update to improve ease of navigation and access to information and online services	Ongoing
	Modernize site to include mobile-friendly loading, integration of social media, improved calendar, etc.	Ongoing
	Collaborate with Code for America to create open source website code	New for FY15
Modernize and enhance City Cable services		
	Review programming with community and/or higher ed partner and enhance as appropriate	Complete
	Increase educational programming on Channel 15	Complete
	Upgrade studio to current high-definition (HDTV) standards	Ongoing; plan developed and vendor selected
	Launch upgrade process for Aldermanic Chambers	New for FY15
	Add content scrolls to identify programming onscreen for viewers	New for FY15
Improve communications to underserved populations		
	Establish Language Liaison Program serving immigrant populations.	Complete
	Develop new, innovative outreach initiatives for other underserved populations.	Complete

# COMMUNICATIONS AND COMMUNITY ENGAGEMENT

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Increase communications via local foreign-language radio	New for FY15
	Expand community bulletin board pilot to new locations	New for FY15
	Increase translation and outreach/engagement support to assist City departments in better serving immigrants	New for FY15
Enhance the communications capabilities of City government		
	Represent City goals, initiatives, services, and accomplishments through accurate, informative press releases, community notes, and presentations	Complete
	Partner with other departments to help open channels of communication between the City and residents/community members	Complete
	Further explore best practices for and enhance use of social media for emergency communications	Complete
	Introduce strategic use of new social media tools for community engagement and information sharing	Complete
	Add City-originated Spanish, Portuguese, and Haitian Creole CTY services as well as auto-translated services in other languages	New for FY15
	Work with the Board of Aldermen and other elected officials to explore new communications channels to enhance information flows between the Aldermen, their constituents, and City Hall.	New for FY15
Continue to grow robust ResiStat program		
	Expand reach of blog, newsletter, meetings, and social media	Complete
	Support open government data sharing efforts	Complete
	Continue to provide highly responsive and timely social media services	Complete
	Introduce Phase II of the Somerville Academy for Innovative Leadership	New for FY15

## BUDGET:

COMMUNICATIONS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	49,754.49	156,187.00	125,666.52	320,663.26	
512000 SALARIES & WAGES	-	75,000.00	47,845.00	-	
513000 OVERTIME	-	5,000.00	1,239.14	-	

## COMMUNICATIONS AND COMMUNITY ENGAGEMENT

COMMUNICATIONS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
514006 LONGEVITY	1,250.00	1,250.00	625.00	1,325.00	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	1,000.00	-	-	-	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>52,354.49</b>	<b>237,787.00</b>	<b>175,725.66</b>	<b>322,338.26</b>	<b>35.5%</b>
524006 REPAIRS-COMMUN.	-	300.00	-	300.00	
524034 MAINT CONTRACT-OFFC	-	400.00	-	400.00	
530000 PROFESSIONL & TECHNCL	-	-	967.50	2,000.00	
530008 EMPLOYEE TRAINING	-	-	500.00	1,500.00	
530011 ADVERTISING	-	-	-	-	
530018 POLICE DETAIL	8,642.00	20,000.00	3,568.32	3,000.00	
530020 FIRE DETAIL	-	-	722.00	2,000.00	
530029 CUSTODIAL DETAIL	-	-	-	-	
534003 POSTAGE	-	200.00	-	200.00	
534006 EXPRESS/FREIGHT	278.09	300.00	300.00	300.00	
534010 BAPERN LINE RENTAL	1,475.00	1,475.00	1,625.00	1,625.00	
540000 SUPPLIES	-	-	45.31	250.00	
542000 OFFICE SUPPLIES	1,281.56	200.00	588.99	750.00	
542001 PRINTING & STATIONERY	-	-	62.00	3,000.00	
542006 OFFICE FURNITURE NOT	-	-	613.00	-	
558004 SUBSCRIPTS/PUBLICAT	-	-	9.99	500.00	
573000 DUES AND MEMBERSHIPS	-	500.00	149.00	500.00	
578014 NEIGHBORHOOD IMP.	-	8,500.00	1,871.22	8,500.00	
<b>SUBTOTAL ORDINARY MAINTENANC</b>	<b>11,676.65</b>	<b>31,875.00</b>	<b>11,022.33</b>	<b>24,825.00</b>	<b>-22.1%</b>
<b>TOTAL</b>	<b>64,031.14</b>	<b>269,662.00</b>	<b>186,747.99</b>	<b>343,163.26</b>	<b>27.2%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
MEDIA MANAGER	DEMAINA, DANIEL	1,176.93	61,435.59	61,435.59
SOCIAL MEDIA & COMMUNITY ENGAGEMENT SPECIALIST	ACKERMAN, MEGHANN	1,100.00	57,419.87	57,419.87
PRINCIPAL CLERK	SHERWOOD, ANNA	894.22	46,678.28	48,353.28
LANGUAGE LIAISON - SPANISH	FLORES, IRMA	990.61	51,709.84	51,709.84
LANGUAGE LIAISON - PORTUGUESE	FERNANDES, ADRIANA	990.61	51,709.84	51,709.84
LANGUAGE LIAISON - HAITIAN-CREOLE	SAINT-SURIN, JHENNY	990.61	51,709.84	51,709.84

# PERSONNEL

## MISSION STATEMENT:

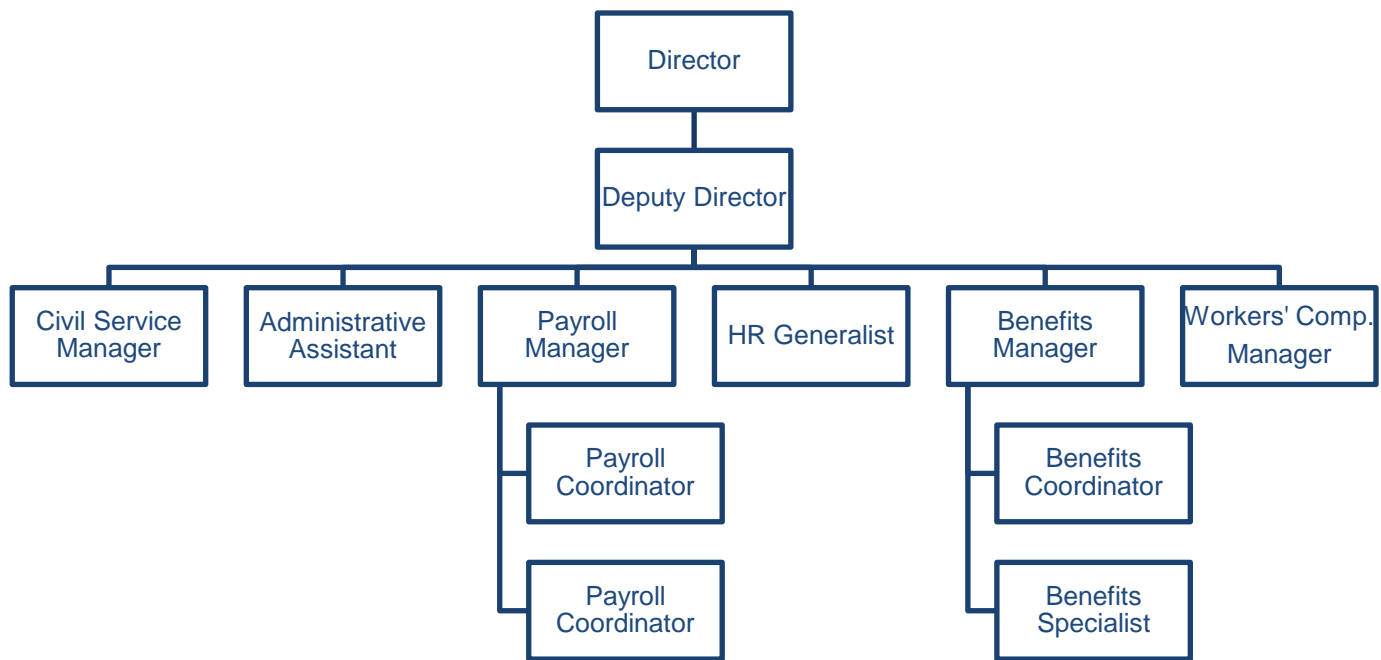
To ensure the successful delivery of city services by recruiting, developing, motivating, and retaining qualified employees to provide the highest possible level of public service. The Department also promotes and supports organizational excellence through effective human resources programming regarding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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	453,566.97	687,739.00	716,337.00	4.2%
ORDINARY MAINTENANCE	110,789.97	257,195.00	277,775.00	8.0%
SPECIAL ITEMS	13,041.06	44,000.00	61,010.100	38.7%
GENERAL FUND EXPENDITURES	577,398.00	988,934.00	1,055,122.00	6.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- An increase for Professional & Technical Services has been included for the following uses: Job Enhancement Training, Summer Jobs Drug Screening, and required Health Care Reform mailings.
- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# PERSONNEL

## PREVIOUS YEAR REVIEW

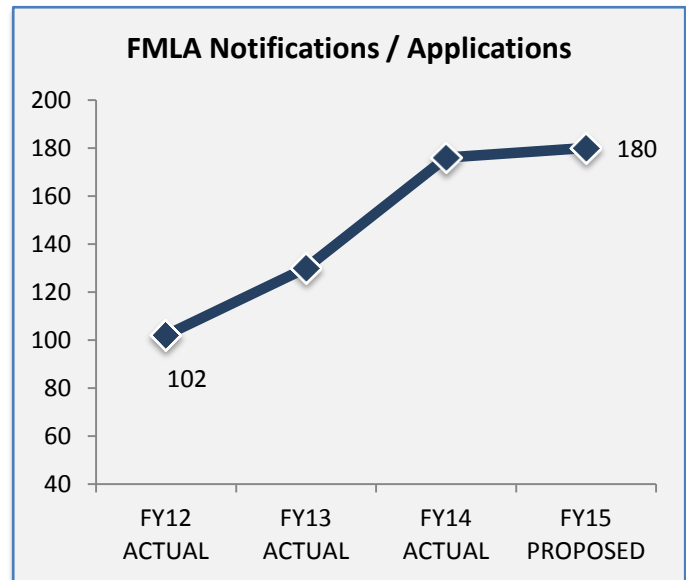
### FY2014 ACCOMPLISHMENTS:

- Increased library patron safety by validating the need for sharps containers and then installing them in all library bathroom locations.
- Conducted AED supply assessment and replaced all AED pads and batteries.
- Scheduled and coordinated CPR training for employees.
- Conducted multi-session educational sessions at all city locations on flexible spending accounts resulting in increased subscribers.
- Held 2 blood drives by working in conjunction with SHS students from Health Careers and Red Cross.
- Conducted full compliance audit on approximately 3,200 medical files
- Successfully launched Weight Watchers at Work program
- Hired and promoted 9 Firefighters and 6 Police Officers through the civil service process.
- Fulfilled Wellness Committee recommendation as recommended by City Hall employees to update City Hall break room.
- Increased the number of vendors participating in the employee annual perk fair through the Chamber of Commerce.
- Conducted a full dental vendor assessment resulting in lower rates from our current provider which was passed on to subscribers.
- Streamlined the void check process for School and City for more efficient tracking of funds.
- Rolled out training to managers and employees on Conflict Resolution and Sensitivity Awareness.
- Developed an Anti-Harassment / Anti-Discrimination policy and administered citywide.
- Rolled out Reasonable Suspicion training for managers, SMEA Union Leaders, affected DPW staff and foremen.
- Created and administered new teacher benefit packets in coordination with the School Dept.
- Conducted annual ethics training update for all employees – 100% participation.
- Revamped and reissued the Non-Union Guidebook.
- Took on 3<sup>rd</sup> party monitoring of premium payments.
- Selected vendor for police chief nationwide search, established selection committee and started the selection process.
- Performed and completed full I-9 compliance audit.
- Converted application and resumes to electronic format allowing managers to have shared access to applicant information in real time.

# PERSONNEL

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Number of New Hires	126	122	102	110
Percent of Unions Currently in Contract	70%	70%	70%	70%
Flexible Spending and Dependent Care Account Enrollees	198	225	248	260
Opt Out Program Savings	N/A	N/A	\$185,502	\$190,000
FMLA Notifications / Applications	102	130	176	180



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Recruit, hire, and maintain talented professionals		
	Recruit and hire all city employees including public safety	Ongoing
	Administer comprehensive health and welfare benefits for City and School employees, retirees, and surviving spouses	Ongoing
	Administer Workers' Compensation in compliance with Ch. 152	Ongoing
Continue to train and educate employees		
	Conduct FMLA Training to educate managers on employee rights and responsibilities	Complete
	Conduct safety trainings to reduce injuries (there are approximately an average of 11.3 injuries per month)	Ongoing
	Collaborate with Retirement to hold quarterly information sessions for	New for FY15

# PERSONNEL

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	retirement planning	
Continue committee facilitation		
	Absorb duties and role of Wellness Ambassador to increase facilitation of the Wellness Committee	Complete
	Continue joint SMEA management/union safety committee to effectively identify employee safety and training needs	Ongoing
	Work with SMEA leadership through Joint Labor Management meetings	Ongoing
Improve Employee and Labor Relations		
	Maintain positive relationships with non-union and union staff	Ongoing
	Foster positive relationships and communication with union leadership	Ongoing
Enhance Employee Benefits		
	Continue to work with vendor for guidance on health care reform	Ongoing
	Create partnership with new vendor to offer additional voluntary benefits and conduct employee outreach for enrollment	Complete
	Obtain vendor for COBRA Administrator in relation to dental benefits	Complete
	Mailing to newly eligible employees under the Healthcare Reform Act	New for FY15
	Review long term disability plans and select best value(s)	New for FY15
	In conjunction with the wellness committee, begin to update all employee lounge areas	New for FY15
	Review Vision Plans (new benefit), determine if cost effective for employees, and select based on best value(s)	New for FY15
Streamline Processes		
	Evaluate combining 111F and WC	Ongoing
	Implement MUNIS payroll	On Hold – pending funding
	Select HRIS and determine implementation date / begin implementation	Selection Complete / Pending funding for implementation
	Implement MUNIS HRIS	New for FY15
Comply with State and Federal guidelines		
	Perform beneficiary audit on Group Life and Voluntary Life Insurance with Boston Mutual	New for FY15
	Conduct HIRD audit and mailings	New for FY15
	Administer benefits and process payments in accordance with the Healthcare Reform Act	New for FY15

# PERSONNEL

## BUDGET:

PERSONNEL	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	440,546.83	678,959.00	521,976.69	707,557.00	
511002 SALARIES - MONTHLY	6,343.26	-	-	-	
512000 SALARIES & WAGES	1,420.00	2,080.00	1,150.40	2,080.00	
513000 OVERTIME	281.88	3,000.00	623.43	3,000.00	
514006 LONGEVITY	3,425.00	3,350.00	1,675.00	3,350.00	
515012 PERFECT ATTENDANCE	200.00	-	1,500.00	-	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	1,000.00	-	-	-	
<b>(0115251) PERSONNEL PERSONAL</b>	<b>453,566.97</b>	<b>687,739.00</b>	<b>527,275.52</b>	<b>716,337.00</b>	<b>4.2%</b>
524034 MAINT CONTRACT-OFFC	565.37	300.00	606.62	1,440.00	
530000 PROFESSIONL & TECHNCL	82,233.75	188,295.00	151,902.65	197,890.00	
530008 EMPLOYEE TRAINING	5,827.00	10,000.00	7,305.80	15,200.00	
530011 ADVERTISING	11,865.00	20,000.00	9,591.25	20,000.00	
530017 ARBITRATION SERVICES	-	25,000.00	3,250.00	25,000.00	
534003 POSTAGE	47.55	400.00	6.57	400.00	
542000 OFFICE SUPPLIES	1,700.83	1,200.00	1,723.80	2,200.00	
542001 PRINTING & STATIONERY	1,200.70	1,000.00	3,409.00	3,000.00	
542006 OFFICE FURNITURE NOT	2,976.00	-	3,659.74	-	
549000 FOOD SUPPLIES &	130.40	-	142.32	1,000.00	
558004 MAGAZINES &	477.59	1,000.00	653.00	1,000.00	
571000 IN STATE TRAVEL	-	-	22.00	-	
571001 IN STATE CONFERENCES	60.00	1,000.00	95.00	1,000.00	
572001 OUT OF STATE	-	-	925.00	-	
573000 DUES AND MEMBERSHIPS	455.00	1,000.00	1,600.95	1,645.00	
578008 REIMB/ALLOWANCES	3,250.78	5,000.00	-	5,000.00	
578015 AWARDS	-	3,000.00	787.68	3,000.00	
<b>(0115252) PERSONNEL ORDINARY</b>	<b>110,789.97</b>	<b>257,195.00</b>	<b>185,681.38</b>	<b>277,775.00</b>	<b>8.0%</b>
519016 ED INCENTIVES SMEA A	215.00	7,500.00	599.00	7,500.00	
519017 EDUCATIONAL INCENTIVE -	8,326.06	20,000.00	22,038.41	37,010.00	
519018 ED INCENTIVE - FIRE	-	5,000.00	-	5,000.00	
519019 ED INCENTIVE - E911	-	3,500.00	-	3,500.00	



## PERSONNEL

PERSONNEL	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
519020 SMEA EMPLOY FLUENCY	4,500.00	8,000.00	7,500.00	8,000.00	
<b>(0115260) PERSONNEL SPECIAL ITE</b>	<b>13,041.06</b>	<b>44,000.00</b>	<b>30,137.41</b>	<b>61,010.00</b>	<b>38.7%</b>
<b>TOTAL</b>	<b>577,398.00</b>	<b>988,934.00</b>	<b>743,094.31</b>	<b>1,055,122.00</b>	<b>6.7%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	ROCHE, BILL	2,077.52	108,446.79	108,446.79
DEPUTY DIRECTOR	COOPER, CANDACE	1,600.00	83,519.92	83,519.92
PAYROLL MANAGER	SHEA, PHYLLIS	1,432.91	74,797.93	74,797.93
PAYROLL COORDINATOR	O'REGAN, MELANIE	961.54	50,192.39	50,192.39
PAYROLL ADMINISTRATIVE ASST.	GAFFNEY, PAUL	1,000.52	52,227.30	52,227.30
HUMAN RESOURCE COORDINATOR	CONNOLLY, DEBORAH	1,000.00	52,200.08	52,200.08
HR GENERALIST	STEIN, DEBORAH	975.96	50,945.27	50,945.27
ADMINISTRATIVE ASSISTANT	JOY, DONNA	1,050.43	54,832.45	56,582.45
BENEFITS MANAGER	COMEIRO, JENNIFER	1,421.48	74,201.38	74,201.38
BENEFITS SPECIALIST	BROWN, MARIE BARBARA	887.14	46,308.58	46,308.58
BENEFITS COORDINATOR	LALLY, MARY ALICE	1,147.21	59,884.36	61,834.36

# INFORMATION TECHNOLOGY

## MISSION STATEMENT:

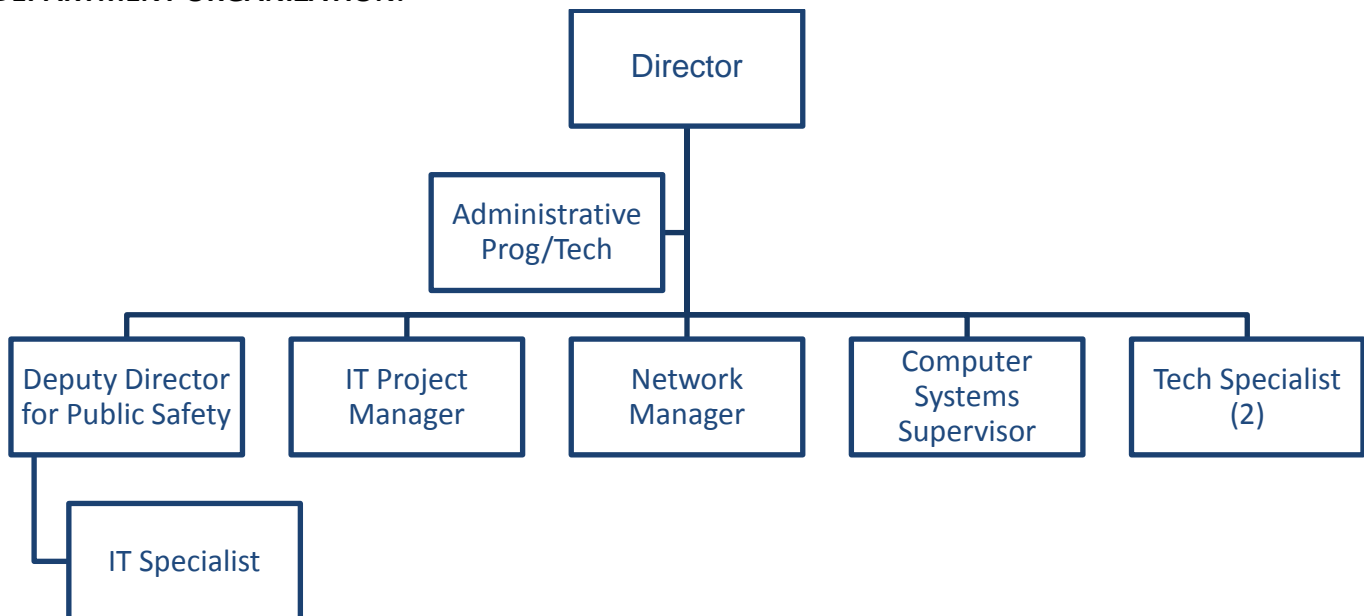
To leverage technology to maximize the productivity of city staff. The IT Department also improves customer services by partnering closely with other departments to foster and build functional commonality across organizations while maintaining, improving and delivering reliable technology infrastructure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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	630,671.87	601,506.00	682,828	13.5%
ORDINARY MAINTENANCE	1,026,527.12	1,253,140.00	1,239,380	-1.1%
GENERAL FUND EXPENDITURES	1,657,198.99	1,854,646.00	1,922,208	3.6%

## CHANGES BETWEEN FY2014 AND FY2015:

- Deputy Director of IT for Public Safety will be paid from the IT budget once Police grant funds have been expended. The Deputy Director is spearheading the Combined Dispatch implementation in addition to other projects.
- Other differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# INFORMATION TECHNOLOGY

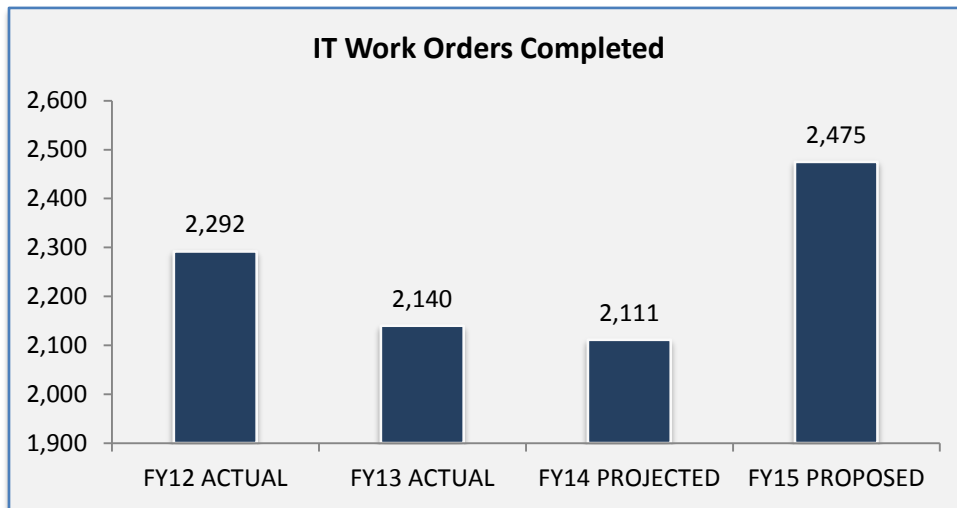
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Upgraded City & School Departments core network infrastructure
- Implemented a new network security system
- Deployed tablets for field users for inspection and code enforcement
- Design, planning and implementation for a new permits & code enforcement system

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
IT work orders	2,316	2,141	2,142	2,500
IT work orders completed	2,292	2,140	2,111	2,475
Percent of work orders completed	98.96%	99.95%	98.55%	99.00%
Major projects	11	12	14	14
Smartphones/tablets	21	35	77	100



### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Implement MUNIS modules		
	Continue to work with functional groups in the City to convert data accurately, train the end users and implement the project	Scheduled for completion in August 2014
	Plan, manage and implement a comprehensive Human Resource and Payroll Management System	New for FY15
	Work with the Finance and Personnel Departments	Completed. Finalized product solution and

# INFORMATION TECHNOLOGY

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	to formulate the requirements for a comprehensive HR system	implementation costs.
Server and desktop virtualization		
	Continue to reduce new hardware procurement by leveraging virtual servers and desktops	Ongoing. Finalized implementation plan. Scheduled to be completed in FY15
	Increase server virtualization and implement end-user desktop virtualization	New for FY15
Faster response to FOI requests		
	Empower departments to access electronic information for public requests	Completed. New email archival system has reduced average retrieval time from 2 hours to 15 minutes.
Improve the phone directory system		
	Clean up old entries in the phone directory in conjunction with Personnel	New for FY15
	Investigate the effectiveness of the voice dictation software used for the phone directory (increase use of aliases, etc.)	New for FY15
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		
	Upgrade the current email system to consolidate the infrastructure for City and Police Departments while maintaining the individuality for security purposes	New for FY15

## BUDGET:

INFORMATION TECHNOLOGY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	619,406.30	596,881.00	479,987.34	677,928.00	
514006 LONGEVITY	3,925.00	4,275.00	2,000.00	4,550.00	
515012 PERFECT ATTENDANCE	1,100.00	-	600.00	-	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	5,890.57	-	-	-	
<b>(0115551) INFO TECH PERSONAL SVCS</b>	<b>630,671.87</b>	<b>601,506.00</b>	<b>482,937.34</b>	<b>682,828.00</b>	<b>13.5%</b>
524015 REPAIRS COMPUTER	75,741.96	23,000.00	24,227.09	23,000.00	
524033 MAINT SOFTWARE	473,226.72	472,300.00	382,924.58	463,100.00	

# INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
527006 LEASE - PHOTOCOPIER	10,575.20	24,600.00	30,668.42	42,750.00	
530000 PROFESSIONL & TECHNCL	5,753.33	5,000.00	6,760.00	5,000.00	
530008 EMPLOYEE TRAINING	31,406.00	51,600.00	10,994.24	30,800.00	
530028 SOFTWARE	-	131,200.00	92,000.00	111,100.00	
534001 PHONE MAINTENANCE	2,955.59	500.00	-	500.00	
534002 CELLUAR & PAGING	84,913.76	95,400.00	94,700.00	108,600.00	
534003 POSTAGE	-	200.00	-	200.00	
534007 PSTN-USAGE	40,315.65	44,680.00	36,711.98	49,300.00	
534009 INTERNET MAINTENANCE	15,930.54	39,000.00	11,461.50	39,000.00	
542000 OFFICE SUPPLIES	297.39	1,500.00	1,002.98	1,500.00	
542004 COMPUTER SUPPLIES	6,417.50	15,000.00	4,999.00	15,000.00	
542007 COMPUTER EQUIPMENT	273,425.04	223,900.00	257,989.43	334,950.00	
542010 CELLULAR DEVICES	5,548.44	9,000.00	24,100.00	3,750.00	
572000 OUT OF STATE TRAVEL	-	-	-	-	
573000 DUES AND MEMBERSHIPS	20.00	830.00	817.00	830.00	
585019 CABLEING	-	115,430.00	106,480.95	10,000.00	
<b>(011552) INFO TECH ORDINARY MAI</b>	<b>1,026,527.1</b>	<b>1,253,140.0</b>	<b>1,085,837.1</b>	<b>1,239,380.00</b>	<b>-1.1%</b>
<b>TOTAL</b>	<b>1,657,199</b>	<b>1,854,646.0</b>	<b>1,568,775</b>	<b>1,922,208.00</b>	<b>3.6%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	VISWANATHAN, KARTHIK	2,238.90	116,870.44	116,870.44
DY. DIRECTOR/PS MANAGER	DESMOND, BRUCE	1,649.20	86,088.17	64,318.75
NETWORK MANAGER	GOODRIDGE, DAVID	1,379.78	72,024.43	72,024.43
IT SPECIALIST-PUBLIC SAFETY	SANTANA, MIGUEL	1,015.37	53,002.05	53,002.05
IT PROJECT MANAGER	SLONINA, DAVID	1,339.30	69,911.54	69,911.54
SUPV COMPUTER SYS	SANTOS, JOSEPH	1,737.94	84,116.30	92,135.10
		1,741.79	6,618.80	
COMP TECH/ SYS ADMN	DASILVA, EDWARD	1,460.38	10,514.74	77,805.09
		1,464.23	65,890.35	
ADMIN PROG/TECH	VICENTE, TERESA	1,424.05	42,436.69	75,671.65
		1,427.90	31,984.96	
IT SERVER SUPPORT TECH	DESMOND, MATT	1,154.00	60,238.80	61,088.80

# ELECTIONS

## MISSION STATEMENT:

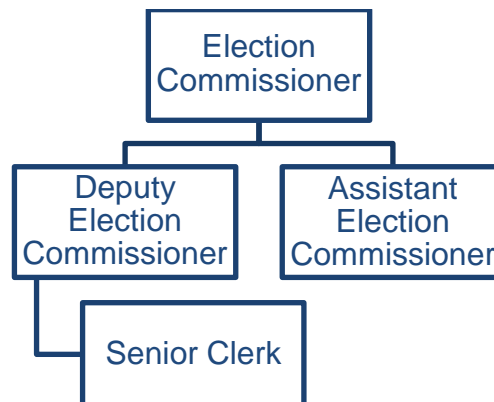
To conduct elections, oversee the collection of census data, and maintain a collection of public records, including voter and resident lists, campaign finance records, and election results. The Election Department strives to conduct fair and orderly elections by distributing and administering nomination papers and petitions, certifying signatures, preparing ballots, staffing polling locations, maintaining voting machines, training wardens and clerks, tabulating votes, publishing the 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 the City Charter and the general laws of Massachusetts. Census information is used by the Election Department to ensure accurate voting lists. Our census information is also used by the Assessing Department, Treasury Department, School Department, the Council on Aging, Police Department, Law Department, DPW, Personnel Department, OSPCD, Inspectional Services, and the Jury Commission.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	365,402.75	341,486.00	350,833.00	2.7%
ORDINARY MAINTENANCE	180,380.57	94,370.00	98,370.00	4.2%
GENERAL FUND EXPENDITURES	545,783.32	435,856.00	449,203.00	3.1%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# ELECTIONS

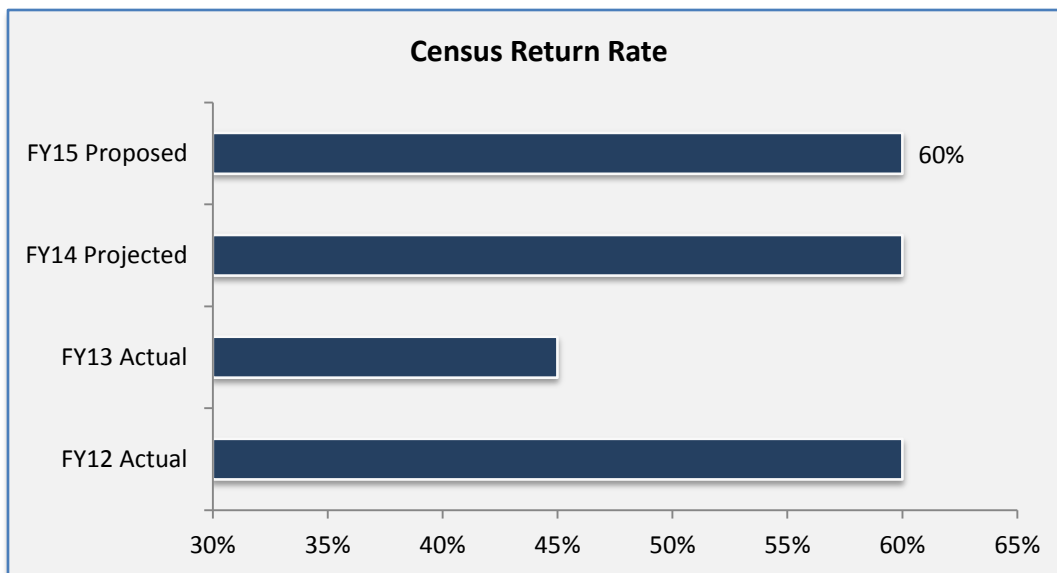
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

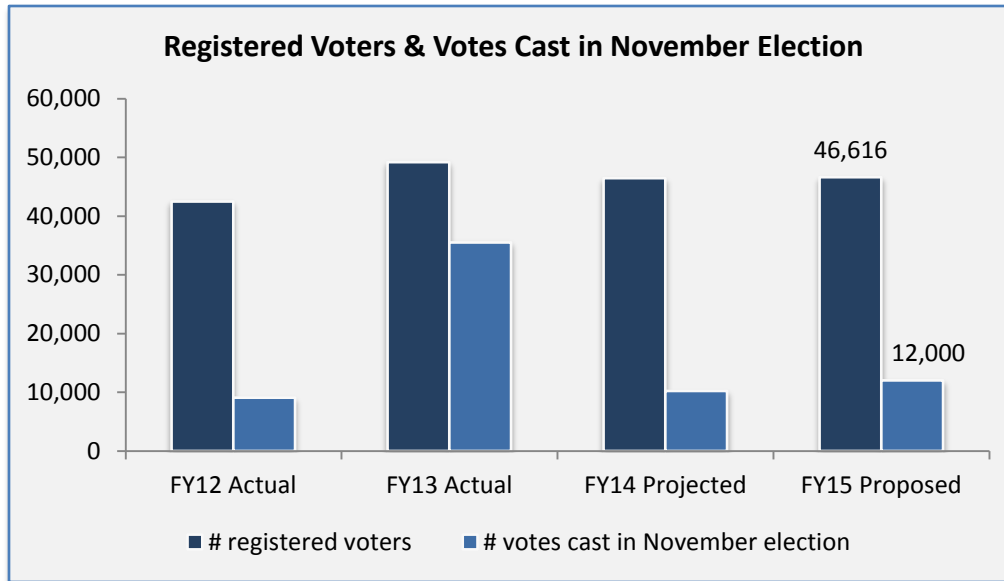
- Completed the design, mailing, and updating of the annual census.
- Conducted 4 successful elections – Sept & Nov City Elections and April & June Special Senate Elections.
- Conducted a successful Retirement Election.
- Collected and promptly posted all campaign finance reports to the City website in accordance with the Mayor’s Goal #6: Accountability and Transparency.
- Archived all election results online in accordance with the Mayor’s Goal #6: Accountability and Transparency.
- Continued to deliver quality customer service in accordance with the Mayor’s Goal #7: Customer Service.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Census return rate	60%	45%	60%	60%
Number of registered voters	42,507	49,164	46,451	46,616
Number of votes cast in November election	9073	35,490	10,241	12,000



# ELECTIONS



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Increase voter awareness of deadlines for registration and the dates of upcoming elections		
	Increased use of portable signs, bank message boards, and Church Bulletins for publicity.	Ongoing
Register more voters in the City.		
	Continue census/voter outreach programs through various citizen groups & activities such as ArtBeat, ResiStat, social media, etc.	22,410 transactions processed in FY14 (new registrations, name, address or party changes, and/or moves out of Somerville)
Accurately estimate the population for our use and for all other city departments.		
	Design & mail census forms to 40,158 households.	Ongoing. 100% of forms (39,924 households) were mailed on time in FY14.
	Design & mail follow-up census forms & postcards.	Ongoing. 100% of follow-up forms were mailed out on time in FY14.
	Collect and input data from the census in a timely and accurate manner.	Ongoing. 100% of forms were entered into the state system on time in FY14.
	Increase the census response rate.	Ongoing
	Work with Traffic & Parking to increase the number of residents listed in our census.	Ongoing
	Work with the School Department Parent Information	Ongoing. We collect & process



# ELECTIONS

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Center to capture census information from parents registering their children for school.	forms as we receive them.
	Investigate replacement of voting machines: attend and host demonstrations by potential vendors, including ES&S and LHS.	Ongoing.
Run impartial, smooth & efficient elections.		
	Ensure all precincts have a sufficient number workers, supplies & equipment.	Ongoing. 21 Precincts were fully staffed on election day.
	Run all elections in a transparent manner in order to maintain voter confidence in the integrity of the process.	Ongoing
	Analyze voter turnout in past elections to make predictions about where and when the most voters will arrive.	Ongoing
	Use the analysis mentioned above to consolidate or change some polling locations prior to the 2014 elections.	New for FY15
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.	Complete. 100% of records and reports available online.
	Provide access to more records online.	259 records and reports and forms posted online.
	Post final election results on the City's website.	Complete. 4 elections with results posted online.
Put in place an evacuation and relocation plan for all polling locations.		
	Work collectively with Police, Fire and School Departments.	Ongoing
	Work with the Superintendent to increase security at schools that are polling locations.	New for FY15

## BUDGET:

ELECTIONS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	275,442.67	241,086.00	193,467.47	250,233.00	
511002 SALARIES - MONTHLY	10,354.88	10,800.00	9,000.00	10,800.00	
512000 SALARIES & WAGES	52,685.00	63,200.00	34,265.00	63,200.00	
513000 OVERTIME	23,320.20	25,000.00	5,907.01	25,000.00	
514006 LONGEVITY	850.00	1,050.00	425.00	1,250.00	
515012 PERFECT ATTENDANCE	400.00	-	300.00	-	

# ELECTIONS

ELECTIONS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	2,000.00	-	-	-	
<b>(0116251) ELECTIONS PERSONAL SVC</b>	<b>365,402.75</b>	<b>341,486.00</b>	<b>243,714.48</b>	<b>350,833.00</b>	<b>2.7%</b>
524034 MAINT CONTRACT-OFFC	806.00	850.00	848.83	950.00	
527001 RENTALS-BUILDINGS	200.00	470.00	335.00	470.00	
527016 RENTALS - VEHICLE	-	-	-	-	
530000 PROFESSIONL & TECHNCL	16,655.84	17,000.00	10,859.63	17,000.00	
530011 ADVERTISING	7,182.88	8,000.00	3,249.90	10,000.00	
534003 POSTAGE	25,412.69	36,000.00	38,395.10	43,000.00	
542000 OFFICE SUPPLIES	2,963.83	2,500.00	1,666.04	2,500.00	
542001 PRINTING & STATIONERY	9,168.70	16,750.00	7,578.48	10,000.00	
542008 BOOKS & BOOKBINDING	753.95	1,000.00	291.78	500.00	
549000 FOOD SUPPLIES &	432.60	500.00	605.60	650.00	
571000 IN STATE TRAVEL	546.00	600.00	-	600.00	
573000 DUES AND MEMBERSHIPS	-	200.00	90.00	200.00	
578016 CENSUS	5,788.98	10,500.00	10,700.00	12,500.00	
578017 SPECIAL ELECTION	110,469.10	-	-	-	
<b>(0116252) ELECTIONS ORDINARY MA</b>	<b>180,380.57</b>	<b>94,370.00</b>	<b>74,620.36</b>	<b>98,370.00</b>	<b>4.2%</b>
<b>TOTAL</b>	<b>545,783.32</b>	<b>435,856.00</b>	<b>318,334.84</b>	<b>449,203.00</b>	<b>3.1%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHAIRMAN	SALERNO, NICHOLAS	1,400.98	73,131.17	73,131.17
DEPUTY ELECTION COMMISSIONER	PIEROTTI, MARIA	1,221.06	7,326.36	65,712.53
		1,263.77	58,386.17	
ASSISTANT ELECTION COMMISSIONER	MURRAY, EDNA	1,356.47	28,485.87	72,177.85
		1,360.32	42,441.98	
SR. CLERK	CONNOLLY, MEGAN	775.11	40,460.74	40,810.74
P/T ELECTION COMMISSIONER	ALIBRANDI, ANTHONY	300.00	3,600.00	3,600.00
P/T ELECTION COMMISSIONER	MCCARTHY, LOUISE	300.00	3,600.00	3,600.00
P/T ELECTION COMMISSIONER	MACHADO, ISAAC	300.00	3,600.00	3,600.00

# VETERAN'S SERVICES

## MISSION STATEMENT:

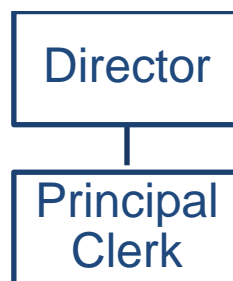
To advocate for the men and women of Somerville who have performed military service. The Department of Veterans Services administers a program of financial assistance to indigent veterans and their dependents in accordance with chapter 115 of the Massachusetts General Laws, which is reimbursed by the State at a rate of \$0.75 for every City dollar expended. It 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	117,111.43	112,346.00	114,878.00	2.3%
ORDINARY MAINTENANCE	479,228.56	489,819.00	606,669.00	23.9%
GENERAL FUND EXPENDITURES	596,339.99	602,165.00	721,547.00	19.8%

## CHANGES BETWEEN FY2014 AND FY2015:

- Significant increase in Veterans' Benefits budget for residents of the newly-opened Massachusetts Bay Veterans Center.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Coordinated efforts with the Volunteers of America to open the Massachusetts Bay Veterans Center on North Street, a facility that has seven permanent and 22 transitional housing units for veterans.
- Enrolled 25 veterans in the Chapter 115 financial assistance program, an increase of 39% over FY2013.

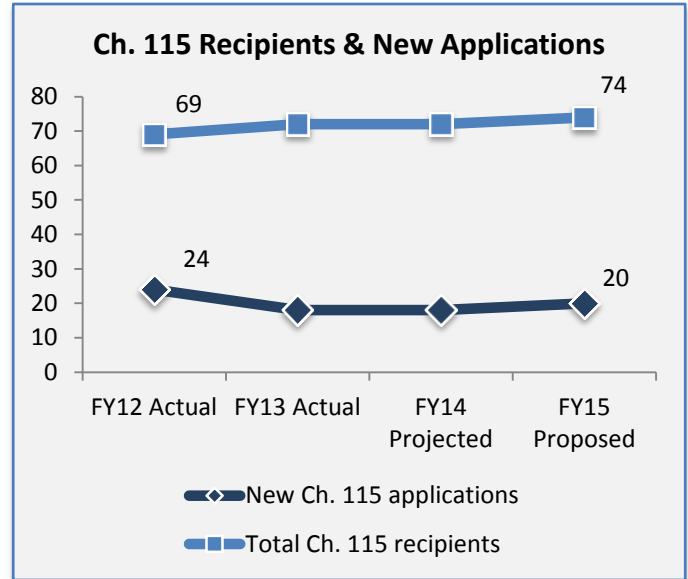
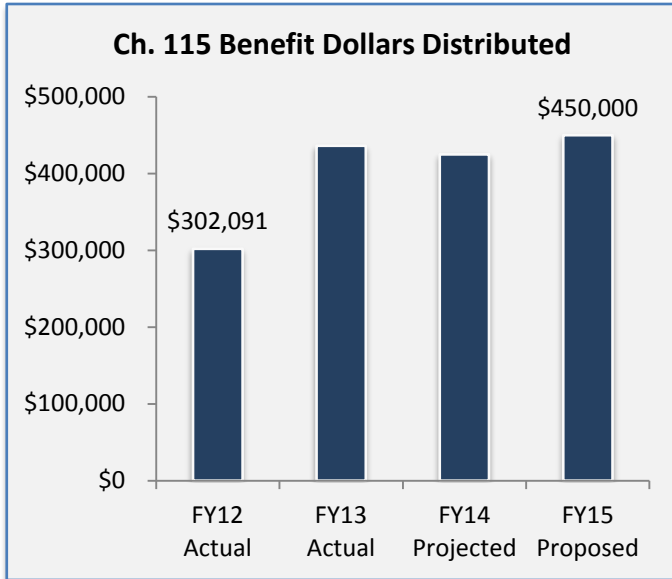
## VETERANS SERVICES

- Provided nearly \$500,000 in Chapter 115 financial assistance, perfectly matching state authorizations and payments.
- Filed 16 service-connected disability claims with the VA. All twelve of the claims adjudicated so far by the VA have resulted in monthly payments to the veteran. The other four decisions are pending.
- Conducted an impressive ceremony at City Hall to establish a POW-MIA memorial chair, a permanent fixture that reminds the public of the sacrifices made by American military personnel captured or killed in action.
- Staged a successful Memorial Day parade, with 66 participating organizations, despite the non-availability of 23 organizations from the 2013 parade.
- Procured the U.S. Navy Band Pops Ensemble for the 2014 Independence Day event, after the U.S. Air Force band of Liberty was disbanded.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
New Chapter 115 applications	24	18	25	20
Total Chapter 115 recipients	69	72	75	74
Chapter 115 benefit dollars distributed	\$302,091	\$436,000	\$425,000	\$543,600
Number of chapter 115 cases closed after finding employment for the veteran	n/a	4	5	5
Number of VA disability and pension claims filed or appealed	6	8	16	16
Percent of VA disability and pension claims/appeals with successful outcome	66%	88%	100%	Unpredictable
Number of public events	9	13	21	25
Number of partner organizations	3	5	9	13

# VETERANS SERVICES



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Improve the lives of veterans in Somerville.		
	Contact every veteran residing in Somerville who has recently left active duty to offer support through Veterans Services.	Ongoing
	Maximize chapter 115 benefit dollars distributed by ensuring that all payments match the amount authorized by the Commonwealth.	Ongoing. All payments matched so far in FY14.
	Monitor chapter 115 claims for out-of-pocket medical expenses to ensure proper reimbursement.	Ongoing. All medical expenses properly reimbursed so far in FY14.
	Devise a strategy for processing the influx of chapter 115 financial assistance applications from the Massachusetts Bay Veterans Center (MBVC); coordinate with the MBVC staff to ensure a timely flow of documents.	New for FY15
	Create an employment plan for every employable chapter 115 recipient.	Ongoing. All current recipients have employment plans.
	Improve the turnaround time for VA disability and pension claims by working with claimants to take advantage of the VA's new Fully Developed Claims (FDC) system.	New for FY15
	Monitor claims for processing by the VA.	New for FY15
	Remain current on changes to federal and state benefits by attending biannual Massachusetts Department of Veterans Services training conferences.	Complete for FY14

# VETERANS SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Become certified by the state under newly-developed guidelines.	Incomplete. The state has delayed its rollout of the new certification plan.
Partner with community organizations to ensure all veterans' needs are met, connect them with appropriate services, and prevent duplication of services.		
	Run a monthly Veterans Group with the Council on Aging to provide information and camaraderie to elder veterans.	New for FY15
	Provide expert instruction to police officers about the effects of combat-related PTSD as part of a Public Health Department initiative.	New for FY15
	Coordinate efforts with the Massachusetts Bay Veterans Center to ensure that residents of that facility receive all necessary services, with no duplication of effort.	New for FY15
	Participate in monthly meetings of the Allied Veterans Council.	New for FY15
Increase public awareness of and engagement with veterans' affairs.		
	Stage exceptional events for Memorial and Independence Day.	Ongoing
	Attract a greater variety of participants for the Memorial Day parade.	New for FY15
	Procure the U.S. Navy Northeast Pops Ensemble for the Independence Day event at Trum Field.	New for FY15
Maximize efficiency of the Veterans Services department.		
	Create a reference manual for state and federal benefits.	Complete
	Become even more proficient in the submission of chapter 115 applications to the Massachusetts Department of Veterans Services, to ensure prompt payment and reimbursement from the State to the City.	New for FY15
	Reduce the City's chapter 115 expenditures by ensuring that all employable chapter 115 recipients seek jobs in accordance with state regulations.	Ongoing
	Require every employable chapter 115 recipient to acknowledge his or her job-search obligations in writing.	Ongoing. Written acknowledgements obtained from all recipients to date.
	Establish a system for monitoring job searches.	Complete
	Take appropriate sanctions against chapter 115 recipients who fail to comply with job-search requirements.	Ongoing
	Evaluate programmatic changes made in FY13 and FY14 to ensure they represent the best use of the department's resources.	New for FY15

# VETERANS SERVICES

## BUDGET:

VETERANS SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	114,011.23	110,246.00	88,703.16	112,778.00	
513000 OVERTIME	429.25	900.00	64.65	900.00	
514006 LONGEVITY	850.00	850.00	425.00	850.00	
515012 PERFECT ATTENDANCE	470.95	-	500.00	-	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	1,000.00	-	-	-	
<b>(0154351) VETERANS PERSONA</b>	<b>117,111.43</b>	<b>112,346.00</b>	<b>90,042.81</b>	<b>114,878.00</b>	<b>2.3%</b>
524001 GROUNDS	26.25	3,900.00	200.00	2,200.00	
524007 REPAIRS OFFICE	-	200.00	35.24	200.00	
524034 MAINT CONTRACT-	411.36	550.00	550.00	550.00	
530000 PROFESSIONL &	44,689.01	55,000.00	33,550.00	55,000.00	
534003 POSTAGE	274.00	600.00	92.00	600.00	
542000 OFFICE SUPPLIES	190.97	400.00	1,420.98	500.00	
542001 PRINTING &	80.00	600.00	-	600.00	
549000 FOOD SUPPLIES &	-	1,000.00	-	-	
558004 MAGAZINES	-	34.00	34.00	34.00	
558011 FLOWERS & FLAGS	2,170.99	2,300.00	1,082.95	2,300.00	
558012 BADGES	-	-	-	-	
571001 IN STATE CONFERENCES	-	150.00	338.22	1,000.00	
573000 DUES AND	85.00	85.00	85.00	85.00	
577000 VETERANS BENEFITS	431,300.98	425,000.00	356,338.21	543,600.00	
<b>(0154352) VETERANS ORDINAR</b>	<b>479,228.56</b>	<b>489,819.00</b>	<b>393,726.60</b>	<b>606,669.00</b>	<b>23.9%</b>
<b>TOTAL</b>	<b>596,339.99</b>	<b>602,165.00</b>	<b>483,769.41</b>	<b>721,547.00</b>	<b>19.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	WEAVER, JAY	1,281.25	66,881.25	66,881.25
PRINCIPAL CLERK II	CAREY, KATHLEEN	879.23	45,895.81	47,095.81

# TREASURER

## MISSION STATEMENT:

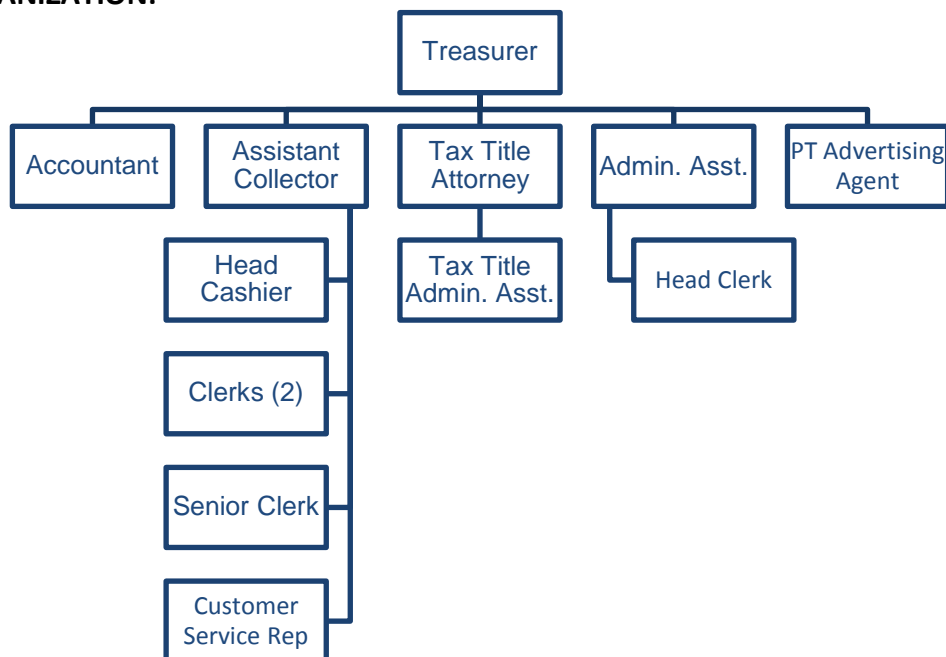
To efficiently manage City assets, including cash and receivables. The Treasurer ensures that all assets are accounted for and all receipts due the City are collected. In accordance with Mass General Laws Ch44 Section 55B, Treasury is responsible for ensuring the safety and liquidity of the City's funds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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	648,554.58	649,452.00	633,094.00	-2.5%
ORDINARY MAINTENANCE	235,329.45	276,500.00	286,740.00	3.7%
GENERAL FUND EXPENDITURES	883,884.03	925,952.00	919,834.00	-0.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:





# TREASURER

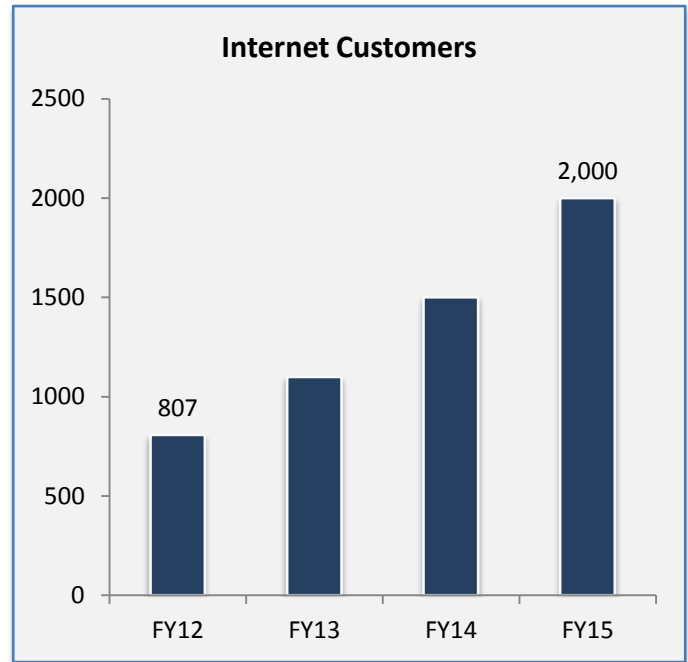
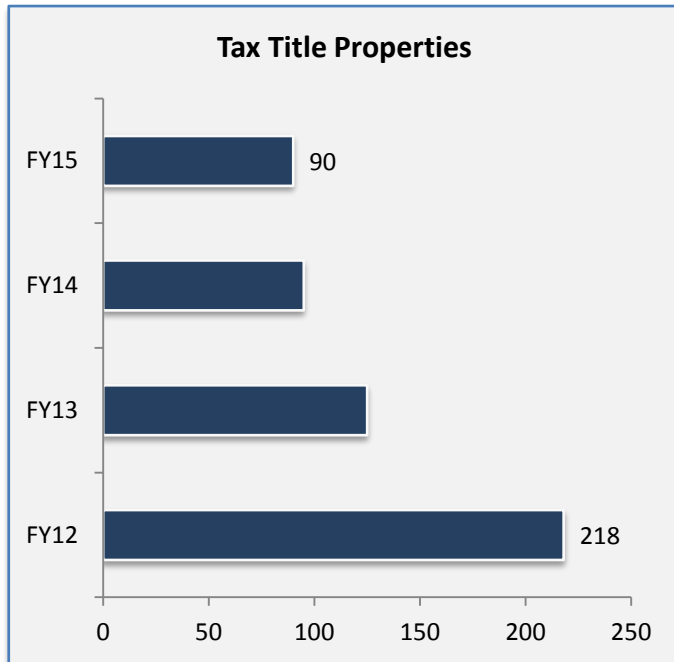
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

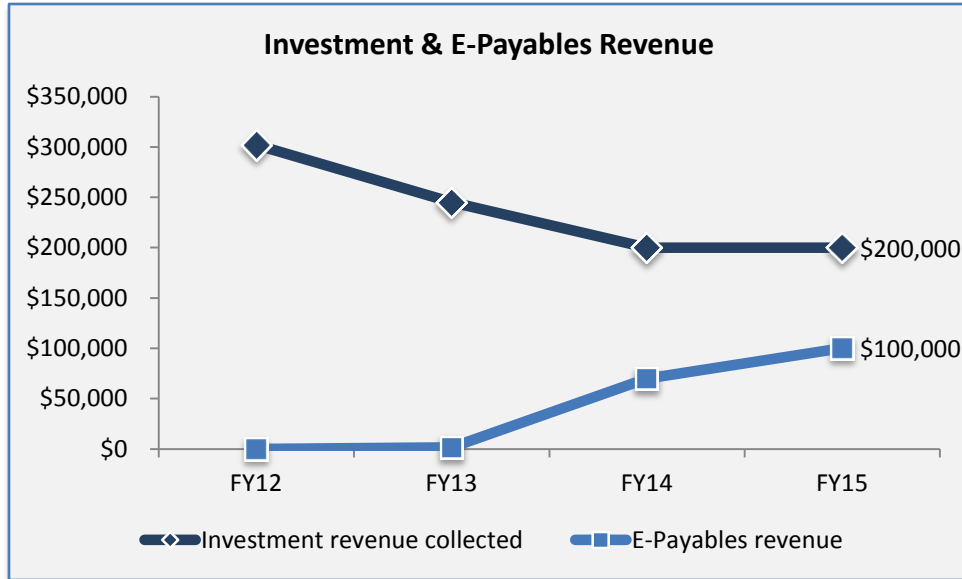
- Oversaw two-notch increase in bond rating to highest ever rating of AA+.
- Implemented E-Payables accounts payable service, which is projected to generate \$70,000 in revenue in FY14.
- Worked with Assessing to seamlessly implement the Community Preservation Act and educate customers.
- Reduced Tax Title properties by more than 30.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Percent of real estate taxes collected	99.58%	99.65%	99.75%	99.75%
Number of tax title properties	218	125	95	90
Number of internet customers	807	1,100	1,500	2,000
Investment revenue collected	\$302,077	\$245,105	\$200,000	\$200,000
E-Payables revenue	\$0	\$1,447	\$70,000	\$100,000



# TREASURER



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Continuously enhance data availability and make all interactions with the department accurate, courteous, and easy (ACE).		
	Work with revenue-generating departments to implement acceptance of credit cards.	New for FY15
	Collaborate with Assessing to seamlessly implement Community Preservation Act and educate customers.	Implementation complete; education ongoing.
	Collaborate with SomerStat to visualize and share interesting data with the public through the City's Key Systems Indicators website.	New for FY15
Expand revenue-generating opportunities.		
	Implement E-Payables accounts payable service through Commerce Bank.	Completed in FY14
	Further penetrate vendor relationships with E-Payables to achieve \$100,000 in annual revenue.	New for FY15
	Fully implement advertising program to maximize additional revenue from City-owned assets.	New for FY15
Improve efficiency of Treasury Department operations internally and with other departments.		
	Improve non-criminal violation processing and collection.	Complete
	Enhance cooperation across operating departments for revenue projections, billing, and collection.	Ongoing

# TREASURER

## BUDGET:

TREASURER/COLLECTOR	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	629,828.55	609,052.00	457,156.95	618,844.00	
512000 SALARIES & WAGES	-	25,000.00	-	-	
513000 OVERTIME	4,028.62	7,000.00	3,424.59	6,400.00	
514006 LONGEVITY	6,575.00	6,650.00	3,325.00	5,500.00	
514008 OUT OF GRADE	372.41	-	409.41	600.00	
515012 PERFECT ATTENDANCE	-	-	500.00	-	
519004 UNIFORM ALLOWANCE	1,750.00	1,750.00	1,750.00	1,750.00	
519013 OTHER LUMP SUM	6,000.00	-	-	-	
<b>(0114551) TREAS/COLL PERSONAL</b>	<b>648,554.58</b>	<b>649,452.00</b>	<b>466,565.95</b>	<b>633,094.00</b>	<b>-2.5%</b>
524007 REPAIRS OFFICE	-	600.00	829.61	920.00	
530000 PROFESSIONL & TECHNCL	3,552.30	7,000.00	7,110.89	7,000.00	
530008 EMPLOYEE TRAINING	1,268.15	1,400.00	-	1,400.00	
530011 ADVERTISING	2,860.00	10,000.00	4,255.00	10,000.00	
530012 DATA PROCESSING/PAYR	98,919.75	105,000.00	98,489.45	108,500.00	
530026 BANK CHARGES	33,423.43	35,000.00	27,395.13	35,000.00	
534003 POSTAGE	56,145.96	72,000.00	52,172.00	78,000.00	
542000 OFFICE SUPPLIES	3,804.06	4,200.00	1,954.86	4,200.00	
542001 PRINTING & STATIONERY	8,147.40	20,000.00	1,871.29	20,000.00	
542005 OFFICE EQUIPMENT	-	1,000.00	-	1,000.00	
542007 COMPUTER EQUIPMENT	360.95	-	-	-	
558004 MAGAZINES	450.00	450.00	450.00	870.00	
571001 IN STATE CONFERENCES	1,372.56	1,600.00	1,081.31	1,600.00	
573000 DUES AND MEMBERSHIPS	884.00	650.00	300.00	650.00	
574000 INSURANCE PREMIUMS	2,600.00	2,600.00	2,600.00	2,600.00	
574001 BUILDING INSURANCE	9,496.00	-	-	-	
578012 LAND COURT	12,044.89	15,000.00	11,577.10	15,000.00	
<b>(0114552) TREAS/COLL ORDINARY</b>	<b>235,329.45</b>	<b>276,500.00</b>	<b>210,086.64</b>	<b>286,740.00</b>	<b>3.7%</b>
<b>TOTAL</b>	<b>883,884.03</b>	<b>925,952.00</b>	<b>676,652.59</b>	<b>919,834.00</b>	<b>-.7%</b>

# TREASURER

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
TREASURER/COLLECTOR	FORCELLESE, PETER JR	1,600.00	83,519.92	83,519.92
ASSISTANT COLLECTOR	VACANT	1,188.73	62,051.71	57,296.71
TAX TITLE ATTORNEY (PT)	WESSLING, CAROL	1,057.12	55,181.56	55,181.56
TAX TITLE ADMINISTRATIVE ASSISTANT	BURNS, ROSA	344.85	18,001.17	18,001.17
TREASURY ACCOUNTANT	LOWENSTEIN, RIE	1,213.98	63,369.72	63,369.72
ADMINISTRATIVE ASSISTANT	TOBIN, FRED	1,552.01	70,771.66	82,292.33
		1,555.86	10,268.68	
HEAD CLERK	SHUTE, JOAN	961.46	50,188.21	51,938.21
HEAD CASHIER	STILLINGS, DEBBIE	889.43	46,428.25	47,628.25
PRINCIPAL CLERK II	MURPHY, MARY	879.23	45,895.81	47,645.81
PRINCIPAL CLERK II	BARROWS, LUCY	813.16	13,823.72	44,944.37
		861.99	30,169.65	
SENIOR CLERK	KELLY, JULIA	726.11	37,902.94	38,252.94
CUST. SERVICE REPRESENTATIVE (PT)	DIPASQUALE, JULIE	324.78	16,953.52	16,953.52
ADVERTISING AGENT (PT)	VACANT	365.37	19,072.31	19,072.31

# AUDITING

**MISSION STATEMENT:**

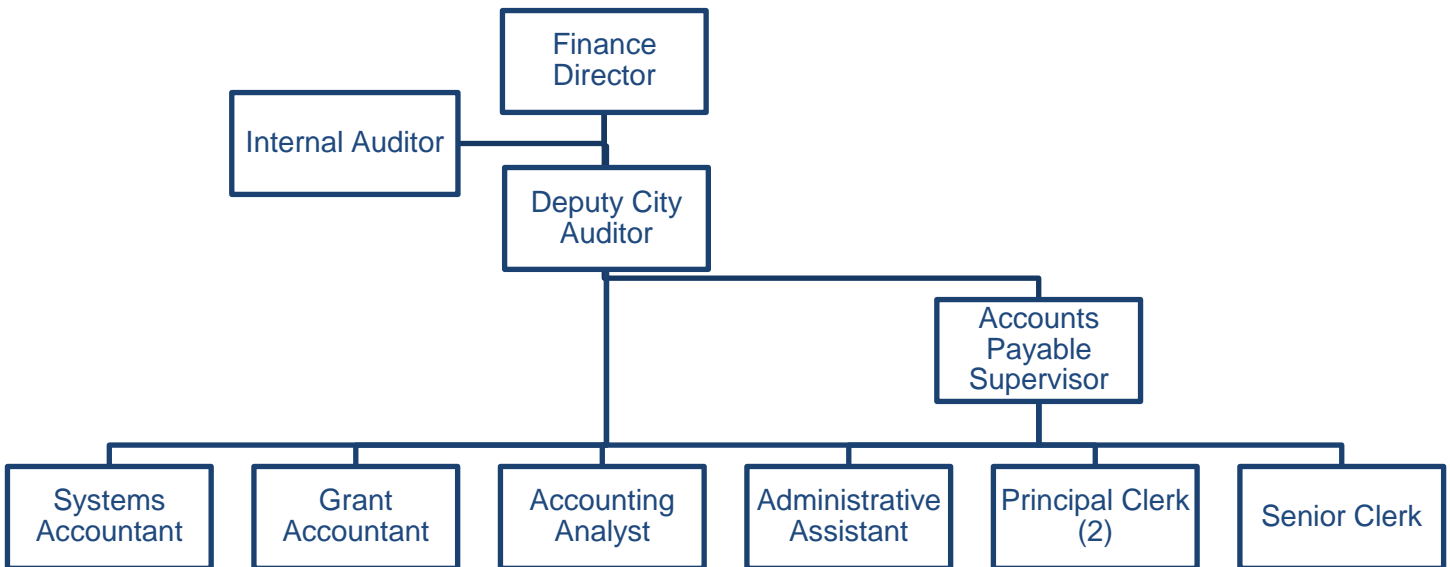
To protect the fiduciary interests of the City by providing independent, timely oversight of the City’s finances, and by ensuring that financial transactions are executed legally, efficiently, and effectively. To serve as a barrier to potential fraud or misuse of city resources.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	737,653.89	656,268.00	726,520.00	10.7%
ORDINARY MAINTENANCE	83,071.34	105,990.00	107,095.00	1.0%
GENERAL FUND EXPENDITURES	820,725.23	762,258.00	833,615.00	9.4%

**CHANGES BETWEEN FY2014 AND FY2015:**

- An Accounting Analyst has been included in the budget. This position will add accounting capacity in both the Recreation Department and the Council on Aging.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

**DEPARTMENT ORGANIZATION:**



# AUDITING

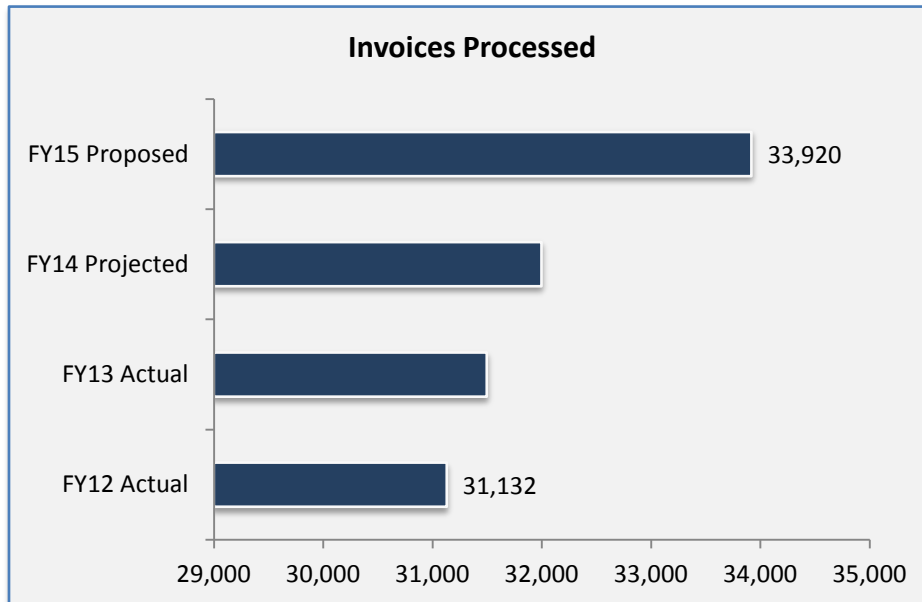
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Completed the FY13 Comprehensive Annual Financial Report (CAFR) and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Awarded a two-notch credit rating increase from Standard & Poor’s Ratings Services from AA- to AA+.
- Attained \$10,637,719 in “Free Cash” in State Department of Revenue Certification, the highest amount certified in the City’s history.
- Increased General Fund Equity on the Balance Sheet by \$5,454,163, the largest one-year increase in the City’s history.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
General Fund Equity	\$40,700,160	\$41,612,751	\$47,066,914	TBD
Free Cash	\$7,646,537	\$7,846,054	\$10,637,719	TBD
Revenue—Budget to Actual	101.0%	101.5%	102.5%	100%
Expenditures—Budget to Actual	96.0%	97.5%	98.0%	97.5%
Number of Contracts Processed	548	532	540-570	540-570
Number of Invoices Processed	31,132	31,500	32,000	33,920
Number of ACI Payments (Electronic)	N/A	111	950	2,000



# AUDITING

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Undertake long-term financial planning		
	Work with Retirement Board and consulting actuary to produce a new actuarial valuation for the pension system as of Jan. 1, 2013.	Completed
	Revise the 5-year Capital Investment Plan in conjunction with the Capital Projects Department	Completed
	Update the 5-year General Fund projection of revenues and expenditures upon passage of the FY2014 Budget	Completed
	Work with OSPCD to forecast new growth projections for the Union Square Urban Renewal District	Ongoing
	Determine asset allocation for the Health Claims Trust Fund	Ongoing
	Incorporate recommendations for Community Preservation Act spending into long-range capital planning	Ongoing
	Maintain the City's long-term financial viability by forecasting the City's funding sources; create successful strategies for capital acquisitions; monitor revenue and expenditures for operating, project grant, and capital budgets; identify potential financial problems; research operational issues for resolution or improvement; and share best practices.	New for FY15
	Explore and evaluate alternative funding strategies to implement the proposed projects in the FY2014-2018 Capital investment Plan. Potential alternative sources to include District Increment Financing, public/private partnerships, Business Improvement Districts, the Infrastructure Investment Incentive Program, the Local Infrastructure Development Program, debt exclusion, and sale of assets.	New for FY15
	Work with Assessing and OSPCD to forecast new growth projections emanating from the Green Line Extension. Work with outside consultant to monitor impact of Green Line Extension on property values.	New for FY15
	In conjunction with DPW, facilitate long-range capital infrastructure planning for water and sewer system; engage a long-range rate study; create water and sewer debt stabilization funds.	New for FY15
	Issue an RFP to solicit crowdfunding vendors.	New for FY15
	Collaborate with the Treasurer to fully implement advertising program to maximize additional revenue from City-owned assets.	New for FY15
	Update the 5-year General Fund projection of revenues and expenditures upon passage of the FY2015 Budget	New for FY15

# AUDITING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Revise the multi-year Capital Investment Plan	New for FY15
	Continue to coordinate the development and review of all current formal investment, debt service, and reserve policies to ensure maintenance of our current AA+ and Aa2 bond ratings.	New for FY15
Provide state-of-the art solutions to improve financial processes and monitoring		
	Roll out procurement cards for selective departments effective for the FY2014 budget.	Completed
	Collaborate with the Treasurer to increase the number of vendors participating in the E-Payables Program.	Ongoing
	Collaborate with the Treasurer to expand the number of City programs accepting online and point-of-sale revenue collections via credit card.	Ongoing
	Increase the number of vendors paid through Electronic Funds Transfer (EFT) rather than with a physical check and monitor effectiveness.	New for FY15
	Continue the use of scanning technology to scan documents into a shared drive (Accounts Payable Mailbox) for access by users of the financial system in order to streamline payments to routine vendors.	New for FY15
Ensure that City Departments comply with all municipal finance statutes and regulations of the State Department of Revenue		
	Work with Internal Auditor to ensure that a working system of internal checks and balances is 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 the appropriate documentation of financial transactions.	Ongoing
	Analyze purchase requisitions to determine that the purchase is legally allowable, charged to the correct ledger account, and that the funds are available	Ongoing
	Continue to work with City departments to ensure cash controls are in place.	New for FY15
	Conduct periodic audits on cash, payroll, and assets.	Ongoing
	Collaborate with Purchasing to provide training to departmental personnel on municipal finance and procurement law.	New for FY15
	Collaborate with Purchasing to develop a grants repository on the Share Point Drive for internal customers detailing grant accounting and reporting procedures.	New for FY15
Improve City performance by demonstrating accountability and transparency		



# AUDITING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Collaborate with the Assessing and Communications Departments to increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions, and the City's budget through the publication and distribution of written brochures, notices on the City's website, and on the City's cable channel.	New for FY15
	Publish the City's FY14 Comprehensive Annual Financial Report.	New for FY15
Develop methodologies to maximize return on taxpayer dollars		
	Develop an indirect cost rate plan for federal government grant applications as recommended by the outside Auditors	Ongoing
	Develop activity-based costing for selected programs in DPW, Police, and Fire	Ongoing

## BUDGET:

AUDITING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	710,442.18	641,088.00	456,127.97	710,839.24	
512000 SALARIES & WAGES	1,240.00	2,080.00	-	2,080.00	
513000 OVERTIME	11,946.71	6,300.00	5,434.28	6,600.00	
514006 LONGEVITY	5,025.00	5,400.00	2,700.00	5,600.00	
514008 OUT OF GRADE	-	-	306.78	-	
515012 PERFECT ATTENDANCE	1,600.00	-	2,000.00	-	
519004 UNIFORM ALLOWANCE	1,400.00	1,400.00	1,400.00	1,400.00	
519013 OTHER LUMP SUM	6,000.00	-	-	-	
<b>(0113551) AUDITING PERSONAL</b>	<b>737,653.89</b>	<b>656,268.00</b>	<b>467,969.03</b>	<b>726,519.24</b>	<b>10.7%</b>
524007 REPAIRS OFFICE	-	365.00	288.50	-	
524034 MAINT CONTRACT-OFFC	118.77	725.00	484.86	725.00	
530008 EMPLOYEE TRAINING	1,103.00	1,100.00	249.19	1,100.00	
530009 ACCOUNTING & AUDITING	74,035.00	90,000.00	76,923.00	90,000.00	
534003 POSTAGE	-	-	47.47	50.00	
534015 FEE	-	-	550.00	550.00	
542000 OFFICE SUPPLIES	2,442.41	3,000.00	913.48	3,000.00	
542001 PRINTING & STATIONERY	109.50	400.00	161.00	400.00	
542005 OFFICE EQUIPMENT	-	500.00	-	500.00	

# AUDITING

AUDITING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
542008 BOOKS & BOOKBINDING	812.16	-	-	500.00	
558004 MAGAZINES	-	300.00	-	300.00	
558013 DEPARTMENTAL REPORTS	3,850.00	7,500.00	1,594.00	7,500.00	
571000 IN STATE TRAVEL	-	100.00	30.00	200.00	
571001 IN STATE CONFERENCES	165.00	400.00	270.00	670.00	
573000 DUES AND MEMBERSHIPS	435.50	1,600.00	1,533.50	1,600.00	
<b>(0113552) AUDITING ORDINARY</b>	<b>83,071.34</b>	<b>105,990.00</b>	<b>83,045.00</b>	<b>107,095.00</b>	<b>1.0%</b>
<b>TOTAL</b>	<b>820,725.23</b>	<b>762,258.00</b>	<b>551,014.03</b>	<b>833,614.24</b>	<b>9.3%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FINANCE DIRECTOR/CITY AUDITOR	BEAN, EDWARD	2,047.56	106,882.66	106,882.66
DEPUTY CITY AUDITOR	TAM, COLLEEN	1,584.96	82,734.91	82,734.91
INTERNAL AUDITOR	HOLAK, CHRIS	1,268.75	66,228.75	66,228.75
ACCOUNTING ANALYST	VACANT (NEW)	1,153.85	60,230.77	51,000.77
ACCOUNTS PAYABLE SUPERVISOR	LIPMAN, ANITA	1,475.31	64,913.64	77,642.67
		1,479.15	12,129.03	
SYSTEMS ACCOUNTANT	VACANT	1,528.82	57,483.63	71,571.13
		1,532.67	13,487.50	
GRANT ACCOUNTANT	O'CONNELL, WILLIAM	1,274.32	66,519.50	68,019.50
ADMINISTRATIVE ASSISTANT	LIBERATORE, JO-ANN	1,050.43	54,832.45	56,582.45
PRINCIPAL CLERK I	MACMULLEN, DIANE	894.22	46,678.28	47,528.28
PRINCIPAL CLERK I	LANDRY, KATHRYN	894.22	46,678.28	47,528.28
SENIOR CLERK	CARRON, CORRIE	790.61	41,269.84	42,119.84

# PURCHASING

## MISSION STATEMENT:

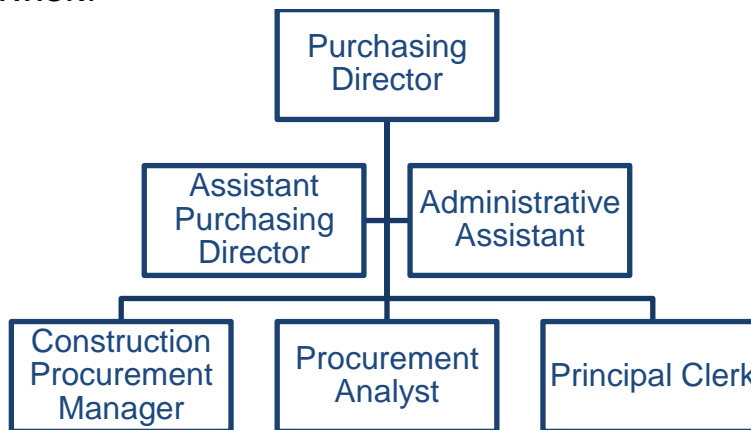
To assist City departments obtain the best possible value of services and supplies in a timely fashion. To ensure compliance with all state statutes and local ordinances as well as to flag areas for potential abuse.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	332,382.82	363,459.00	372,717.00	2.5%
ORDINARY MAINTENANCE	29,973.04	33,760.00	34,570.00	2.4%
GENERAL FUND EXPENDITURES	362,355.86	397,219.00	407,287.00	2.5%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

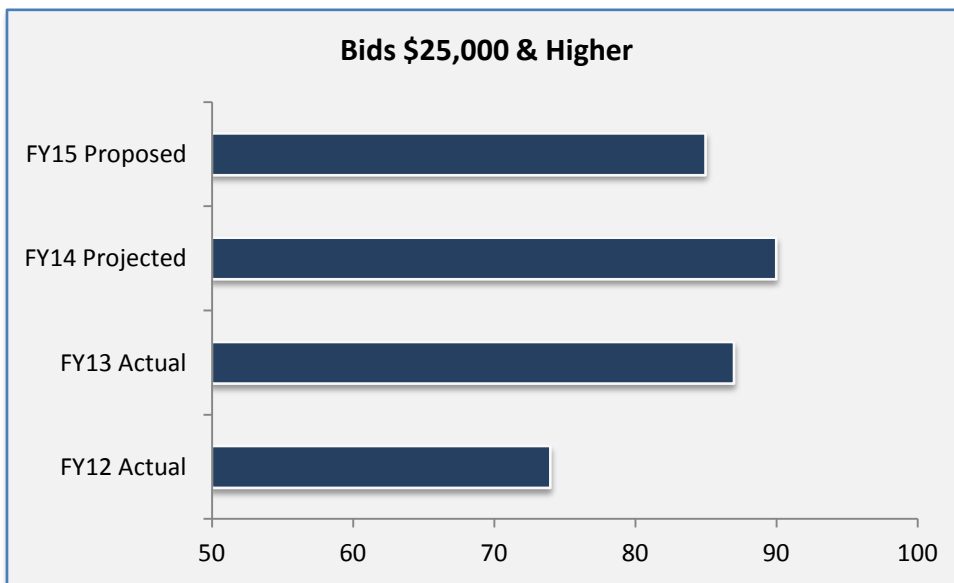
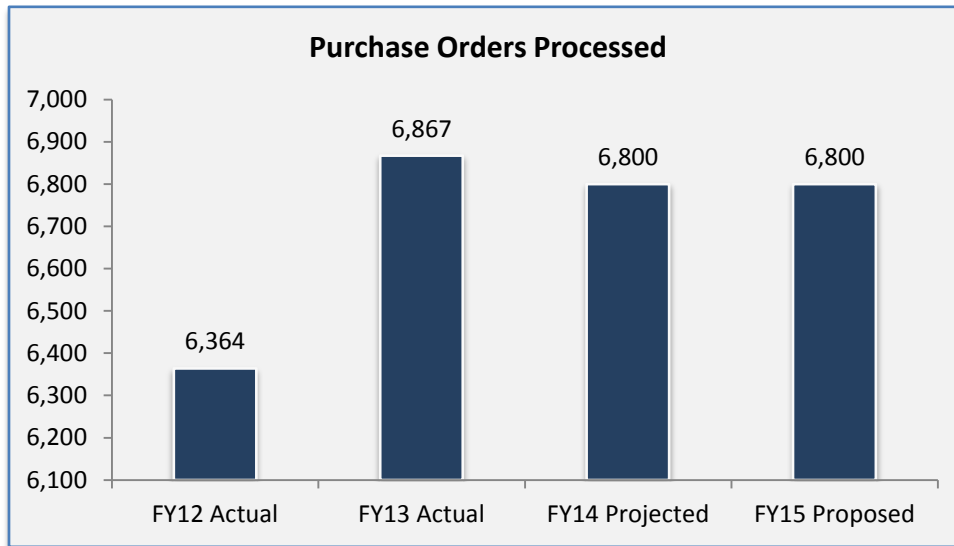
### FY2014 ACCOMPLISHMENTS:

- As of May 2014, managed 95 advertised bids. This volume represents a notable increase over the past two fiscal years. The total number of advertised bids was 74 in FY12 and 84 in FY13.
- As of May 2014, prepared and executed approximately 480 contracts, including 350 new contracts and 130 renewals, amendments, or change orders.
- Performed much of the above work during a time when there were two vacancies.
- Hired and trained a new Assistant Director, Procurement Analyst, and Principal Clerk.

# PURCHASING

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Number of purchase orders processed	6,364	6,867	6,700 - 6,900	6,700 - 6,900
Number of contracts, change orders, and amendments processed	548	532	540-570	540-570
Number of bids \$25,000 and over	74	87	97	80 - 90
Average number of bids per contract (for advertised bids over \$25,000)	n/a	n/a	~ 2.5	~ 3



# PURCHASING

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Improve the City's access to competitive pricing		
	Develop, implement, and use interactive vendor database.	New for FY15
	Research and determine appropriate collaborative purchasing opportunities.	New for FY15
	Develop and implement protocol for using collaborative contracts, including new statewide contracts, Massachusetts Higher Education Collaborative, other collaborative options (including regional, multi-state, and federal).	New for FY15
	Utilize spending analysis in procurement planning with departments to identify new strategies for attracting more competition.	Ongoing from FY14
	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.	Ongoing from FY14
Reduce average timeframe from issuing a bid or procurement process to awarding the contract		
	Determine baseline timeframe.	New for FY15
	Develop streamlined, easy-to-use procurement request and tracking system and require all relevant parties to use it.	New for FY15
	Streamline contract preparation, review, and signing process.	New for FY15
	Reduce documentation required of vendors post award.	New for FY15
	Streamline renewal contract documentation and process.	New for FY15
Improve understanding of and compliance with procurement regulations		
	Make it easier to access and understand purchasing requirements for internal and external customers.	New for FY15
	Prepare online tools for procurement planning and train department-level end users in how to use them.	New for FY15
	Conduct semi-annual training for relevant City personnel in procurement laws, processes, best practices, and contract administration.	New for FY15
Improve operational efficiency of purchasing functions		
	Research opportunities to minimize administrative burden through the procurement, contract management, and document archival processes.	New for FY15
	Reduce paper consumption and space required for record retention	New for FY15

# PURCHASING

## BUDGET:

PURCHASING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	327,282.28	362,259.00	255,644.41	371,517.00	
514006 LONGEVITY	1,125.00	500.00	250.00	500.00	
514008 OUT OF GRADE	1,275.54	-	-	-	
519004 UNIFORM ALLOWANCE	700.00	700.00	350.00	700.00	
519013 OTHER LUMP SUM	2,000.00	-	-	-	
<b>(0113851) PURCHASING PERSONAL</b>	<b>332,382.82</b>	<b>363,459.00</b>	<b>256,244.41</b>	<b>372,717.00</b>	<b>2.5%</b>
524007 REPAIRS OFFICE	220.00	250.00	255.00	100.00	
524034 MAINT CONTRACT-OFFC	421.89	420.00	-	-	
527015 RENTALS EQUIPMENT	6,873.75	9,600.00	6,965.75	9,600.00	
530011 ADVERTISING	5,790.00	7,000.00	6,205.00	9,000.00	
530024 TUITION	2,700.00	3,100.00	1,550.00	2,450.00	
542000 OFFICE SUPPLIES	13,243.90	12,000.00	11,660.55	12,000.00	
542001 PRINTING & STATIONERY	60.00	100.00	180.00	100.00	
542006 OFFICE FURNITURE	-	300.00	-	300.00	
558004 MAGAZINES	128.50	150.00	150.00	150.00	
571000 IN STATE TRAVEL	-	-	24.00	50.00	
571001 IN STATE CONFERENCES	60.00	140.00	50.00	120.00	
573000 DUES AND MEMBERSHIPS	475.00	700.00	500.00	700.00	
<b>(0113852) PURCHASING ORDINARY</b>	<b>29,973.04</b>	<b>33,760.00</b>	<b>27,540.30</b>	<b>34,570.00</b>	<b>2.4%</b>
<b>TOTAL</b>	<b>362,355.86</b>	<b>397,219.00</b>	<b>283,784.71</b>	<b>407,287.00</b>	<b>2.5%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PURCHASING DIRECTOR	ALLEN, ANGELA	1,584.61	82,716.84	82,716.84
ASSISTANT PURCHASING DIRECTOR	NOSNIK, ALEXANDER	1,275.00	66,555.00	66,555.00
CONSTRUCTION PROCUREMENT MGR	DELUCA, ORAZIO	1,218.45	63,603.00	63,603.00
PROCUREMENT ANALYST	RICHARDS, MICHAEL	1,176.93	61,435.59	61,435.59
ADMINISTRATIVE ASSISTANT	TANNER, BONNIE	1,030.12	53,772.26	54,622.26
PRINCIPAL CLERK	ROURKE, CLIO	813.16	26,021.12	43,783.32
		861.99	17,412.20	

# 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.

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ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	510,383.71	498,604.00	511,594.00	2.6%
ORDINARY MAINTENANCE	77,853.35	88,300.00	68,100.00	-22.9%
GENERAL FUND EXPENDITURES	588,237.06	586,904.00	579,694.00	-1.2%

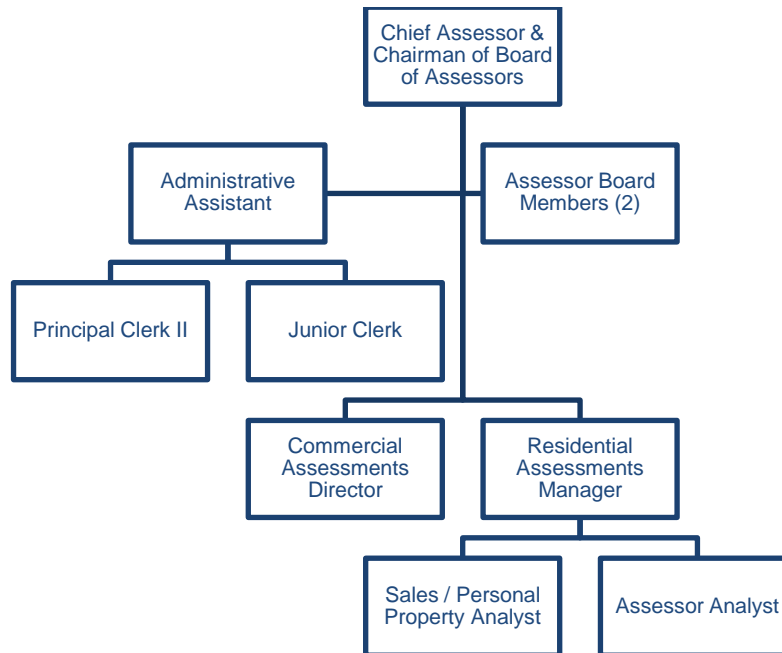
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## CHANGES BETWEEN FY2014 AND FY2015:

- For FY2015, the Assessors are proposing a net increase in ordinary maintenance of \$4,800. This is mainly due to the proposed study that will project anticipated valuation changes over the next 5 and 10 year period as a result of the Green Line Extension (GLX). The study will distinguish between increases due to normal market appreciation and expected additional growth due to the new T stops. The study will be particularly useful as a budget and planning tool. The expected cost of the study could be as high as \$25,000 and accounts for the like increase in the Professional & Technical Services line item. The relatively small overall increase of \$4,800 is due to a \$21,000 decrease in the Property Data Services line item. This decrease is due to the fact that consultant services needed for the FY2014 revaluation will not be needed in FY2015.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:

# BOARD OF ASSESSORS



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

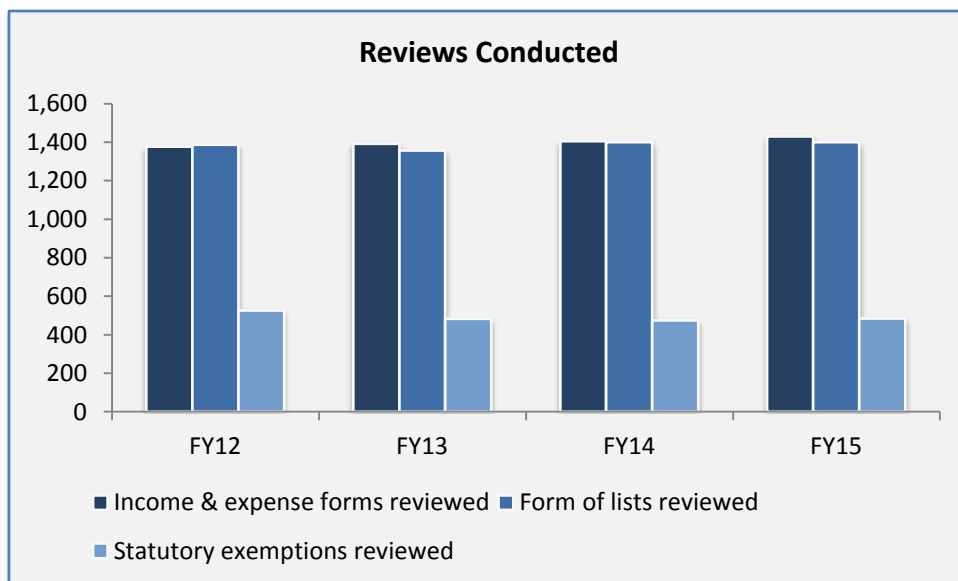
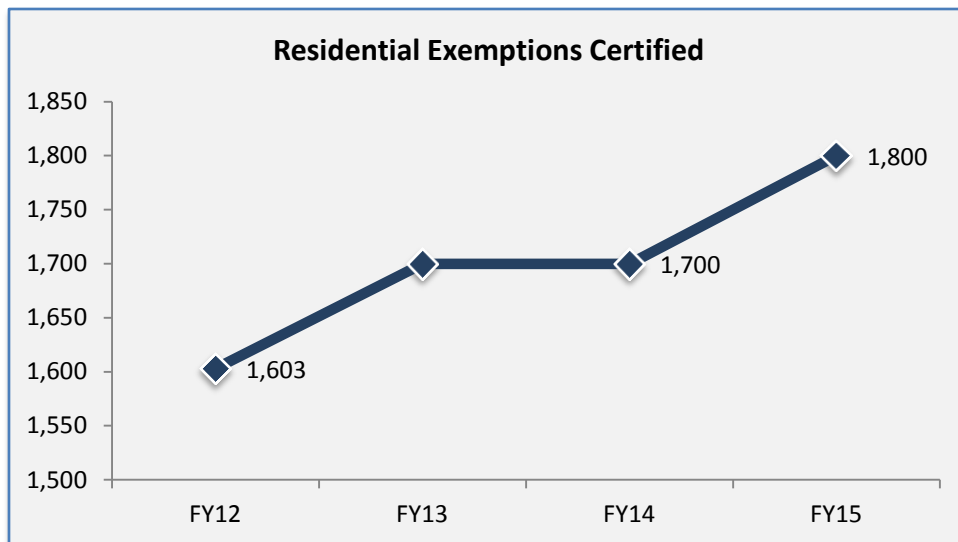
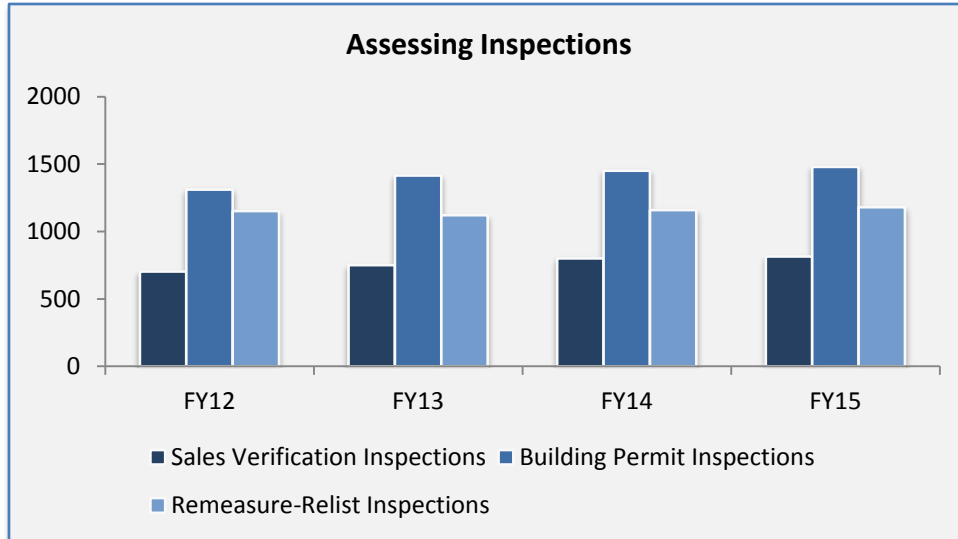
- Successfully completed FY2014 revaluation with DOR certification.
- Provided the administration with captured increment for Assembly Square DIF.
- Determined city-wide tax base growth.
- Assisted with the implementation of Community Preservation Act surcharge addition to MUNIS system for tax billing purposes.
- Conducted two city-wide community meetings to explain certification and appeal process.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ANNUAL	FY14 PROJECTED	FY15 PROPOSED
Sales verification inspections	703	750	800	815
Building permit inspections	1,311	1,415	1,698	1,868
Remeasure-relist inspections	1,153	1,120	1,160	1,180
Residential exemptions certified	1,603	1,700	1,700	1,800
Potential building permit issues sent to ISD	54	55	65	70
Income & expense forms reviewed	1,376	1,392	1,405	1,430
Form of lists reviewed	1,387	1,356	1,400	1,400
Statutory exemptions reviewed	526	483	475	485



# BOARD OF ASSESSORS



# BOARD OF ASSESSORS

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Comply with all DOR standards of performance.		
	Complete the DOR required interim year adjustment in FY15 by coordinating with the DOR to ensure the timely completion of all tasks and that all standards are met.	New for FY15
	Complete the DOR required certification in FY14.	Complete
Determine Assembly Square captured tax increment.		
	Inspect and assess DIF blocks as of 6/30/2014 to calculate construction completion value for FY15.	New for FY15
	Inspect and assess DIF blocks as of 6/30/2013 to calculate construction completion value for FY14.	Complete
Determine city-wide tax base growth.		
	Inspect all properties improved (with building permits) to determine new growth value as of 6/30/2014 for FY15.	New for FY15
	Inspect all properties improved (with building permits) to determine new growth value as of 6/30/2013 for FY14.	Complete
Continuously enhance data availability, improve customer service, and make all interactions with the department accurate, courteous, and easy (ACE).		
	Inform taxpayers of any significant valuation changes through several different communications media, e.g., CTY, city mailing, social media, and any other effective means of reaching residents. Give as much time as possible for taxpayers to transmit their concerns and questions before the valuations goes into place; or provide information relative to the appeal process.	Complete in FY14; release of values through public disclosure (a revaluation year requirement) and two community meetings held. Ongoing effort in FY15.
	Meet DOR requirements regarding classification hearing and in a revaluation year, public disclosure	Complete in FY14; ongoing in FY15
	Collaborate with the Communications Department to disseminate important information through press releases, social media, and other outreach strategies.	New for FY15
	Collaborate with SomerStat to visualize and share interesting data with the public through the City's Key Systems Indicators website.	New for FY15
Monitor impact of Green Line Extension on property values.		
	Issue RFP for consultant to conduct study.	New for FY15

# BOARD OF ASSESSORS

## BUDGET:

BOARD OF ASSESSORS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	482,656.17	477,139.00	383,792.66	490,129.00	
511002 SALARIES - MONTHLY	18,214.80	18,215.00	12,902.15	18,215.00	
513000 OVERTIME	-	500.00	-	500.00	
514006 LONGEVITY	1,700.00	1,700.00	850.00	1,700.00	
515012 PERFECT ATTENDANCE	152.39	-	1,000.00	-	
519004 UNIFORM ALLOWANCE	1,050.00	1,050.00	1,050.00	1,050.00	
519013 OTHER LUMP SUM	6,610.35	-	-	-	
<b>(0114151) ASSESS PERSONAL SVC</b>	<b>510,383.71</b>	<b>498,604.00</b>	<b>399,594.81</b>	<b>511,594.00</b>	<b>2.6%</b>
524007 REPAIRS OFFICE	130.00	300.00	125.00	300.00	
524034 MAINT CONTRACT-OFFC	437.52	500.00	465.49	500.00	
530000 PROFESSIONL & TECHNCL	33,307.22	36,000.00	19,568.00	36,000.00	
530011 ADVERTISING	50.00	500.00	165.00	500.00	
530016 PROPERTY DATA	33,639.16	38,000.00	38,735.84	17,000.00	
530024 TUITION	1,665.00	2,700.00	1,723.50	2,700.00	
542000 OFFICE SUPPLIES	2,590.31	2,500.00	2,201.48	3,000.00	
542001 PRINTING & STATIONERY	1,483.00	1,500.00	386.00	1,500.00	
542008 BOOKS & BOOKBINDING	350.00	650.00	350.00	650.00	
558002 ONLINE SUBSCRIPTION	919.50	1,100.00	1,100.00	1,200.00	
558004 MAGAZINES	899.15	1,000.00	1,000.00	1,100.00	
571000 IN STATE TRAVEL	1,550.98	2,500.00	1,965.22	2,500.00	
571001 IN STATE CONFERENCES	351.51	500.00	-	500.00	
573000 DUES AND MEMBERSHIPS	480.00	550.00	450.00	650.00	
<b>(0114152) ASSESS ORDINARY MAIN</b>	<b>77,853.35</b>	<b>88,300.00</b>	<b>68,235.53</b>	<b>68,100.00</b>	<b>-22.9%</b>
<b>TOTAL</b>	<b>588,237.06</b>	<b>586,904.00</b>	<b>467,830.34</b>	<b>579,694.00</b>	<b>-1.2%</b>

# BOARD OF ASSESSORS

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ASSESSOR/CHAIRMAN OF BRD.	LEVYE, MARC	1,785.07	93,180.78	93,180.78
BOARD MEMBER/ASSESSOR	FLYNN, MICHAEL	758.95	9,107.40	9,107.40
BOARD MEMBER/ASSESSOR	MULHERN, THOMAS	758.95	9,107.40	9,107.40
DIR. OF COMMERCIAL ASSESSMENTS	SWARTZ, LYNDA	1,450.36	75,708.98	75,708.98
MANAGER OF RESIDENTIAL ASSESSMENTS	IRELAND, MARY-LOUISE	1,326.42	69,239.12	69,239.12
SALES/PERSONAL PROPERTY ANALYST	MATHEWS, DANIEL	1,182.70	61,736.74	61,736.74
ASSESSOR ANALYST	D'AURIA, RUSSELL	985.58	51,447.28	51,447.28
ADMINISTRATIVE ASSISTANT	HALEY, CAROL	1,050.43	54,832.45	56,032.45
PRINCIPAL CLERK II	NUNZIATO, TERESA	879.23	45,895.81	47,095.81
JR CLERK	LANDRY, THERESA	729.65	38,087.73	38,437.73

# GRANTS DEVELOPMENT

## MISSION STATEMENT:

To assist City departments with the development, preparation, and submission of proposals to public and private funders. Grants Development provides a broad range of services, at differing levels of intensity as needed, to help departments of all sizes and resource levels to obtain specialized funding. This funding supports ongoing work as well as innovative and cutting-edge activities, and helps to reduce the City's reliance on tax dollars to support its programs and services. Grants Development also serves as a repository of information and documentation on the City's funding history, submitted grant applications, and current fundability with past funders and new funders under consideration.

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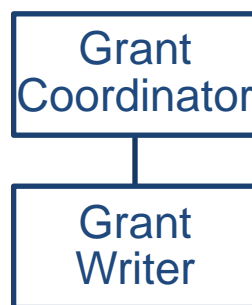
ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	95,296.94	112,431.00	127,364.00	13.3%
ORDINARY MAINTENANCE	1,999.00	4,456.00	5,776.00	29.6%
GENERAL FUND EXPENDITURES	97,295.94	116,887.00	133,140.00	13.9%

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## CHANGES BETWEEN FY2014 AND FY2015:

- An additional five hours a week have been added to the work-time for the Grant Writer.
  - Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
- 

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Assisted 10 City Departments/Divisions with the management, preparation, and submission of 40 grants to secure \$3.5 million in funding (projected).

## GRANTS DEVELOPMENT

- Researched and analyzed an additional 20 funding opportunities for multiple departments.
- Met with 17 Department/Division Heads to assess funding needs for their departmental agendas.
- Completed two FEMA Independent Study Program courses about the Incident Command System (ICS) and National Incident Management System (NIMS) to facilitate future submission of proposals for homeland security and emergency services funding.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Number of Grants Submitted	66	62	40	50
Number of Grants Awarded	51	48	30	37
Awarded Success Rate	77%	77%	75%	75%
Dollar Amount of Grants Received	\$4.8 million	\$5.4 million	\$3.5 million	\$4.2 million

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Ensure that city departments pursue all appropriate grant funding opportunities.		
	Monitor political and economic developments at local, state, and national levels to help city departments position themselves within the current grant climate.	New for FY15
	Monitor private, local, state, and national websites and other news outlets for grant opportunities that could support department needs and priorities.	Ongoing
	Work with Department Heads and Project Leads to determine if identified opportunities support the mayoral agenda and align with departmental goals and capabilities.	Ongoing
	Work with Department Heads and Project Leads to evaluate funding opportunities that they have identified on their own.	Ongoing
Ensure that city departments of all sizes and resource levels have equal opportunities to develop and submit grant proposals that support the City's vision and their individual departmental goals.		
	Serve as consultants to city departments for project analysis, grant writing, editing, budget development, attachment preparation, and submission assistance.	Ongoing
	Assist city departments in reaching out to other departments, local nonprofits, and community-based organizations to support the development of fundable projects.	Ongoing
	Monitor grant development and submission processes to ensure that all grant components meet funder requirements.	Ongoing

# GRANTS DEVELOPMENT

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Develop a grants manual that informs city departments about grants administration resources.	Ongoing; roll-out is expected in early FY15
	Hold small-group trainings to show city departments how to utilize grants administration and the grants manual as resources to support their work.	New for FY15
Ensure that the City maintains a repository of information on its own funding history, submitted grant applications, and current fundability with past and prospective funders.		
	Maintain a database that records grant submissions and tracks outcomes for all departments.	Ongoing
	Maintain paper and electronic archives of the City's submitted grants.	Ongoing
	Develop methods of capturing and recording institutional knowledge of the City's relationships with individual funders.	New for FY15

## BUDGET:

GRANTS DEVELOPMENT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	95,296.94	112,431.00	86,013.36	127,364.00	
<b>SUB-TOTAL PERSONAL SVS.</b>	<b>95,296.94</b>	<b>112,431.00</b>	<b>86,013.36</b>	<b>127,364.00</b>	<b>13.3%</b>
530000 PROFESSIONL & TECHNCL	-	1,000.00	840.00	1,000.00	
530008 EMPLOYEE TRAINING	-	-	-	800.00	
542000 OFFICE SUPPLIES	-	1,000.00	-	1,000.00	
542001 PRINTING & STATIONERY	-	-	120.00	120.00	
542004 COMPUTER SUPPLIES	-	440.00	-	440.00	
558004 MAGAZINES	1,724.00	1,700.00	1,295.00	1,700.00	
572000 OUT OF STATE TRAVEL	-	-	-	400.00	
573000 DUES AND MEMBERSHIPS	275.00	316.00	-	316.00	
<b>SUB-TOTAL ORDINARY MAINT.</b>	<b>1,999.00</b>	<b>4,456.00</b>	<b>2,255.00</b>	<b>5,776.00</b>	<b>29.6%</b>
<b>TOTAL</b>	<b>97,295.94</b>	<b>116,887.00</b>	<b>88,268.36</b>	<b>133,140.00</b>	<b>13.9%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
GRANT COORDINATOR	HARTKE, KATE	1,171.16	61,134.43	61,134.43
GRANT WRITER	HAAS, LAURA	1,268.75	66,228.75	66,228.75

# CITY CLERK

## MISSION STATEMENT:

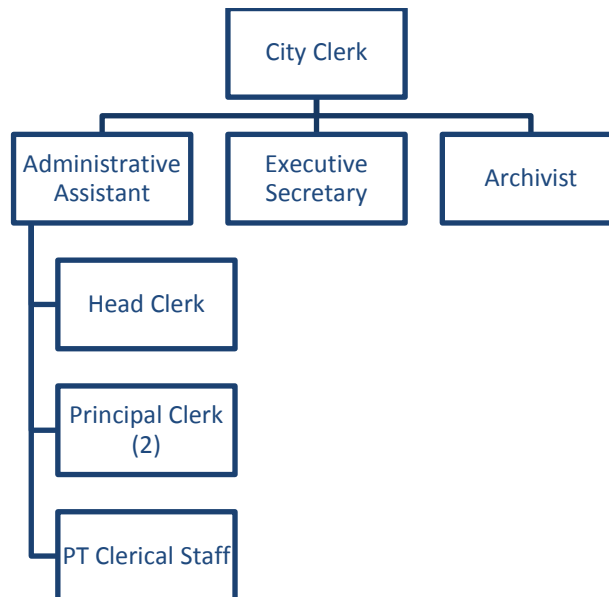
To record, maintain, and certify municipal records, including resident vital statistics, business licenses and permits, and legislative acts. We provide technical assistance to individuals and businesses, and professional support to public officials. We also provide professional and clerical support to the Board of Aldermen and Licensing Commission, including meeting preparation, interdepartmental communication, license and permit processing, and document management.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	420,360.06	405,292.00	423,855.00	4.6%
ORDINARY MAINTENANCE	102,258.32	154,506.00	167,617.00	8.5%
GENERAL FUND EXPENDITURES	522,618.38	559,798.00	591,472.00	5.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:





# CITY CLERK

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- The City Clerk’s Office scanned all death records from 1998 to the present and imported them into the vital records software it uses for death records, significantly increasing the speed with which it can produce such records.
- The City Clerk’s Office operated the MUNIS Business Licensing Module for the Board of Aldermen’s licenses for one complete year/business cycle, establishing for the first time a single robust database ready for conversion to CitizenServe.
- The Archivist created and arranged the city’s first online and physical display from its collection, highlighting a treasure trove of public health records from the 1920s. The exhibit engaged visitors at the Public Library, from the City Clerk’s webpage, and via social media.
- The City Clerk’s Office dramatically enhanced the quality of the complete set of Board of Aldermen meeting minutes, which has been posted on the city’s website. The PDFs now support word searches with a high degree of accuracy all the way back to 1904, when the Clerk’s Office first adopted “typewriter” technology. This goal was achieved internally, using only existing staff and software.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Vital Records Requests	4,622	4,667	4,667	4,578
Board of Aldermen Licenses	547	591	615	615
Licensing Commission Licenses	428	418	427	427
Archived Records (Cubic Feet)	2,220	2,325	2,525	2,990

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	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.	This objective is underway. We have identified the software we will use—CitizenServe—and are progressing towards a FY15 implementation.
	Complete the conversion to the Munis Business Licensing Module for Licensing Commission licenses.	This objective has been reconfigured in favor of a conversion to CitizenServe, which is progressing towards a FY15 implementation.
	Begin supporting online business license applications, accepting credit cards for the application fee.	New for FY15

# CITY CLERK

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Provide consistent administrative support for municipal government.		
	Continue to stream BOA meetings online and post minutes and video links within 2 business days.	This objective continues to be consistently met.
	Continue using MinuteTraq to promptly inform departments of relevant BOA actions.	This objective continues to be consistently met.
Maintain City records in the most efficient way possible.		
	Complete an internal needs assessment and 3-year action plan for onsite and offsite records storage and records retention.	This objective is underway and will be completed by the close of FY 2014.
	Develop the capacity to digitize records in-house for preservation and public access purposes.	New for FY15

## BUDGET:

CITY CLERK	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	406,054.55	386,284.00	299,738.38	394,919.00	
(512000) SAL & WAGES TEMP	-	9,416.00	9,790.00	18,544.00	
(513000) OVERTIME	1,480.51	2,192.00	1,777.54	2,192.00	
(514006) LONGEVITY	5,575.00	5,650.00	2,825.00	6,450.00	
(515012) PERFECT ATTENDANCE	500.00	-	1,200.00	-	
(519004) UNIFORM ALLOWANCE	1,750.00	1,750.00	1,750.00	1,750.00	
(519013) OTHER LUMP SUM	5,000.00	-	-	-	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>420,360.06</b>	<b>405,292.00</b>	<b>317,080.92</b>	<b>423,855.00</b>	<b>4.6%</b>
524007 REPAIRS OFFICE	901.57	1,900.00	1,640.00	800.00	
524033 R&M - SOFTWARE	15,035.84	18,040.00	18,040.00	24,040.00	
527006 LEASE - PHOTOCOPIER	1,971.75	2,500.00	2,200.00	2,500.00	
527013 RENTAL - STORAGE SPACE	3,456.80	5,050.00	4,872.08	7,984.00	
527018 POSTAGE MACHINE	834.50	10,392.00	10,000.00	11,431.00	
530000 PROFESSIONL & TECHNCL	185.97	1,300.00	3,169.15	1,300.00	
530011 ADVERTISING	530.00	750.00	750.00	750.00	
534003 POSTAGE	68,175.00	75,964.00	65,856.07	84,102.00	
542000 OFFICE SUPPLIES	4,603.75	5,000.00	4,968.83	5,500.00	
542001 PRINTING & STATIONERY	1,061.00	5,600.00	1,099.03	4,000.00	

## CITY CLERK

542005 OFFICE EQUIPMENT	-	2,300.00	-	1,900.00	
542008 BOOKS & BOOKBINDING	5,116.50	14,410.00	9,835.00	16,710.00	
549000 FOOD SUPPLIES &	-	-	-	100.00	
558004 SUBSCRIPTS/PUBLIC	29.64	-	-	100.00	
571001 IN STATE CONFERENCES	25.00	500.00	15.00	500.00	
573000 DUES AND MEMBERSHIPS	75.00	500.00	539.00	600.00	
574000 INSURANCE PREMIUMS	256.00	300.00	275.00	300.00	
578001 CC CONVENIENCE FEE	-	10,000.00	-	5,000.00	
<b>(0116152) CITY CLERK ORDINARY</b>	<b>102,258.32</b>	<b>154,506.00</b>	<b>123,259.16</b>	<b>167,617.00</b>	<b>8.5%</b>
<b>TOTAL</b>	<b>522,618.38</b>	<b>559,798.00</b>	<b>440,340.08</b>	<b>591,472.00</b>	<b>5.7%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CITY CLERK	LONG, JOHN J	1,749.52	91,324.90	91,324.90
ARCHIVIST	DIXSON, NADIA	995.19	51,949.12	51,949.12
ADMN ASST	DEPRIZIO, JO-ANN	1,050.43	54,832.45	56,582.45
EXECUTIVE SECRETARY	PAGLIARO, JENNEEN	1,050.43	54,832.45	56,582.45
HEAD CLERK	JAMES, MAUREEN	961.46	50,188.21	51,938.21
PRINCIPAL CLERK II	CASSIDY, NANCY	879.23	45,895.81	47,095.81
PRINCIPAL CLERK II	BATZEK, LORI	879.23	45,895.81	47,645.81

# LICENSING COMMISSION

## BUDGET:

LICENSING COMMISSION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511002 SALARIES - MONTHLY	10,800.00	10,800.00	9,000.00	10,800.00	
<b>(0116551) LICENSING CO</b>	<b>10,800.00</b>	<b>10,800.00</b>	<b>9,000.00</b>	<b>10,800.00</b>	<b>0.0%</b>

## COMMISSION LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHAIRMAN	UPTON, ANDREW	300.00	3,600.00	3,600.00
COMMISSIONER	VACCARO, VITO	300.00	3,600.00	3,600.00
COMMISSIONER	MCKENNA, JOHN	300.00	3,600.00	3,600.00

# LAW

## MISSION STATEMENT:

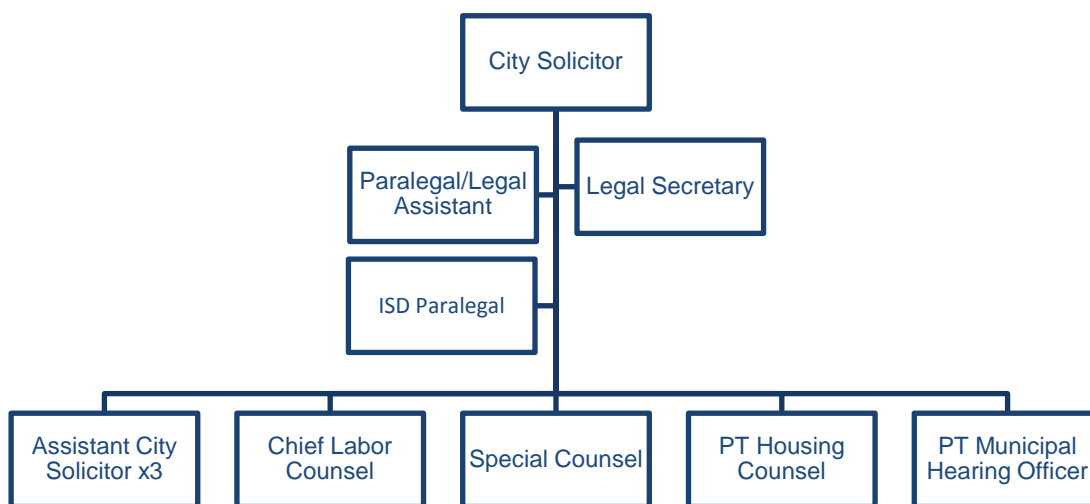
To provide high quality, cost effective legal services to the Mayor, Board of Aldermen, Department Heads, Boards, and Commissions. The Law Department strives to successfully prosecute and defend actions before state and federal courts and administrative agencies, as well as to provide knowledgeable and 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	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	623,411.58	603,993.00	671,778.00	11.2%
ORDINARY MAINTENANCE	44,834.62	125,900.00	175,275.00	39.2%
GENERAL FUND EXPENDITURES	668,246.20	729,893.00	847,053.00	16.1%

## CHANGES BETWEEN FY2014 AND FY2015:

- New ISD Paralegal position included in the budget to enhance the coordination between the Law Department and Inspectional Services Division. This position will enable the City to thoroughly enforce the Building and Health Code and crackdown on repeat offenders.
- \$50,000 increase in the Legal Services budget to address anticipated outside counsel fees.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Surrounding Community recognition by Gaming Commission as to Wynn and Mohegan Sun;
- Community Path extension (Memorandum of Understanding with MBTA);
- Collected over \$80,000.00 on a disputed claim, in conjunction with Personnel;
- Drafted Wage Theft Ordinance enacted by the Board of Aldermen;
- Prepared Greentown Labs Working Capital Loan;
- Counsel to Personnel in hiring process (20 Fire Fighters and 22 Police Officers);
- Reviewed over 400 contracts;
- Received over 100 new claims against the City;
- Responded or assisted in responding to over 70 public records requests.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Contracts reviewed	485	430	510	450

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Continue professional development of all staff		
	Encourage staff to routinely attend legal seminars and take courses in computer programs	Ongoing
	Create a comprehensive case management database, with assistance of IT	Ongoing
Strive for excellent customer service according to A.C.E and improve client communication		
	Continue to provide prompt responses to law claims	Ongoing
	Educate clients on the importance of including law department in decision-making	Ongoing
	Efficiently and effectively communicate opinions to BOA members	Ongoing
	Vet items internally before submitting to BOA, dept. heads, etc.	Ongoing
Advance/complete the Green Line Extension project		
	Work with MBTA as to easements and takings	Ongoing
	Continue to work with MBTA re: construction of Union Square spur	Ongoing
	Work with MBTA re: development of Union Square, Gilman Square and Lowell Street stations	New for FY15

# LAW

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Assist MassDOT and OSPCD in extension of Community Path	New for FY15
Increase the efficiency and cost effectiveness of city-wide contract and procurement process and legal strategies		
	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	Ongoing
	Continue to retain litigation against the City in-house to avoid incurring outside counsel fees	Ongoing
Continue to preserve the quality of documents and law department files to provide greater accessibility		
	Work with the City archivist to box law department files according to guidelines and develop and implement plans for storage and retention	Ongoing
	Scan and index legal documents throughout the year	Ongoing
Expand collaboration with ISD on code enforcement matters		
	Continue to assist Neighborhood Impact Team. Provide advice and legal representation for efficient and effective code enforcement options	Ongoing
	Continue to pursue receivership matters related to problem properties	Ongoing
Assist with labor related matters		
	Assist the Personnel Director and other department heads and managers on a variety of matters including appointments, promotions, collective bargaining agreement interpretation and disciplinary matters	Ongoing

## BUDGET:

LAW	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	610,120.86	591,702.00	476,912.10	659,261.71	
511002 SALARIES - MONTHLY	11,040.72	11,041.00	9,200.60	11,041.00	
514006 LONGEVITY	1,250.00	1,250.00	625.00	1,475.00	
519013 OTHER LUMP SUM	1,000.00	-	-	-	
<b>(0115151) LAW PERSONAL</b>	<b>623,411.58</b>	<b>603,993.00</b>	<b>486,737.70</b>	<b>671,777.71</b>	<b>11.2%</b>
530000 PROFESSIONL &	31,620.60	16,000.00	4,577.50	14,800.00	

# LAW

530010 LEGAL SERVICES	-	75,000.00	51,000.00	125,000.00	
530024 TUITION	945.00	3,000.00	1,815.00	3,000.00	
534003 POSTAGE	3.10	200.00	100.00	400.00	
542000 OFFICE SUPPLIES	1,036.50	2,500.00	1,750.00	2,300.00	
542001 PRINTING &	-	400.00	-	400.00	
542002 PHOTOCOPYING	-	-	37.00	200.00	
542005 OFFICE EQUIPMENT	-	2,000.00	-	2,000.00	
542008 BOOKS & BOOKBINDING	6,777.89	19,000.00	9,839.80	19,375.00	
558004 MAGAZINES	826.25	500.00	500.00	500.00	
571000 IN STATE TRAVEL	269.00	1,000.00	800.00	1,000.00	
573000 DUES AND	2,950.00	4,000.00	3,166.00	4,000.00	
578010 RECORDINGS	406.28	1,500.00	500.00	1,500.00	
<b>(0115152) LAW ORDINARY</b>	<b>44,834.62</b>	<b>125,900.00</b>	<b>74,085.30</b>	<b>175,275.00</b>	<b>39.2%</b>
<b>TOTAL</b>	<b>668,246.20</b>	<b>729,893.00</b>	<b>560,823.00</b>	<b>847,052.71</b>	<b>16.1%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CITY SOLICITOR	FRANCIS X. WRIGHT, JR.	2,077.52	108,446.79	108,446.79
ASSISTANT CITY SOLICITOR	MATTHEW J. BUCKLEY	1,698.18	88,645.25	88,645.25
ASSISTANT CITY SOLICITOR	ROBERT V. COLLINS	1,698.18	88,645.25	88,645.25
ASSISTANT CITY SOLICITOR	DAVID P. SHAPIRO	1,749.52	91,324.90	91,324.90
ASSISTANT CITY SOLICITOR	JASON GROSSFIELD	1,600.00	83,519.92	83,519.92
LEGAL COUNSEL	EILEEN MCGETTIGAN	1600.00	83,520.00	20,880.25
PARALEGAL/LEGAL ASSISTANT	SUSAN M. TKACZUK	820.08	42,808.26	42,808.26
LEGAL ASSISTANT	PAULA GARTLAND	1,486.48	62,134.86	78,802.80
		1,490.33	15,499.43	
ISD PARALEGAL	VACANT (NEW)	990.59	51,708.80	51,708.80
PROGRAM MANAGER HOUSING	DONATO, KELLY	260.00	13,572.00	13,572.00
MUNICIPAL HEARING OFFICER	KENNETH JOYCE	920.06	11,040.72	11,040.72



# OSPCD ADMINISTRATION

## MISSION STATEMENT:

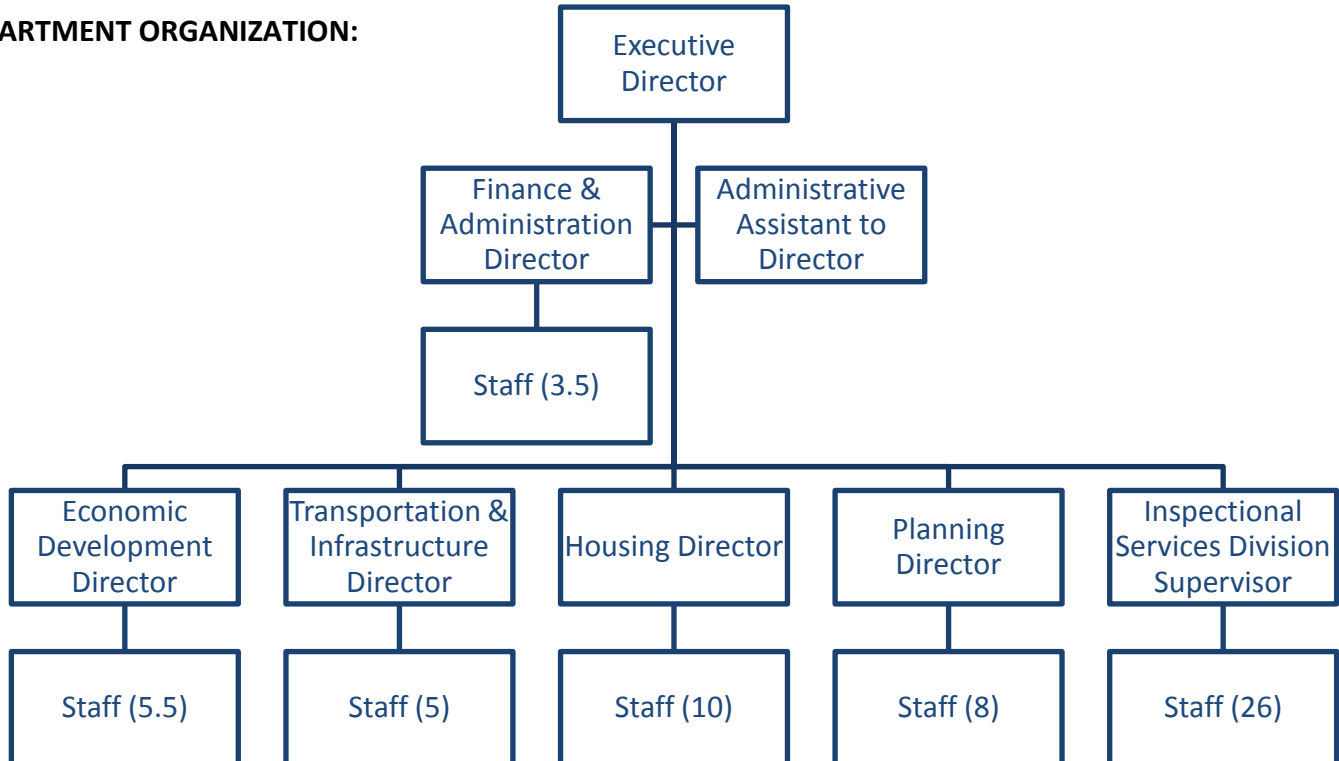
To make Somerville an even more exceptional place to live, work, play and raise a family by implementing the goals, policies, and actions of the SomerVision comprehensive plan. OSPCD seeks to enhance low and moderate income areas of the City, stimulate economic development, increase job opportunities, 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.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	135,772.13	237,800.00	246,407.00	3.6%
ORDINARY MAINTENANCE	6,451.43	21,551.00	21,550.00	0.0%
GENERAL FUND EXPENDITURES	142,223.56	259,351.00	267,957.00	3.3%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



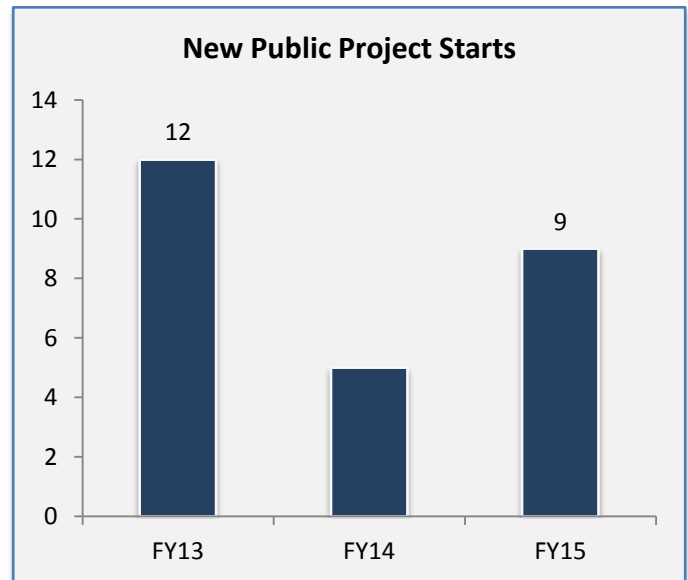
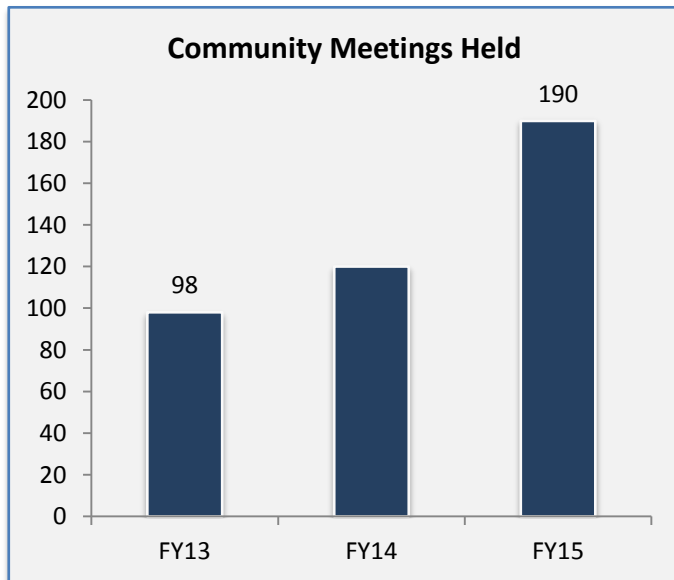
# OSPCD ADMINISTRATION

## GRANTS AWARDED:

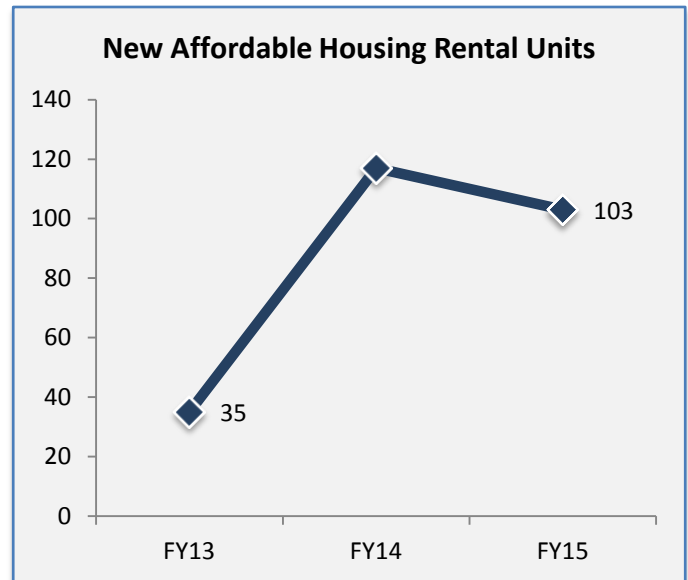
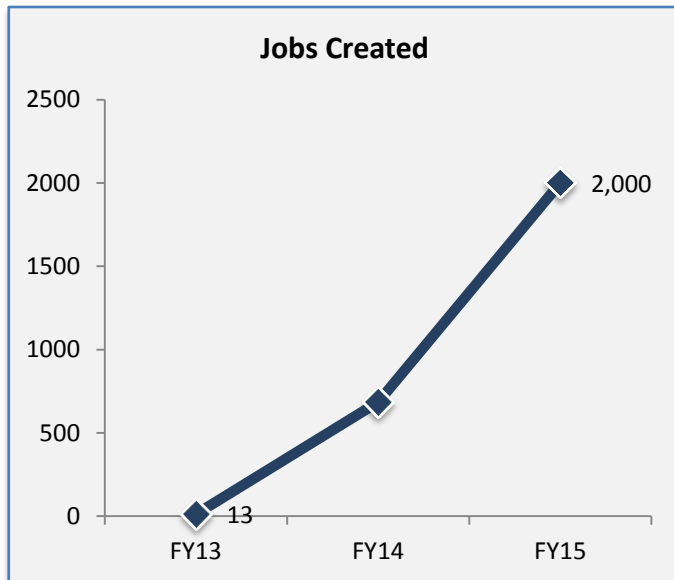
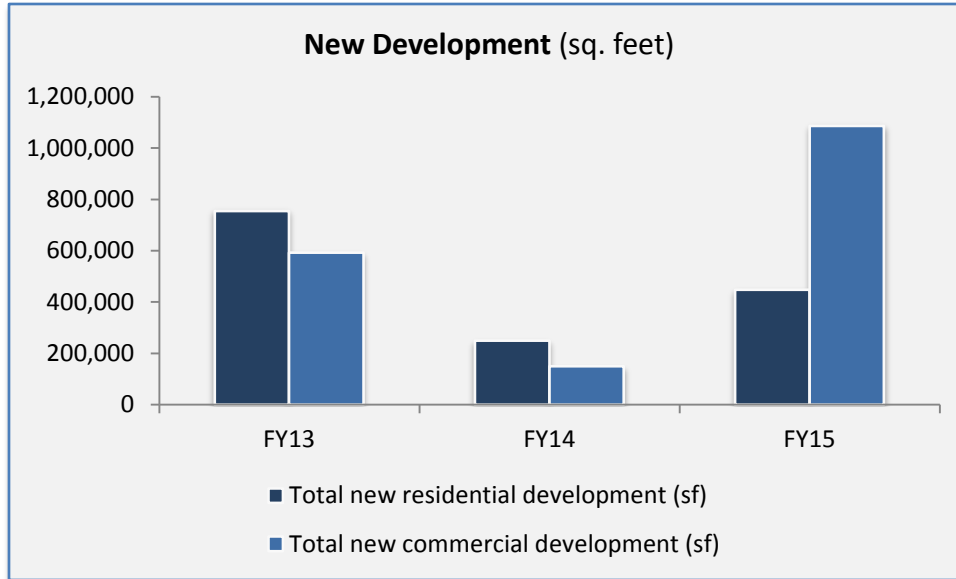
GRANT NAME	GRANTING AGENCY	AMOUNT
Community Development Block Grant (CDBG)	U.S. Department of Housing and Urban Development (HUD)	\$2,373,476
Community Challenge Grant	HUD	\$1,300,000
Emergency Solutions Grant	HUD	\$202,284

## DEPARTMENTWIDE PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Total community meetings held	N/A	98	120	190
Total jobs created	N/A	13	685	2,000
Total new accessible open space (acres)	N/A	1.5	2.0	2.0
Total new affordable housing rental units	N/A	35	117	103
Total new affordable homeownership units	N/A	6	3	15
Percentage increase in walking	N/A	50%	25%	8%
Percentage increase in biking	N/A	50%	25%	15%
Total new public project starts	N/A	12	5	9
Total new residential development (sf)	N/A	754,900	250,000	448,184
Total new commercial development (sf)	N/A	592,000	150,000	1,085,937



# OSPCD ADMINISTRATION



## DIVISION GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Ensure that OSPCD revenues and expenditures are within annual budget parameters		
	Submit City budget proposal in a timely manner	Ongoing
Administer HUD-based grant programs		
	Hold annual RFP process to select Public Service Grant recipients	Ongoing
	Actively monitor performance of sub-grantees	Ongoing
	Administer CDBG program, in compliance with grant guidelines	Ongoing

# OSPCD ADMINISTRATION

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Submit HUD Annual Action Plan	Ongoing (complete for FY14)
	Submit annual CAPER	Ongoing (complete for FY14)
	Administer grant funds	Ongoing
Provide financial and administrative support to all OSPCD divisions and the Community Preservation Act (CPA) Program		
	Support the implementation of CPA planning and development	Ongoing

## BUDGET:

OSPCD ADMINISTRATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	135,772.13	237,800.00	189,483.23	246,407.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>135,772.13</b>	<b>237,800.00</b>	<b>189,483.23</b>	<b>246,407.00</b>	<b>3.6%</b>
524007 R&M - OFFICE EQUIPMENT	198.95	-	-	-	
524034 MAINT CONTRACT-OFFC	1,375.00	-	-	500.00	
527006 LEASE - PHOTOCOPIER	1,924.50	7,771.00	-	-	
530000 PROFESSIONL & TECHNCL	175.00	11,280.00	91,780.00	18,550.00	
530010 LEGAL SERVICES	225.00	-	500.00	-	
530011 ADVERTISING	-	1,250.00	-	1,250.00	
530023 STAFF DEVELOPMENT	500.00	-	-	-	
534003 POSTAGE	-	500.00	-	500.00	
542000 OFFICE SUPPLIES	156.26	500.00	800.00	500.00	
542001 PRINTING & STATIONERY	430.00	-	30.00	-	
542007 COMPUTER EQUIPMENT	-	-	4,843.59	-	
549000 FOOD SUPPLIES & REFR	71.10	-	-	-	
558004 MAGAZINES	-	250.00	250.00	250.00	
572000 OUT OF STATE TRAVEL	455.62	-	-	-	
573000 DUES AND MEMBERSHIPS	940.00	-	-	-	
<b>SUBTOTAL ORDINARY MAINTENANCE</b>	<b>6,451.43</b>	<b>21,551.00</b>	<b>98,203.59</b>	<b>21,550.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>142,223.56</b>	<b>259,351.00</b>	<b>287,686.82</b>	<b>267,957.00</b>	<b>3.3%</b>

# OSPCD ADMINISTRATION

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	GLAVIN, MICHAEL	2,411.06	125,857.50	100,686.00
DIRECTOR FIN & ADMIN	GULLA, JAYNE	1,600.00	83,519.92	22,550.38
LEGAL COUNSEL	MCGETTIGAN, EILEEN	1600.00	83,520.00	50,112.00
SENIOR ACCOUNTANT	MENGESTU, ZEWDITU	1,255.27	65,524.90	13,104.98
SENIOR ACCOUNTANT	INACIO, ALAN	1,200.00	62,640.21	12,528.04
PROGRAM COMPLIANCE OFFICER	GEDEON, KERSHNY	975.96	50,945.27	15,283.58
ADMINISTRATIVE ASST TO DIRECTOR	LYNCH, NANCY	947.28	49,448.05	32,141.23
PROGRAMS ANALYST (PT)	SNYDER, PENELOPE	656.06	34,246.50	0.00

# OSPCD PLANNING & ZONING

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	427,092.72	524,895.00	601,928.00	14.7%
ORDINARY MAINTENANCE	21,778.43	175,558.00	285,558.00	62.7%
GENERAL FUND EXPENDITURES	448,871.15	700,453.00	887,486.00	26.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- Additional funds were budgeted in the Prof. & Tech. OM line to complete ongoing planning in Davis Square and East Somerville and to implement the Somerville By Design planning process in additional neighborhoods in FY15.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

**GRANTS AWARDED:** See OSPCD Administration section

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Completed station area plans for Gilman Square and Magoun Square areas, and engaged East Somerville and Davis Square in the Somerville by Design neighborhood planning process
- Completed zoning overhaul draft for public discussion during Summer 2014 and submittal for public hearing forthcoming in Fall 2014.
- Completed review of over 100 cases before Planning Board, Zoning Board of Appeals (ZBA), and Historic Preservation Commission

### DIVISION GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Manage ongoing monitoring, reporting, and implementation responsibilities related to SomerVision, Somerville's Comprehensive Plan		
	Develop SomerVision monitoring and reporting mechanism	New for FY15
Ensure that the Somerville Zoning Ordinance reflects the vision and goals of the Comprehensive Plan, and clearly establishes the City's expectations for development		
	Introduce a draft of the new Somerville by Design zoning ordinance to the Board of Aldermen in FY14.	Completed June 2014
	Complete and implement the Somerville by Design Zoning Ordinance in FY15	New for FY15

# OSPCD PLANNING & ZONING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Establish Board regulations and application forms to reflect the new zoning	New for FY15
	Establish additional zoning amendments to implement neighborhood plans as they are completed	New for FY15
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	Ongoing
	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	Ongoing
	Collaborate with ISD in the implementation of electronic permitting for development projects	New for FY15
Apply the "Somerville by Design" neighborhood planning process 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 and Lowell Street/Magoun Square, and implement those plans through the proposed new zoning	Complete
	Complete the neighborhood plans for Ball Square, Davis Square and East Somerville, and implement regulatory recommendations in the plans	Ongoing
	Begin a "Somerville by Design" neighborhood plan for Winter Hill and at least one other neighborhood in FY15	New for FY15
	Complete "public life studies" for neighborhood plans to measure the use of neighborhood public space	New for FY15
Promote and protect the historic elements of Somerville		
	Provide support to the Somerville Historic Preservation Commission	Ongoing
	Administer historic events, including Patriots' Day and walking tours	Ongoing

## BUDGET:

PLANNING AND ZONING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	361,784.03	453,784.00	341,993.43	530,817.00	
(511002) SALARIES - MONTHLY	65,308.69	71,111.00	59,173.23	71,111.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>427,092.72</b>	<b>524,895.00</b>	<b>401,166.66</b>	<b>601,928.00</b>	<b>14.7%</b>

# OSPCD PLANNING & ZONING

PLANNING AND ZONING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
524007 R&M - OFFICE EQUIPMENT	-	-	386.25	-	
527001 RENTAL - BUILDINGS	-	-	2,500.00	-	
530000 PROFESSIONL & TECHNCL SVC	8,964.84	165,500.00	95,505.78	275,500.00	
530011 ADVERTISING	-	2,210.00	667.74	2,210.00	
530028 SOFTWARE	-	1,000.00	25,650.00	1,000.00	
534003 POSTAGE	5,400.00	400.00	40.81	400.00	
534005 PRINTING	-	-	990.00	-	
542000 OFFICE SUPPLIES	458.54	1,250.00	3,691.91	1,250.00	
542001 PRINTING & STATIONERY	1,836.68	2,200.00	601.62	2,200.00	
542004 COMPUTER SUPPLIES	-	-	110.08	-	
542007 COMPUTER EQUIPMENT	-	-	-	-	
542008 BOOKS & BOOKBINDING	-	500.00	442.30	500.00	
549000 FOOD SUPPLIES &	31.56	-	-	-	
553001 SIGNS AND CONES	-	-	120.00	-	
558002 ONLINE SUBSCRIPTION	1,409.00	1,500.00	750.00	1,500.00	
558004 MAGAZINES & PUBLICATIONS	-	28.00	-	28.00	
558011 FLOWERS & FLAGS	-	-	400.00	-	
571000 IN STATE TRAVEL	103.00	-	81.50	-	
571001 IN STATE CONFERENCES	-	100.00	225.00	100.00	
572000 OUT OF STATE TRAVEL	2,739.81	-	1,566.00	-	
573000 DUES AND MEMBERSHIPS	835.00	870.00	905.00	870.00	
<b>SUBTOTAL ORDINARY MAINTENANCE</b>	<b>21,778.43</b>	<b>175,558.00</b>	<b>134,633.99</b>	<b>285,558.00</b>	<b>62.7%</b>
<b>TOTAL</b>	<b>448,871.15</b>	<b>700,453.00</b>	<b>535,800.65</b>	<b>887,486.00</b>	<b>26.7%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF PLANNING & ZONING	PROAKIS, GEORGE	1,648.36	86,044.31	86,044.31
SENIOR PLANNER	MASSA, LORI	1,200.00	62,640.21	62,640.21
PLANNER	WOODS, MELISSA	975.96	50,945.27	50,945.27
ADMINISTRATIVE ASSISTANT	PEREIRA, DAWN	836.83	43,682.55	43,682.55
SENIOR PLANNER - STATION AREA	RAWSON, BRAD	1,200.00	62,640.21	62,640.21
SENIOR PLANNER - ZONING	BARTMAN, DANIEL	1,200.00	62,640.21	62,640.21
PLANNER - PLANNING & HISTORIC PRESERVATION	HAYES, AMIE	995.19	51,949.12	51,949.12



## OSPCD PLANNING & ZONING

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF HISTORIC PRESERVATION (PT)	WILSON, BRANDON	1,066.49	55,670.88	55,670.88
PLANNER HISTORIC PRESERVATION	CHASE, KRISTI	1,046.05	54,603.99	54,603.99
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, JAMES	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	CAPUANO, MICHAEL	467.29	5,607.48	5,607.48
BOARD MEMBER PLANNING	AMARAL, GERARD	233.65	2,803.80	2,803.80
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, JOSH	233.65	2,803.80	2,803.80
ASSOC BOARD MEMBER ZBA	BROOKS, BRANDY	233.65	2,803.80	2,803.80

# OSPCD HOUSING

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	75,241.16	224,222.00	220,398.00	-1.7%
ORDINARY MAINTENANCE	989.17	2,300.00	2,000.00	-13.0%
GENERAL FUND EXPENDITURES	76,230.33	226,522.00	222,398.00	-1.8%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
HUD Lead Hazard Reduction Demonstration Grant	U.S. Department of Housing and Urban Development (HUD)	\$2,007,703
HOME Program	HUD	\$477,836
Improving the Health of Near Highway Communities	Kresge Foundation via Tufts University	\$45,000 per year for 3 years
Continuum of Care	HUD	\$2,334,299 (\$2,105,025 awarded in April 2014, balance pending)
Unaccompanied Youth Count	Massachusetts Department of Housing and Urban Development	\$4,750

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Successful passage of an increased Linkage Fee of \$5.15/sf for commercial development over 30,000 sf
- Completion of two new affordable housing developments: St. Polycarp Phase III with 31 affordable rental units and Massachusetts Bay Veterans Center with 29 transitional and permanent housing units for veterans
- Received a \$2,007,703.31 Lead Hazard Abatement Grant from HUD, launched in December 2013
- Lottery for 56 new affordable units at Assembly Square's Avalon Bay developments
- Drew down funds for creation of \$1.3 million land bank for affordable housing along Green Line Extension

# OSPCD HOUSING

## DIVISION GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
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	Complete (funding has been committed to two housing developments, totaling 60 new affordable rental units)
	Expand opportunities for new family-sized housing development	Ongoing <ul style="list-style-type: none"> <li>• Housing Roundtable Session held in Winter 2014</li> <li>• Exploring funding opportunities as well as zoning changes to encourage new family development</li> </ul>
	Launch Middle-Income Housing Program	New for FY15
	Fund 1 new family housing development	New for FY15
	Begin construction of additional 60 units of affordable rental housing	New for FY15
Improve quality of housing stock in Somerville		
	Implement relationship with Energy Management Partner to offer energy-efficiency retrofits to owners of 1-4 family homes	Ongoing (MOU should be launched by end of Summer 2014)
	Rehabilitate 40 units and replace 10 heating systems for low or moderate income owners and tenants	New for FY15
	Perform lead abatement on 36 units	New for FY15
	Launch Solar Partnership to increase solar installations on Somerville homes	New for FY15
Manage and enhance the Inclusionary Housing Program		
	Complete marketing of first 56 units of inclusionary housing units at Assembly Row	Complete
	Implement changes to inclusionary zoning as determined by the zoning work being conducted by the Planning Division	Ongoing (discussions initiated, will be included in zoning presented to BOA in Fall 2015)
	Update ordinance in conjunction with zoning overhaul work	New for FY15
	Implement universal waitlist for affordable opportunities	New for FY15

# OSPCD HOUSING

## BUDGET:

HOUSING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	64,441.16	206,222.00	169,046.89	202,397.74	
(511002) SALARIES - MONTHLY	10,800.00	18,000.00	10,200.00	18,000.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>75,241.16</b>	<b>224,222.00</b>	<b>179,246.89</b>	<b>220,397.74</b>	<b>-1.7%</b>
524034 MAINT CONTRACT-	146.86	-	-	-	
530000 PROF. & TECHNCL SVC	-	-	455.00	200.00	
530011 ADVERTISING	-	450.00	-	100.00	
534003 POSTAGE	-	-	-	100.00	
542000 OFFICE SUPPLIES	431.52	500.00	150.00	500.00	
542001 PRINTING & STATION	30.00	100.00	29.90	-	
549000 FOOD SUPP & REFRES	21.79	-	325.48	200.00	
558004 MAGAZINES	59.00	-	-	-	
573000 DUES & MEMBERSHIPS	300.00	1,250.00	810.00	900.00	
<b>SUBTOTAL ORDINARY MAINTEN</b>	<b>989.17</b>	<b>2,300.00</b>	<b>1,770.38</b>	<b>2,000.00</b>	<b>-13.0%</b>
<b>TOTAL</b>	<b>76,230.33</b>	<b>226,522.00</b>	<b>181,017.27</b>	<b>222,397.74</b>	<b>-1.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF HOUSING	LEWINTER, DANA	1,648.36	86,044.31	68,835.45
DIRECTOR OF SPECIAL PROJECTS	DONATO, KELLY	1,040.00	54,288.00	21,715.20
HOUSING GRANTS MANAGER	PERSOFF, EVELYN	1,305.83	68,164.25	27,265.70
PROGRAM SPECIALIST	WAIRI, VICKI	1,051.16	54,870.35	21,948.14
HOUSING PROGRAM SPECIALIST	KOTY, RUSSELL	985.58	51,447.20	51,447.20
HOUSING COORDINATOR	BEAUZILE, MARIO	1,040.95	54,337.63	21,735.05
REHAB PROGRAM MANAGER	LANDERS, GEORGE	1,325.81	69,207.08	0.00
REHAB PROGRAM SPECIALIST	LYNCH, SEAMUS	990.60	51,709.32	0.00
LEAD PROGRAM MANAGER	HAUCK, DANIEL	1,326.42	69,239.32	0.00
LEAD PROGRAM COORDINATOR	CARRINGTON, GERRY	1,182.70	61,736.74	0.00
HOUSING PROGRAM COORDINATOR	BOB, ALEX	971.16	50,694.31	0.00
BOARD MEMBER	CONNORS, JARROD	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
BOARD MEMBER	VACANT	300.00	3,600.00	3,600.00

# OSPCD ECONOMIC DEVELOPMENT

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	28,864.03	241,783.00	244,394.00	1.1%
ORDINARY MAINTENANCE	1,915.33	90,417.00	90,417.00	0.0%
GENERAL FUND EXPENDITURES	30,779.36	332,200.00	334,811.00	0.8%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Working Cities Challenge	Federal Reserve Bank of Boston	\$100,000

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Completed Boynton Yards Transportation and Infrastructure Study
- Demolished Waste Transfer Facility and worked with Brickbottom residents on interim re-use plans
- Completed relocation and expansion of Greentown Labs to Ames business complex, utilizing the City's new I-Fund
- Secured funds through the Federal Reserve's Working Cities Challenge Grant
- Continued coordination of Assembly Row development implementation with Federal Realty Investment Trust (FRIT), which included active support for the Partners HealthCare site location
- Worked with FRIT and Somerville Community Corporation (SCC) to implement Assembly Row Online Jobs Portal to advertise employment opportunities for local residents
- Implemented Somerville Site Finder portal, linking available commercial leasing opportunities to those businesses seeking to relocate in the City
- Worked with Somerville Redevelopment Authority (SRA) to create Request for Qualifications for a master developer partner for Union Square
- Worked with the SRA and the Union Square Advisory Committee on selection process for Union Square master developer partner
- Released Request for Proposals for the demolition and site clearance on the D-2 North Prospect Block for construction of the Union Square Green Line Station
- Introduced the Commercial Property Improvement Program to assist property owners and qualified tenants to upgrade their storefront, with a particular emphasis on Lower Broadway and East Somerville
- Provided impact analysis of the potential effects arising from the two Eastern Massachusetts applicants for a casino license

# OSPCD ECONOMIC DEVELOPMENT

- Offered continued financial, programmatic, and technical assistance to the City’s two Main Streets programs
- Acted as liaison to the City’s Licensing Commission for the issuance of city-owned liquor licenses (wine and malt and all other forms)

## DIVISION GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Promote commercial development to enhance Somerville’s commercial tax base and advance the SomerVison goal of adding 30,000 new jobs by 2030		
	Assist in advancing Assembly Row projects currently under construction to timely completion and occupancy	Ongoing
	Advance enhancement of Union Square area by timely solicitation of mixed-use, transit-oriented development options for the seven disposition blocks, as contemplated in SomerVision and the Union Square Revitalization Plan	Ongoing
	Transform surplus municipal facilities into sources of economic growth and public revenue	Ongoing
	Assist Union Square master developer with MBTA coordination on Union Square design	New for FY15
	Undertake a major plan change to the existing Assembly Square Urban Renewal Plan to expedite the development of the remaining 73 acres (+/-)	New for FY15
Provide assistance to local businesses		
	Expand the Commercial Property Improvement Program to incentivize re-investment by current businesses and attract new development to other income-eligible areas of the City	New for FY15
	Make additional I-Fund loans to assist the creative economy and maker movement in locating in Somerville	New for FY15
	Continue business support programs, with opportunities to provide capital to small businesses	New for FY15
Invest in the talents, skills, and education of people to support growth and provide opportunities to residents of all social and economic levels		
	Assist in promoting Assembly Row hiring efforts locally	Ongoing
	Work with local and regional partners to promote workforce development efforts in Somerville	Ongoing
	Work with partner organizations to implement “Pocket Change”, an initiative funded through the Federal Reserve’s Working Cities Challenge Program	Ongoing
	Work to move Jobs Linkage Home Rule Petition forward through state legislature	New for FY15

# OSPCD ECONOMIC DEVELOPMENT

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Manage the remediation and redevelopment of brownfield properties		
	Ensure that needed remediation of the former Kiley Barrel site proceeds on a timely basis	New for FY15
	Continue to work with Brickbottom residents to achieve creative uses on an interim basis for the former Waste Transfer Facility	New for FY15

## BUDGET:

ECONOMIC DEVELOPMENT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	28,864.03	241,783.00	161,200.40	244,394.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>28,864.03</b>	<b>241,783.00</b>	<b>161,200.40</b>	<b>244,394.00</b>	<b>1.1%</b>
530000 PROFESSIONL & TECHNCL	273.43	87,500.00	42,367.42	87,500.00	
530011 ADVERTISING	828.80	-	-	-	
534003 POSTAGE	-	500.00	-	500.00	
542000 OFFICE SUPPLIES	-	392.00	61.77	392.00	
542001 PRINTING & STATIONERY	813.10	300.00	500.00	300.00	
549000 FOOD SUPP & REFRESHM	-	-	29.85	-	
571001 IN STATE CONFERENCES	-	600.00	196.49	600.00	
573000 DUES & MEMBERSHIPS	-	1,125.00	625.00	1,125.00	
<b>SUBTOTAL ORDINARY MAINTENANC</b>	<b>1,915.33</b>	<b>90,417.00</b>	<b>43,780.53</b>	<b>90,417.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>30,779.36</b>	<b>332,200.00</b>	<b>204,980.93</b>	<b>334,811.00</b>	<b>0.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR ECONOMIC DEVELOPMENT	O'DONNELL, EDWARD	1,569.23	81,913.76	65,531.01
ECONOMIC DEVELOPMENT SPECIALIST	MAHER, AMANDA	1,243.99	64,936.13	38,961.68
URBAN REVITALIZATION SPECIALIST	MacCARTHY, MAXWELL	1,153.85	60,230.97	36,138.58
SENIOR PLANNER	HOUDLETTE, STEPHEN	1,206.56	62,982.48	37,789.49
PLANNER	THOMAS, SUNAYANA	971.16	50,694.31	25,347.16
PLANNER	GUZMAN, DAVID	1,005.46	52,484.96	31,490.98
ECONOMIC DEVELOPMENT ADVISOR	OFFIT, ANDREW	175.00	9,135.00	9,135.00

# OSPCD REDEVELOPMENT AUTHORITY

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	15,181.38	18,000.00	18,000.00	0.0%
GENERAL FUND EXPENDITURES	15,181.38	18,000.00	18,000.00	0.0%

## CHANGES BETWEEN FY2014 AND FY2015:

- No changes.

## BUDGET:

REDEVELOPMENT AUTHORITY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511002) SALARIES - MONTHLY	15,181.38	18,000.00	15,000.00	18,000.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>15,181.38</b>	<b>18,000.00</b>	<b>15,000.00</b>	<b>18,000.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>15,181.38</b>	<b>18,000.00</b>	<b>15,000.00</b>	<b>18,000.00</b>	<b>0.0%</b>

## 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



# OSPCD TRANSPORTATION & INFRASTRUCTURE

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	89,123.20	222,180.00	231,272.00	4.1%
ORDINARY MAINTENANCE	4,656.31	179,080.00	197,080.00	10.1%
SPECIAL ITEMS	21,330.00	-	-	
GENERAL FUND EXPENDITURES	115,109.51	401,260.00	428,352.00	6.8%

## CHANGES BETWEEN FY2014 AND FY2015:

- New Transportation Planner
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Symphony Park PARC Grant	Ex. Office of Energy & Environmental Affairs	\$400,000
Urban Agriculture Pilot Program	Massachusetts Department of Agriculture	\$36,877
Marshall St Playgrounds - Our Common Backyards	Ex. Office of Energy & Environmental Affairs	\$200,000
Safe Places to Play – Capuano School (pending)	US Soccer	\$150,000
Hubway Sponsorship	New Balance Athletic Shoe, Inc.	\$96,226

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Continued working toward the City goal of becoming the most walkable, bikeable, transit-accessible city in the United States.
  - Managed implementation of over \$800M in transportation investment currently under construction or contract, including:
    - Broke ground on the MBTA Green Line Extension (GLX) – over \$143M spent, with \$244M in 2015 and \$429M in 2016 (federal fiscal years)
    - Beacon Street design and construction – \$7.8M in state and federal investment
    - Construction of interim improvements in the McGrath corridor – \$1M in surface investment
    - Community Path Extension Opening (scheduled for fall) – \$2.2M in state and federal investment
    - Opening of the Ten Hills to Assembly Square bicycle and pedestrian underpass (spring 2014) - \$1M developer contribution
    - Started the Somerville by Design process for Union Square

# OSPCD TRANSPORTATION & INFRASTRUCTURE

- Scheduled completion of design of Davis Square (May 2014)
  - Opened 4 new Hubway stations (12 total) and successfully negotiated partial sponsorship of Hubway
  - Launched Central Broadway Streetscape
- Became a member of the National Association of City Transportation Officials (NACTO)
- Created a draft illustrated Complete Streets design guide
- Assisted with the evaluation of two Eastern Massachusetts casino applications for transportation system impacts
- Continued working toward the SomerVison goals of adding 125 new acres of open space in Somerville, as well as the improvement and greater utilization of existing open spaces
  - Broke ground on 3 park/playground renovations representing approximately \$1.9M in total capital investment (North Street Veteran Park, Kenney Park, Capuano School Playground) and designed a new park at Pearl and Florence Streets (Symphony)
  - Managed the planting of over 650 new street trees and maintained our status as a Tree City USA and Arbor Day community
  - Facilitated a Green Spaces | Community Places Somerville by Design process to further quantify existing and potential open space assets to help guide open space planning in Somerville
  - Streamlined and improved 311 tree planting requests as well as the division of planting tasks between DPW and OSPCD
  - Broke ground on North Street Veterans Playground (opening in July)
  - Opened a renovated Capuano School Playground

## DIVISION GOALS:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Work toward City goal of becoming the most walkable, bikeable, transit accessible city in the United States		
	Implement ADA upgrades	Ongoing
	Implement the Mayor's Neighborhood Street Reconstruction Program goals	Ongoing
	Strategically implement the recommendations of safe-START 2.0	New for FY15
	Implement Complete Streets Ordinance	New for FY15
	Completion of the Community Path Extension	New for FY15
	Secure financing of the Community Path Extension 2 (to Cambridge/Boston)	New for FY15
	Continue expansion of the Hubway system	Ongoing
	Break ground on Davis Square Streetscape improvements	Ongoing
	Complete 25% design and engineering for Union Square Streetscape and Utilities project	Ongoing
	Break ground on phases 2 and 2A of the Green Line Extension (Brickbottom and Union Square Stations)	New for FY15

# OSPCD TRANSPORTATION & INFRASTRUCTURE

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Open a new Orange Line Station at Assembly Square	New for FY15
	Start construction on Beacon Street reconstruction	New for FY15
	Design streetscape improvements for central Broadway	Ongoing
	Continue membership in the Boston Region MPO	Ongoing
Work toward SomerVison goal of adding 125 new acres of open space in Somerville		
	Open a new park at Symphony Park	New for FY15
	Use the information gathered at Green Spaces   Community Places to identify areas for new open space	New for FY15
	Create a plan to acquire and create additional open space	New for FY15
Improve and foster utilization of existing open spaces		
	Move forward with recommendations from both the parks and fields inventory and investment plan(s)	Ongoing
	Hold a Green Spaces   Community Places Somerville by Design process	New for FY15
	Improve the open space identified in Green Spaces   Community Places	New for FY15
	Plant over 700 trees	Complete for FY14 / Ongoing
	Seek out investment opportunities for urban agriculture	Ongoing
	Create a tree committee to help preserve and increase private tree planting	New for FY15
	Break ground on the Marshall Street playground renovation	New for FY15
	Break ground on the Waste Transfer Facility interim use	New for FY15
	Apply for PARC grant for Otis Playground	New for FY15
	Initiate design of renovations and infrastructure improvements at Nunziato Field	New for FY15

## BUDGET:

TRANSPORTATION & INFRASTRUCTURE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	89,123.20	222,180.0	180,395.40	231,272.00	
<b>(0118551) OSPCD-T&amp;I PERSONAL SVCS</b>	<b>89,123.20</b>	<b>222,180.0</b>	<b>180,395.40</b>	<b>231,272.00</b>	<b>4.1%</b>
530000 PROFESSIONL & TECHNCL	2,400.00		115,509.65	187,600.00	
530011 ADVERTISING	-	400.00	-	400.00	
530023 STAFF DEVELOPMENT	160.00	-	-	-	
530028 SOFTWARE SERVICES	1,000.00	2,000.00	1,000.00	2,000.00	
534003 POSTAGE	31.26	-	38.95	-	
542000 OFFICE SUPPLIES	100.00	100.00	-	100.00	

## OSPCD TRANSPORTATION & INFRASTRUCTURE

TRANSPORTATION & INFRASTRUCTURE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
542001 PRINTING & STATIONERY	-	-	200.00	-	
542002 PHOTOCOPYING	-	30.00	-	30.00	
542008 BOOKS & BOOKBINDING	127.05	-	-	-	
542012 OTH EQUIPMENT NOT	-	-	58,090.35	-	
558005 RECREATION SUPPLIES	55.00	-	-	-	
571000 IN STATE TRAVEL	683.00	300.00	-	300.00	
571001 IN STATE CONFERENCES	-	300.00	100.00	300.00	
573000 DUES AND MEMBERSHIPS	100.00	2,350.00	350.00	6,350.00	
<b>(0118552) OSPCD-T&amp;I ORDINARY MAI</b>	<b>4,656.31</b>	<b>179,080.0</b>	<b>175,288.95</b>	<b>197,080.00</b>	<b>10.1%</b>
584002 TREE PLANTING	21,330.00	-	-	-	
<b>(0118558) OSPCD-TRANS CAPITAL</b>	<b>21,330.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>115,109.51</b>	<b>401,260.0</b>	<b>355,684.35</b>	<b>428,352.00</b>	<b>6.8%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR TRANS & INFRASTRUCTURE	MORRISON, HAYES	1,648.36	86,044.31	68,835.45
DIRECTOR OF PARKS & OPEN SPACE	FRANZEN, ARN	1,359.88	70,985.62	21,295.69
SENIOR PLANNER LANDSCAPE	OLIVERIA, LUISA	1,200.00	62,640.21	18,792.06
SENIOR PLANNER TRANSPORTATION	SPICER, SARAH	1,200.00	62,640.21	50,112.17
PLANNER TRANSPORTATION	VACANT (NEW)	990.59	51,708.80	41,367.04
PLANNER GREEN INFRASTRUCTURE	KELLY, RACHEL	985.58	51,447.20	30,868.32

# OSPCD INSPECTIONAL SERVICES

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	1,209,985.71	1,316,035.00	1,635,046.00	24.2%
ORDINARY MAINTENANCE	135,674.97	199,312.00	316,093.00	58.6%
GENERAL FUND EXPENDITURES	1,345,660.68	1,515,347.00	1,951,139.00	28.8%

## CHANGES BETWEEN FY2014 AND FY2015:

- New Senior Code Enforcement Inspector
- New Plumbing & Gas Inspector
- New Zoning Review Planner
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## PREVIOUS YEAR REVIEW

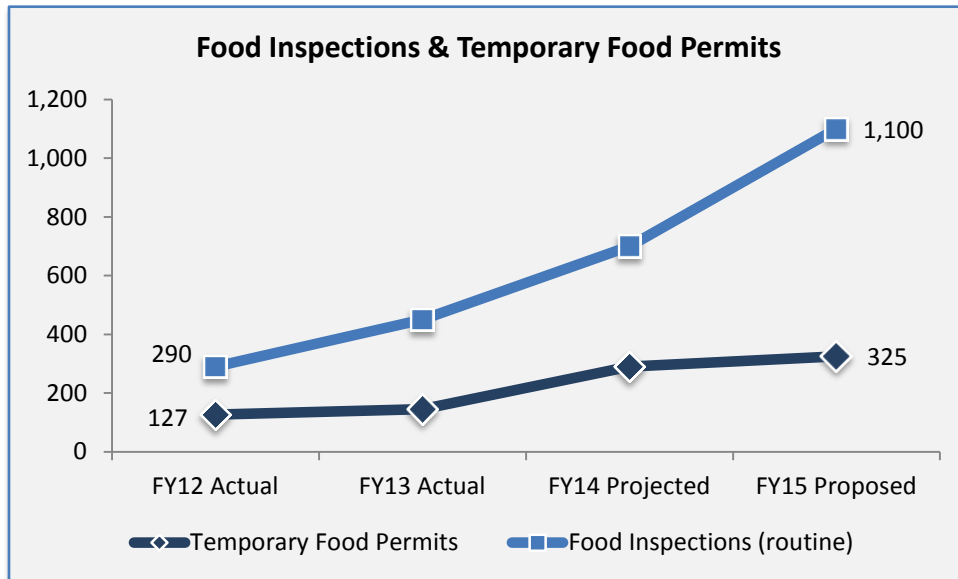
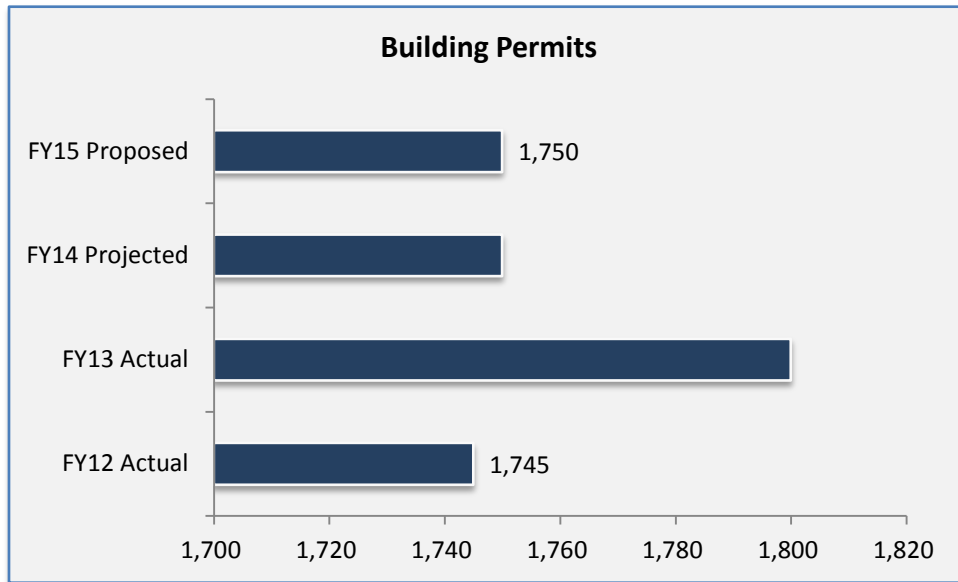
### FY2014 ACCOMPLISHMENTS:

- Electronic permitting and code enforcement system (CitizenServe) implemented:
  - Online portal established for construction permit and business license applications
  - Customers can now track permits and complaints online
  - Better flow of plan review and communication between city departments and public
  - Inspectors assigned iPads and trained to upload inspection results in the field
  - Greater office efficiency, accountability, and sophisticated data reporting
- Customer service/ISD office improvements:
  - New ISD office hours offer more flexibility for residents, contractors, and business owners
  - Addition of two clerical staff: greater efficiency in meeting increased demand for service
  - Dress code: inspector uniforms have increased professionalism and recognition/visibility in community
  - Office reorganized to include new plan review room, conference room, better work flow
- Health Division improvements:
  - Assigned dedicated inspectors to dumpster inspections & new Residential Rodent Assistance Program
  - Implemented SenesTech rodent fertility study
  - Added full-time food inspector to meet increased demand for services
- Building Division improvements:
  - Transferred electrical inspectors from DPW to ISD
  - Assigned dedicated building inspectors to plan review/inspections by geographic zone
  - Dedicated building inspector to address backlog of multi-family residential inspections (Certificate of Inspection)

# OSPCD INSPECTIONAL SERVICES

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Building Permits	1,745	1,800	1,750	1,750
Temporary Food Permits	127	145	290	325
Food Inspections (routine)	290	450	700	1100



# OSPCD INSPECTIONAL SERVICES

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Ensure public health and safety through proactive Building and Health Division enforcement programs		
	Expand city housing inspection program (Certificate of Inspection) per 780 CMR 110.7, and improve compliance rate with all applicable code violations.	New for FY15
	Collaborate with the Board of Health on the continued development of a comprehensive food protection program to meet federal, state, and local inspection requirements and increased demand for Somerville temporary food event permits.	New for FY15
	Enforce and expand the City's new Rodent Control and Trash Enforcement initiatives: <ul style="list-style-type: none"> <li>○ Residential Property Rodent Control Assistance Program</li> <li>○ Dumpster Licensing/Enforcement Initiative</li> <li>○ Rodent Population Specification Design (SenesTech)</li> </ul>	Ongoing
Streamline and improve ISD permits, licenses, inspection, and code enforcement processes		
	Implement electronic permitting and code enforcement system	Complete
	Collaborate with the Planning Department on improved communication between Planning and ISD, including clear, consistent interpretations of the Zoning Ordinance and coordination on construction projects requiring special permits	New for FY15
	Increase compliance for issued code violations by collaborating with the Law Department on more efficient and effective court strategies.	New for FY15
Provide excellent customer service and communication with constituents		
	Accept credit card and electronic check payments for online transactions	New for FY15
	Standardize policies and procedures for permit issuance and work with Communications Department to inform public of online permit application procedure	Ongoing
	Update City website and printed materials to provide clear, accurate, and easily understood information.	Ongoing
	Provide customer service training for all ISD employees	Ongoing

# OSPCD INSPECTIONAL SERVICES

## BUDGET:

INSPECTIONAL SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	1,086,825.41	1,226,011.00	953,552.57	1,521,969.00	
512000 SALARIES & WAGES	8,997.25	-	-	-	
513000 OVERTIME	33,880.55	30,000.00	41,179.79	33,500.00	
514006 LONGEVITY	14,950.00	15,375.00	7,625.00	15,125.00	
514008 OUT OF GRADE	1,507.88	2,000.00	4,611.52	3,750.00	
514015 OTHER DIFFERENTIAL	21,391.57	28,049.00	28,024.83	35,552.00	
515012 PERFECT ATTENDA	1,500.00	-	1,000.00	-	
519004 UNIFORM ALLOWA	3,500.00	6,250.00	5,150.00	7,600.00	
519013 OTHER LUMP SUM	30,833.45	-	700.00	7,000.00	
519015 AUTO ALLOWANCE	6,599.60	8,350.00	6,353.77	10,550.00	
<b>(0118751) OSPCD-ISD PERSONA</b>	<b>1,209,985.71</b>	<b>1,316,035.00</b>	<b>1,048,197.48</b>	<b>1,635,046.00</b>	<b>24.2%</b>
524007 REPAIRS OFFICE	357.85	500.00	-	-	
524034 MAINT CONTRACT-	324.50	400.00	324.50	400.00	
527006 LEASE-PHOTOCOPIER	1,155.79	-	-	-	
529011 DEMOLITION	-	2,500.00	-	2,500.00	
530000 PROF & TECHNCL	94,690.00	148,312.00	91,635.18	142,963.00	
530011 ADVERTISING	-	-	145.00	-	
530023 STAFF TRAIN/DEVEL	2,947.00	3,000.00	7,463.00	11,500.00	
530028 SOFTWARE SERVICES	-	-	-	3,000.00	
538004 EXTERMINATION	27,778.00	30,000.00	19,800.00	130,000.00	
542000 OFFICE SUPPLIES	3,325.97	4,000.00	5,658.87	4,000.00	
542001 PRINTING & STATION	2,883.00	5,000.00	1,220.00	5,000.00	
542005 OFFICE EQUIPMENT	-	700.00	-	700.00	
542006 OFFICE FURNITURE	716.76	-	-	3,830.00	
542007 COMPUTER EQUIP	-	-	-	-	
542008 BOOKS & BINDING	200.00	2,500.00	2,000.00	3,500.00	
558006 UNIFORMS & FOUL	211.25	500.00	8,754.87	1,500.00	
558010 INSPECTION SVC	164.85	500.00	1,500.00	1,000.00	
573000 DUES/MEMBERSHIPS	720.00	900.00	877.00	1,500.00	
578007 REIMB OF LICENSES	200.00	500.00	178.00	700.00	
578010 RECORDINGS	-	-	-	4,000.00	
524007 REPAIRS OFFICE	357.85	500.00	-	-	



# OSPCD INSPECTIONAL SERVICES

INSPECTIONAL SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
<b>(0118752) OSPCD-ISD ORDINAR</b>	<b>135,674.97</b>	<b>199,312.00</b>	<b>139,556.42</b>	<b>316,093.00</b>	<b>58.6%</b>
<b>TOTAL</b>	<b>1,345,660.68</b>	<b>1,515,347.00</b>	<b>1,187,753.90</b>	<b>1,951,139.00</b>	<b>28.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ISD SUPERVISOR	SMILJIC, GORAN	1,569.23	81,913.76	81,913.76
ISD OPERATIONS MANAGER	COLLINS, ELLEN	1,300.00	67,860.00	67,860.00
ZONING REVIEW PLANNER	VACANT (NEW)	990.59	51,708.80	51,708.80
SENIOR BUILDING INSPECTOR	NONNI, PAUL	1,559.21	81,390.76	86,391.42
LOCAL BUILDING INSPECTOR	BARGOOT, ALBERT	1,195.24	62,391.32	66,523.22
LOCAL BUILDING INSPECTOR	KARAPETIAN, LEO	1,195.24	62,391.32	66,523.22
LOCAL BUILDING INSPECTOR	AURILIO, JAMES	1,195.24	62,391.32	66,123.22
LOCAL BUILDING INSPECTOR	DRISCOLL, JOHN	1,195.24	62,391.32	65,873.22
LOCAL BUILDING INSPECTOR	WALDRON, LUIS	1,195.24	62,391.32	65,523.22
LOCAL BUILDING INSPECTOR	RICHARDSON, FLOYD	1,172.48	61,203.36	64,046.58
CHIEF PLUMBING & GAS INSPECTOR	SILLARI, ANTHONY	1,195.24	62,391.53	66,723.44
PLUMBING & GAS INSPECTOR	VACANT (NEW)	959.00	50,059.80	52,540.10
CHIEF WIRE & ELECTRICAL INSPECTOR	POWER, JOHN	1,195.24	62,391.53	66,623.44
WIRE INSPECTOR	CAHILL, WILLIAM	959.00	50,059.80	52,540.10
CHIEF CODE ENFORCEMENT INSPECTOR	SELFRIDGE, GUY	1,205.44	62,923.97	69,223.22
SR CODE ENFORCEMENT INSPECTOR	BOWLER, MICHELLE	1,195.24	62,391.54	68,523.45
SR CODE ENFORCEMENT INSPECTOR	HAMEL, JOSEPH	1,070.90	6,425.40	65,937.19
		1,172.48	54,168.58	
SR CODE ENFORCEMENT INSPECTOR	LIPHAM, BENJAMIN	1,070.90	23,559.80	61,769.25
		1,172.48	35,408.90	
SR CODE ENFORCEMENT INSPECTOR	VACANT (NEW)	1,070.90	55,900.98	58,571.51
CODE ENFORCEMENT INSPECTOR	LAINE, JEAN RICHARD	898.66	46,910.09	50,762.82
CODE ENFORCEMENT INSPECTOR	ROCHE, CHRISTOPHER	806.52	31,615.56	46,436.97
		896.66	11,656.58	
CODE ENFORCEMENT INSPECTOR (NIGHT)	ROSS, STEVEN	887.17	46,310.34	46,895.88
ADMINISTRATIVE ASSISTANT	PICKETT, DONNA	1,050.43	54,832.22	57,582.22
ADMINISTRATIVE ASSISTANT	COMO, KELLY	1,050.43	54,832.45	56,032.45
INSPECTIONAL COORDINATOR II	MOOS, JESSE	847.42	44,235.12	44,585.12
JR CLERK	COLLINS, ELISE KELLY	688.14	1,376.28	37,637.85
		715.37	35,911.57	
JR CLERK	SOUSA, JENNIFER	688.14	35,920.72	36,270.72

**MISSION STATEMENT:**

To protect the people and property of our City. The Fire Department is responsive to the needs of our residents by providing rapid, professional, and humanitarian services essential to the health, safety, and wellbeing of the City. We will achieve our mission through prevention, education, fire suppression, emergency medical services, disaster response, and defense against terrorist attacks. We strive to provide a work environment that values cultural diversity and is free of harassment and discrimination. We 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.”

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ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	14,286,766.87	14,823,601.00	15,105,523.00	1.9%
ORDINARY MAINTENANCE	311,927.43	401,100.00	405,600.00	1.1%
SPECIAL ITEMS	54,465.00	50,400.00	-	-100.0%
GENERAL FUND EXPENDITURES	14,653,159.30	15,275,101.00	15,511,123.00	1.5%

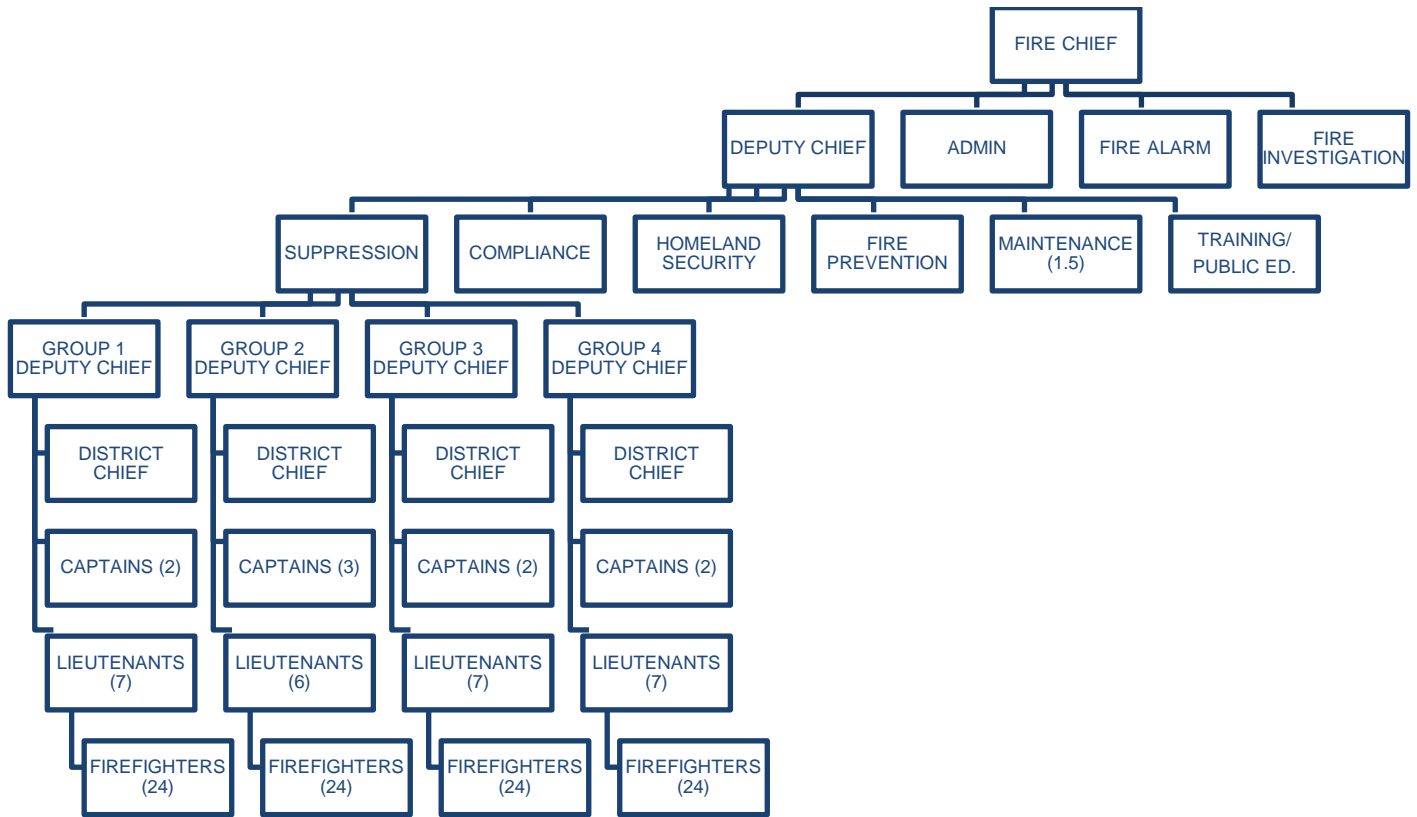
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**CHANGES BETWEEN FY2014 AND FY2015:**

- A new Fire Protection Engineer has been included in this budget to increase consistency and effectiveness in the Fire Prevention division. This addition will allow one firefighter to be moved back into the Fire Suppression unit.
  - Funds for a part-time Support Services Technician have been included in this budget to support the Master Mechanic and maintain inventory.
  - Other differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
-

# FIRE

## DEPARTMENT ORGANIZATION:



## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Emergency Management Performance Grant	FEMA/MEMA	\$22,030
Assistance Firefighter Grant Program – Fire and Safety	FEMA	\$37,052

## PREVIOUS YEAR REVIEW

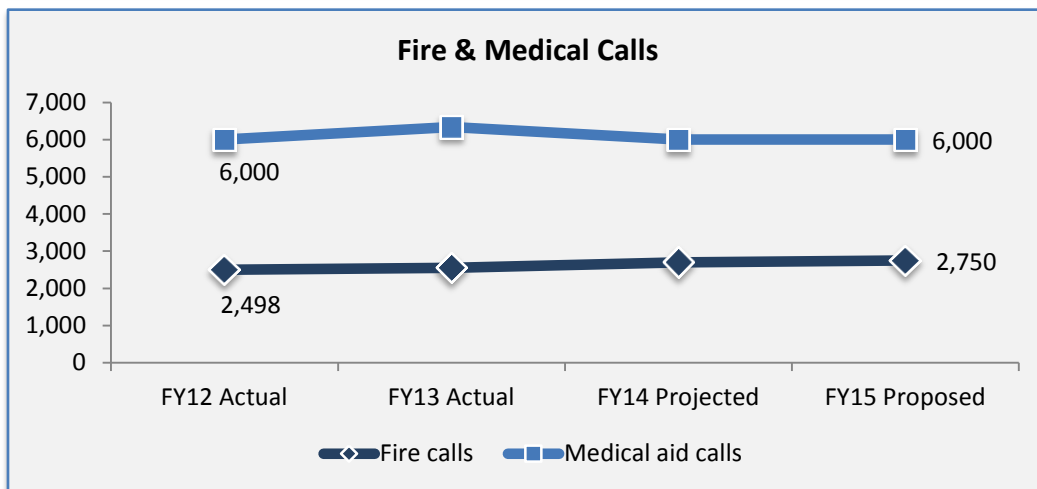
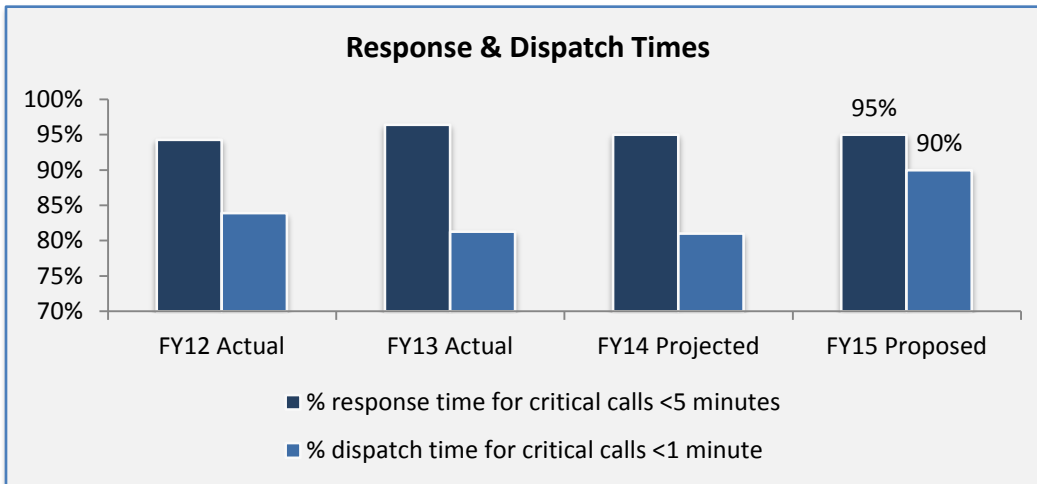
### FY2014 ACCOMPLISHMENTS:

- Hired EVT-certified technician (mechanic)
- Installed Firehouse software to automate Fire Prevention inspections
- Established electronic maintenance record keeping
- Trained personnel to use electronic reporting system for incidents

# FIRE

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Percent of response times for critical calls within 5 minutes	94.3%	96.4%	95%	95%
Percent of dispatch time for critical calls within 1 minute	83.9%	81.3%	81%	90%
Percent of personnel EMT-certified	65%	65.8%	67.1%	70%
Percent of personnel with 2 or less 24-hour short-term sick missed shifts	87.5%	86.2%	86%	80%
Percent of personnel with 2 or less 24-hour injured missed shifts	81.6%	88.2%	95%	90%
Number of fire calls (percent of all calls)	2,498 (23%)	2,555 (21%)	2,700 (23%)	2,750 (23%)
Number of medical aid calls (percent of all calls)	6,000 (55%)	6,342 (53%)	6,000 (52%)	6,000 (52%)
Overtime	\$875,059	\$906,648	850,000	\$925,000



# FIRE

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
<b>Protect Somerville residents from threats to their health, safety, and property from fire</b>		
	Completion of all modules of Emergency Vehicle Operator training for all operators	Ongoing. Started in FY12.
	Commence and complete pump operator training phase #2	Ongoing. Began late FY13.
	Incorporate pre-incident planning of specific buildings as part of the upgraded training program	Ongoing. Began in FY13. Concentrating mostly on new construction.
	Review department protocol at monthly Chiefs' meetings	Ongoing
	Review department protocol at bi-monthly Captains' meetings	Ongoing
	Implement the recommendations of the fire management study in a timely manner based upon priority	Ongoing. Several recommendations have a longer time table and will be worked on in FY15.
	Complete a total revision of the fire department rules, regulations, and standard operating guidelines utilizing committees with participation from all ranks.	Complete. Standard Operating Guidelines went into effect May 20, 2013. The Rules and Regulations went into effect at the end of FY14.
	Sufficiently train department personnel in all aspects of firefighting	Ongoing. Maintain rate of 75% for FY15
	Create an Assistant Chief's position, as recommended in the fire management study	New for FY15
	Select size and purchase new bunker gear; distribute gear and train personnel on new features.	Complete
<b>Protect Somerville residents from threats to their health, safety, and property from natural and man-made disasters</b>		
	Increase specialized training for the members assigned to the rescue company and incorporate specialized training for other fire companies	Ongoing. Annual specialized training in confined space, trench, and rope rescue conducted for rescue and other interested members.
	Continue participation in the Local Emergency Planning Committee (LEPC) and the Regional Emergency Planning Committee (REPC), Mystic Region	Ongoing. Participating monthly
	Continue participation in the Urban Area Security Initiative (UASI) to secure training and equipment to address natural and man-made disasters	Ongoing. Participating monthly
	Provide specialized training with Man vs. Machine in rescue techniques in common emergencies	New for FY15
	Train all firefighters not tech-rescue certified up to the awareness level in all tech rescue disciplines	New for FY15
<b>Improve apparatus maintenance</b>		
	Establish electronic maintenance record keeping	Complete
	Utilize factory service facilities for routine small vehicle maintenance	Ongoing. Small vehicles go directly to local dealership for maintenance
	Work to establish an alternate facility for apparatus maintenance	Ongoing. To be determined by the city

# FIRE

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	that is sufficiently large enough for the apparatus to be tested and worked on with the necessary space	
	Hire Support Services Technician to assist mechanic and other Fire Department needs	New for FY15
<b>Improve Fire Department facilities</b>		
	Replace existing trailer at Public Safety Building with modular building or find alternative location in Union Square area	Ongoing. Included in FY14-FY18 Capital Investment Plan.
	Review options for fire station at Assembly Square as project develops	Ongoing. Management study recommendation. Will be reviewed as development continues
	Completion of a long range plan	Incomplete. Will coordinate with Capital Projects Director
	Review existing facilities for needed improvements	Complete. Two studies completed on structural deficiency concerns for Engine #6 apparatus floor and Engine #7 brickwork and roof. Bid process underway. Renovations included in FY14-FY18 Capital Investment Plan.
<b>Improve operational efficiency of Fire Department</b>		
	Train personnel to use electronic incident reporting system; maintain current system while transitioning to ensure correct reporting	Complete
	Install Firehouse software to automate Fire Prevention inspections	Complete
	Increase use of electronic reporting systems	Ongoing
	Acquire and install vehicle locator system	Incomplete
	Train personnel to use vehicle locator system	Incomplete
	Assist in the regionalization of emergency response (E-911) services	Ongoing. Report forthcoming.
	Improve department performance with a more efficient utilization of department data	Ongoing

## BUDGET:

FIRE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	11,948,098.77	12,513,570.00	9,901,238.05	12,775,737.00	
512000 SALARIES & WAGES	-	-	-	21,000.00	
513000 OVERTIME	906,648.54	925,000.00	648,558.30	925,000.00	
513001 TRAINING-OVERTIME	67,998.55	75,000.00	50,258.58	76,500.00	
514006 LONGEVITY	2,575.00	1,250.00	625.00	1,325.00	

# FIRE

FIRE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
514008 OUT OF GRADE	86,989.82	81,600.00	54,363.11	83,232.00	
515004 HOLIDAYS	796,211.00	827,981.00	348,023.06	839,679.00	
515012 PERFECT	45,575.00	-	47,600.00	-	
519002 EDUCATIONAL	163,000.00	25,000.00	25,000.00	25,000.00	
519003 IN SERVICE TRAINING	34,975.00	35,000.00	12,700.00	35,000.00	
519004 UNIFORM	700.00	700.00	350.00	1,050.00	
519010 HAZARDOUS DUTY	153,750.00	169,000.00	152,250.00	152,500.00	
519011 REIMBURS FOR	70,772.24	155,000.00	33,980.91	155,000.00	
519012 PHYSICAL	-	14,500.00	-	14,500.00	
519013 OTHER LUMP SUM	9,472.95	-	700.00	-	
<b>(0122051) PERSONAL SERVICES</b>	<b>14,286,766.87</b>	<b>14,823,601.00</b>	<b>11,275,647.01</b>	<b>15,105,523.00</b>	<b>1.9%</b>
524003 REPAIRS-VEHICLES	133,189.44	175,000.00	153,788.00	175,000.00	
524007 REPAIRS OFFICE	30.00	100.00	-	100.00	
524013 REPAIRS-TOOLS &	12,669.81	45,000.00	34,701.68	45,000.00	
524030 REPAIRS-RADIO	9,068.33	10,000.00	5,513.36	10,000.00	
524034 MAINT CONTRACT-	6,568.00	6,500.00	997.48	6,500.00	
530011 ADVERTISING	-	200.00	-	200.00	
530021 TOWING	1,150.00	3,000.00	1,250.00	3,000.00	
530025 IN SERVICE TRAINING	1,810.45	2,100.00	950.00	2,100.00	
534000 COMMUNICATIONS	1,500.00	1,500.00	1,500.00	1,500.00	
534003 POSTAGE	184.00	300.00	294.00	300.00	
534006 EXPRESS/FREIGHT	159.57	150.00	150.00	150.00	
538005 PHOTOGRAPHY	-	100.00	-	100.00	
542000 OFFICE SUPPLIES	6,491.93	7,000.00	4,829.03	7,000.00	
542001 PRINTING &	640.00	800.00	55.00	800.00	
542004 COMPUTER SUPPLIES	1,165.50	3,400.00	2,464.50	3,400.00	
542005 OFFICE EQUIPMENT	774.98	2,500.00	803.50	2,500.00	
542006 OFFICE FURNITURE	3,208.55	2,500.00	4,574.29	2,500.00	
542007 COMPUTER EQUIPME	9,822.88	9,000.00	-	9,000.00	
542008 BOOKS & BINDING	987.07	800.00	250.00	800.00	
542012 OTH EQUIP NOT	2,157.99	-	1,889.10	2,000.00	
543011 HARDWARE & SMALL	7,035.56	12,000.00	5,000.00	12,000.00	

# FIRE

FIRE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
548001 MOTOR GAS & OIL	1,835.80	2,000.00	2,000.00	2,000.00	
548002 ANTI-FREEZE	-	500.00	-	500.00	
548003 BATTERIES	479.60	2,000.00	-	2,000.00	
548004 TIRES & TUBES	10,221.29	15,000.00	8,000.00	15,000.00	
549000 FOOD SUPPLIES &	-	200.00	-	200.00	
550000 MEDICAL/DENTAL	17,209.75	30,000.00	21,032.00	30,000.00	
558001 FIRE HOSES REPAIRS	5,126.61	7,000.00	9,640.00	7,000.00	
558003 PUBLIC SAFETY	50,874.51	30,000.00	29,503.00	32,500.00	
558015 SUPPLIES MEN &	20,716.81	25,500.00	9,832.70	25,500.00	
558016 COLORGUARD	3,250.00	3,250.00	3,250.00	3,250.00	
571000 IN STATE TRAVEL	-	100.00	112.99	100.00	
573000 DUES &	3,599.00	3,600.00	3,304.00	3,600.00	
<b>(0122052) ORDINARY MAINTEN</b>	<b>311,927.43</b>	<b>401,100.00</b>	<b>305,684.63</b>	<b>405,600.00</b>	<b>1.1%</b>
558003 PUBLIC SAFETY	-	-	-	-	
558020 FIRE GRANT MATCH	54,465.00	50,400.00	1,611.90	-	
<b>(0122060) SPECIAL ITEMS</b>	<b>54,465.00</b>	<b>50,400.00</b>	<b>1,611.90</b>	-	-
<b>FIRE TOTAL BUDGET</b>	<b>14,653,159.30</b>	<b>15,275,101.00</b>	<b>11,582,943.54</b>	<b>15,511,123.00</b>	<b>1.5%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF ENGINEER	KELLEHER, KEVIN	2,395.76	124,921.77	155,076.78
DEPUTY CHIEF	HALLINAN, WILLIAM	2,039.55	106,347.96	135,879.95
DEPUTY CHIEF	LEE, WILLIAM	2,039.55	106,347.96	135,879.95
DEPUTY CHIEF	LUCIA, JAMES	2,039.55	106,347.96	133,444.64
DEPUTY CHIEF	MEMORY, JOHN	2,039.55	106,347.96	138,315.25
DEPUTY CHIEF	SULLIVAN, PATRICK 3D	2,039.55	106,347.96	131,009.34
DEPUTY CHIEF	BREEN, CHARLES JR	2,039.55	106,347.96	133,444.64
DEPUTY CHIEF	NORTON, JOHN JR	2,039.55	106,347.96	131,009.34
DISTRICT CHIEF	LEE, FRANK J	1,804.94	94,114.73	124,067.71
DISTRICT CHIEF	MURPHY, DENNIS	1,804.94	94,114.73	116,761.80
DISTRICT CHIEF	FORREST, WALLACE	1,804.94	94,114.73	119,188.94
DISTRICT CHIEF	KEANE, JOHN JR	1,804.94	94,114.73	121,624.24
CAPTAIN	AVERY, MICHAEL	1,597.26	83,285.70	111,447.42
CAPTAIN	DOHENEY, JAMES	1,597.26	83,285.70	106,584.99



# FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CAPTAIN	FITZPATRICK, WILLIAM	1,597.26	83,285.70	111,447.42
CAPTAIN	MAJOR, CHRISTOPHER	1,597.26	83,285.70	109,091.74
CAPTAIN	MCCARTHY, ROBERT	1,597.26	83,285.70	108,654.99
CAPTAIN	TIERNEY, SEAN	1,597.26	83,285.70	108,647.57
CAPTAIN	WALL, MATTHEW	1,597.26	83,285.70	108,337.33
CAPTAIN	LAMPLEY, VINCENT	1,597.26	83,285.70	108,337.33
CAPTAIN	ANZALONE, MICHAEL	1,597.26	83,285.70	107,101.92
CAPTAIN	GOVER, GIRARD	1,597.26	83,285.70	106,584.99
CAPTAIN	SILVA, KENNETH	1,548.20	83,215.61	105,399.14
		1,597.26		
LIEUTENANT	ALCARAZ, BLANCA	1,413.50	73,703.93	92,617.48
LIEUTENANT	BAKEY, TIMOTHY	1,413.50	73,703.93	94,451.38
LIEUTENANT	BELSKI, STEPHEN	1,413.50	73,703.93	94,345.39
LIEUTENANT	BYRNE, JOHN JR	1,413.50	73,703.93	95,425.50
LIEUTENANT	COLBERT, JOHN	1,413.50	73,703.93	100,181.95
LIEUTENANT	DIPALMA, DANIEL R	1,413.50	73,703.93	95,373.06
LIEUTENANT	FRENCH, GREGORY	1,413.50	73,703.93	96,886.68
LIEUTENANT	GALLAGHER, JAMES	1,413.50	73,703.93	95,425.50
LIEUTENANT	HOUGHTON, CHARLES	1,413.50	73,703.93	92,990.20
LIEUTENANT	KEANE, PATRICK	1,413.50	73,703.93	92,016.07
LIEUTENANT	KEENAN, JAMES	1,413.50	73,703.93	97,860.80
LIEUTENANT	KERNER, ELLIOT	1,413.50	73,703.93	97,860.80
LIEUTENANT	LONGO, STEPHEN	1,413.50	73,703.93	92,990.20
LIEUTENANT	MACK, DENNIS	1,413.50	73,703.93	97,860.80
LIEUTENANT	MACLAUGHLAN, ROBERT	1,413.50	73,703.93	95,425.50
LIEUTENANT	MATTHEWS, MARK	1,413.50	73,703.93	96,886.68
LIEUTENANT	MAURAS, STEVEN	1,413.50	73,703.93	97,071.86
LIEUTENANT	NOLAN, JAMES	1,413.50	73,703.93	95,425.50
LIEUTENANT	O'DONOVAN, BRIAN	1,413.50	73,703.93	95,373.06
LIEUTENANT	ORTOLANI, STEPHEN	1,413.50	73,703.93	92,990.20
LIEUTANANT	RICHARDSON, CHARLES D	1,413.50	73,703.93	92,016.07
LIEUTENANT	SICILIANO, CHARLES	1,413.50	73,703.93	92,990.20
LIEUTENANT	STILTNER, DAVID	1,413.50	73,703.93	96,886.68
LIEUTENANT	TEIXEIRA, GARY	1,413.50	73,703.93	92,624.90
LIEUTENANT	TIERNEY, THOMAS	1,413.50	73,703.93	92,617.48
LIEUTENANT	WILKER, ROBERT	1,413.50	73,703.93	95,425.50
LIEUTENANT	GORMAN, THOMAS	1,413.50	73,703.93	95,973.44
LIEUTENANT	NOLAN, DEREK	1,413.50	73,703.93	94,329.61
LIEUTENANT	DONOVAN, JOHN PAUL	1,413.50	73,703.93	93,061.65

# FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIEUTENANT	LIPPENS, KENNETH	1,370.08	73,641.90	91,814.69
		1,413.50		
LIEUTENANT	MARINO, MICHAEL	1,370.08	73,641.90	94,250.00
		1,413.50		
FIREFIGHTER	ALFANO, DAVID W	1,197.88	62,460.89	82,278.75
FIREFIGHTER	ARDOLINO, MARK	1,197.88	62,460.89	83,305.31
FIREFIGHTER	BARCLAY, RICHARD	1,197.88	62,460.89	82,323.02
FIREFIGHTER	BARRY, JOSEPH	1,197.88	62,460.89	79,895.89
FIREFIGHTER	BARRY, PATRICK	1,197.88	62,460.89	83,792.37
FIREFIGHTER	BECKWITH, JOHN	1,197.88	62,460.89	82,331.19
FIREFIGHTER	BELLINI, THOMAS	1,197.88	62,460.89	83,305.31
FIREFIGHTER	BENNETT, MICHAEL	1,197.88	62,460.89	84,766.49
FIREFIGHTER	BONNER, JUSTIN	1,197.88	62,460.89	78,434.71
FIREFIGHTER	BROWN, THOMAS	1,197.88	62,460.89	82,331.19
FIREFIGHTER	CAHILL, WILLIAM	1,197.88	62,460.89	79,895.89
FIREFIGHTER	CARROLL, CHRISTOPHER	1,197.88	62,460.89	78,434.71
FIREFIGHTER	CASEY, PATRICK	1,197.88	62,460.89	76,360.25
FIREFIGHTER	CHEIMETS, STEVEN	1,197.88	62,460.89	79,212.94
FIREFIGHTER	CICOLINI, ANTONIO	1,197.88	62,460.89	78,434.71
FIREFIGHTER	CLARK, CHRISTOPHER	1,197.88	62,460.89	78,609.41
FIREFIGHTER	CLARK, JAMES	1,197.88	62,460.89	76,777.63
FIREFIGHTER	CONNELLY, ROBERT	1,197.88	62,460.89	82,331.19
FIREFIGHTER	COSTA, DANIEL	1,197.88	62,460.89	78,375.31
FIREFIGHTER	COSTA, WILLIAM	1,197.88	62,460.89	76,777.63
FIREFIGHTER	CURTIS, MICHAEL	1,197.88	62,460.89	76,360.25
FIREFIGHTER	DAVIS, JULIAN	1,197.88	62,460.89	78,921.77
FIREFIGHTER	DOMINIQUE, MELVIN	1,197.88	62,460.89	76,486.47
FIREFIGHTER	DONEGAN, DANIEL	1,197.88	62,460.89	78,375.31
FIREFIGHTER	DONOVAN, TIMOTHY	1,197.88	62,460.89	78,795.55
FIREFIGHTER	DORANT, JASON	1,197.88	62,460.89	78,795.55
FIREFIGHTER	DORANT, PATRICK	1,197.88	62,460.89	82,331.19
FIREFIGHTER	ELLIS, WILLIAM	1,197.88	62,460.89	82,331.19
FIREFIGHTER	EPPS, RYAN	1,197.88	62,460.89	79,212.94
FIREFIGHTER	FARINO, DAVID	1,197.88	62,460.89	80,879.33
FIREFIGHTER	FEHLAN, WILLIAM	1,197.88	62,460.89	79,895.89
FIREFIGHTER	FINNEGAN, MICHAEL	1,197.88	62,460.89	76,364.71
FIREFIGHTER	FITZGERALD, JOHN C.	1,197.88	62,460.89	78,921.77
FIREFIGHTER	FLYNN, TIMOTHY	1,197.88	62,460.89	76,777.63
FIREFIGHTER	FRENCH, PAUL	1,197.88	62,460.89	78,800.01

# FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FIREFIGHTER	GALVIN, ROBERT	1,197.88	62,460.89	78,609.41
FIREFIGHTER	GILLIS, PAUL	1,197.88	62,460.89	79,887.72
FIREFIGHTER	GUELPA, CHRISTINE	1,197.88	62,460.89	81,113.54
FIREFIGHTER	HALLORAN, PATRICK	1,197.88	62,460.89	83,268.04
FIREFIGHTER	HAMILTON, BARRY	1,197.88	62,460.89	78,800.01
FIREFIGHTER	HODNETT, ROBERT	1,197.88	62,460.89	78,921.77
FIREFIGHTER	HOWARD, CHRISTIAN W	1,197.88	62,460.89	77,095.30
FIREFIGHTER	JEFFERSON, MICHAEL	1,197.88	62,460.89	76,360.25
FIREFIGHTER	JOHNSON, EARL	1,197.88	62,460.89	79,523.17
FIREFIGHTER	KANE, MATTHEW	1,197.88	62,460.89	83,305.31
FIREFIGHTER	KEANE, SEAN	1,197.88	62,460.89	84,401.20
FIREFIGHTER	KELLEY, THOMAS F	1,197.88	62,460.89	80,412.82
FIREFIGHTER	KHOURY, MICHAEL	1,197.88	62,460.89	78,795.55
FIREFIGHTER	KIRYLO, MATTHEW	1,197.88	62,460.89	76,364.71
FIREFIGHTER	LAYTON, KENNETH	1,197.88	62,460.89	87,193.63
FIREFIGHTER	LAYTON, STEPHEN	1,197.88	62,460.89	79,895.89
FIREFIGHTER	LEVESQUE, JOHN	1,197.88	62,460.89	84,766.49
FIREFIGHTER	LOPEZ, THOMAS	1,197.88	62,460.89	79,895.89
FIREFIGHTER	LYONS, SHAUN	1,197.88	62,460.89	78,795.55
FIREFIGHTER	MACMULLIN, BRIAN	1,197.88	62,460.89	81,230.85
FIREFIGHTER	MARANO, JOEY	1,197.88	62,460.89	78,921.77
FIREFIGHTER	MATTERA, MICHAEL	1,197.88	62,460.89	81,235.31
FIREFIGHTER	MATTERA, VINCENT	1,197.88	62,460.89	79,895.89
FIREFIGHTER	McINNIS, KEITH	1,197.88	62,460.89	78,609.41
FIREFIGHTER	MCKENZIE, JAY	1,197.88	62,460.89	78,609.41
FIREFIGHTER	MEDEIROS, THOMAS	1,197.88	62,460.89	78,609.41
FIREFIGHTER	MOORE, SYLVESTER	1,197.88	62,460.89	79,843.45
FIREFIGHTER	MOREIRA, PAUL	1,197.88	62,460.89	81,230.85
FIREFIGHTER	NICHOLSON, MARK	1,197.88	62,460.89	79,895.89
FIREFIGHTER	NOONAN, BRENDAN	1,197.88	62,460.89	75,999.41
FIREFIGHTER	O'CONNOR, JOHN	1,197.88	62,460.89	75,999.41
FIREFIGHTER	O'HEARN, DANIELLE	1,197.88	62,460.89	78,800.01
FIREFIGHTER	O'HEARN, TIMOTHY	1,197.88	62,460.89	76,174.11
FIREFIGHTER	OTTING, FRANCIS	1,197.88	62,460.89	80,764.03
FIREFIGHTER	PAINTER, MELISSA	1,197.88	62,460.89	76,482.34
FIREFIGHTER	PANTANELLA, DAVID	1,197.88	62,460.89	83,480.01
FIREFIGHTER	PATRIQUIN, ANDREW	1,197.88	62,460.89	83,305.31
FIREFIGHTER	PEREZ, ROGER	1,197.88	62,460.89	79,212.94
FIREFIGHTER	PIWINSKI, JAMES M	1,197.88	62,460.89	77,977.52

# FIRE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FIREFIGHTER	POPKEN, FREDERICK	1,197.88	62,460.89	79,895.89
FIREFIGHTER	POPKEN, KARL	1,197.88	62,460.89	79,895.89
FIREFIGHTER	POWERS, MICHAEL	1,197.88	62,460.89	79,212.94
FIREFIGHTER	QUINN, ROBERT	1,197.88	62,460.89	82,331.19
FIREFIGHTER	REVILLA, RODOLFO	1,197.88	62,460.89	77,532.04
FIREFIGHTER	ROSS, THOMAS	1,197.88	62,460.89	82,323.02
FIREFIGHTER	ROSSI, JOSEPH	1,197.88	62,460.89	76,486.47
FIREFIGHTER	RUF, JASON	1,197.88	62,460.89	78,787.60
FIREFIGHTER	SANCHEZ, GERMAN	1,197.88	62,460.89	82,323.02
FIREFIGHTER	SAULNIER, ERIC	1,197.88	62,460.89	78,328.73
FIREFIGHTER	SCULLARI, JOSEPH	1,197.88	62,460.89	79,895.89
FIREFIGHTER	SELIG, RONALD	1,197.88	62,460.89	79,895.89
FIREFIGHTER	SHARPE, FRANCIS	1,197.88	62,460.89	79,895.89
FIREFIGHTER	SULLIVAN, DENNIS	1,197.88	62,460.89	83,199.33
FIREFIGHTER	SULLIVAN, PAUL M JR	1,197.88	62,460.89	84,714.05
FIREFIGHTER	THEOPHILE, CHRIST	1,197.88	62,460.89	78,800.01
FIREFIGHTER	VELNEY, JOCEYLN	1,197.88	62,460.89	78,800.01
FIREFIGHTER	VELNEY, JOSUE	1,197.88	62,460.89	81,116.92
FIREFIGHTER	VIVEIROS, FERNANDO	1,197.88	62,460.89	78,795.55
FIREFIGHTER	WALL, MARK	1,197.88	62,460.89	79,523.17
FIREFIGHTER	HUGHES, BRENDAN	1,030.95	58,096.86	70,963.15
		1,197.88		
FIREFIGHTER	PIWINSKI, JAMES P.	1,030.95	58,096.86	71,328.43
		1,197.88		
FIREFIGHTER	WILLIAMS, KEVIN	1,030.95	58,096.86	70,963.15
		1,197.88		
FIREFIGHTER	VACANT	997.92	52,034.40	40,807.87
BUDGET ANALYST	RUSSELL, ANDREW	1,293.75	67,533.75	67,533.75
FIRE PROTECTION ENGN'R	VACANT (NEW)	1,287.79	67,222.64	56,840.64
ADMINISTRATIVE ASST.	CICCARIELLO, JANET	1,050.43	54,832.45	56,507.45
FIRE APPARATUS MECANIC	DICKIE, PAUL	1,400.00	73,080.00	79,045.60
SENIOR CLERK	MARTIN, JOELLE	726.21	40,411.84	40,761.84
		775.11		

# FIRE ALARM

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	881,649.09	893,379.00	914,540.00	2.9%
GENERAL FUND EXPENDITURES	881,649.09	893,379.00	914,540.00	2.9%

## BUDGET:

FY2015 PROPOSED	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	620,111.99	620,110.00	495,744.68	673,176.00	
513000 OVERTIME	187,946.65	188,000.00	147,055.30	148,000.00	
514006 LONGEVITY	7,150.00	7,575.00	7,575.00	8,200.00	
514008 OUT OF GRADE	743.87	5,300.00	714.58	5,300.00	
515004 HOLIDAYS	42,596.58	49,894.00	32,358.66	54,164.00	
515012 PERFECT ATTEND	1,000.00	-	700.00	-	
519002 CAREER/EDU INCENT	-	-	-	-	
519004 UNIFORM	9,900.00	9,900.00	9,900.00	11,000.00	
519013 OTHER LUMP SUM	12,200.00	12,600.00	13,100.00	14,700.00	
<b>SUBTOTAL PERSONAL SVCS</b>	<b>881,649.09</b>	<b>893,379.00</b>	<b>707,148.22</b>	<b>914,540.00</b>	<b>2.9%</b>
<b>TOTAL</b>	<b>881,649.09</b>	<b>893,379.00</b>	<b>707,148.22</b>	<b>914,540.00</b>	<b>2.9%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF FIRE ALARM OPER	DOHERTY, DAVID	1,530.82	79,908.80	91,638.25
SR FIRE ALARM OPER	SWANTON, JAMES	1,366.81	71,347.48	82,388.08
SR FIRE ALARM OPER	ATHERTON, CAROL	1,366.81	71,347.48	82,388.08
SR FIRE ALARM OPER	BREEN, TODD	1,366.81	71,347.48	79,938.08
SR FIRE ALARM OPER	SLOANE, STEPHEN	1,366.81	71,347.48	79,688.08
FIRE ALARM OPER	HERMAN, BRIAN	1,220.36	63,702.79	71,428.30
FIRE ALARM OPER	BRIEN, KYLE	1,220.36	63,702.79	71,428.30
FIRE ALARM OPER	WALSH, DAVID	1,220.36	63,702.79	71,378.30
FIRE ALARM OPER	BREEN, SCOTT	1,220.36	63,702.79	71,328.30
FIRE ALARM OPER	CASTLE, JASON	1,016.58	53,065.48	59,635.11

## EMERGENCY MANAGEMENT

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	20,442.24	20,747.00	20,747.00	0.0%
ORDINARY MAINTENANCE	5,658.05	5,700.00	5,700.00	0.0%
GENERAL FUND EXPENDITURES	26,100.29	26,447.00	26,447.00	0.0%

### BUDGET:

EMERGENCY MANAGEMENT	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	20,442.24	20,747.00	16,682.48	20,747.00	
<b>SUBTOTAL PERSONAL SVCS</b>	<b>20,442.24</b>	<b>20,747.00</b>	<b>16,682.48</b>	<b>20,747.00</b>	<b>0.0%</b>
542005 OFFICE EQUIPMENT	540.00	-	-	-	
543011 HARDWARE & SMALL	1,730.55	-	-	-	
549000 FOOD SUPPL & REFRES	700.00	700.00	-	700.00	
558003 PUBLIC SAFETY SUPPL	500.00	2,400.00	2,812.50	2,400.00	
558006 UNIFORMS	1,587.50	2,000.00	1,587.50	2,000.00	
574000 INSURANCE PREMIUMS	600.00	600.00	600.00	600.00	
<b>SUBTOTAL ORDINARY MAINT.</b>	<b>5,658.05</b>	<b>5,700.00</b>	<b>5,000.00</b>	<b>5,700.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>26,100.29</b>	<b>26,447.00</b>	<b>21,682.48</b>	<b>26,447.00</b>	<b>0.0%</b>

### 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:

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 the preservation of order to protect the rights and property of every person within the City of Somerville. Our mission is to provide the highest quality 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 to making the City a safe place to live, work, play, and raise a family.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	13,550,437.47	14,109,421.00	14,277,463.00	1.2%
ORDINARY MAINTENANCE	454,386.07	499,832.00	589,883.00	18.0%
SPECIAL ITEMS	33,000.00	51,314.00	51,314.00	0.0%
GENERAL FUND EXPENDITURES	14,037,823.54	14,660,567.00	14,918,660.00	1.8%

## CHANGES BETWEEN FY2014 AND FY2015:

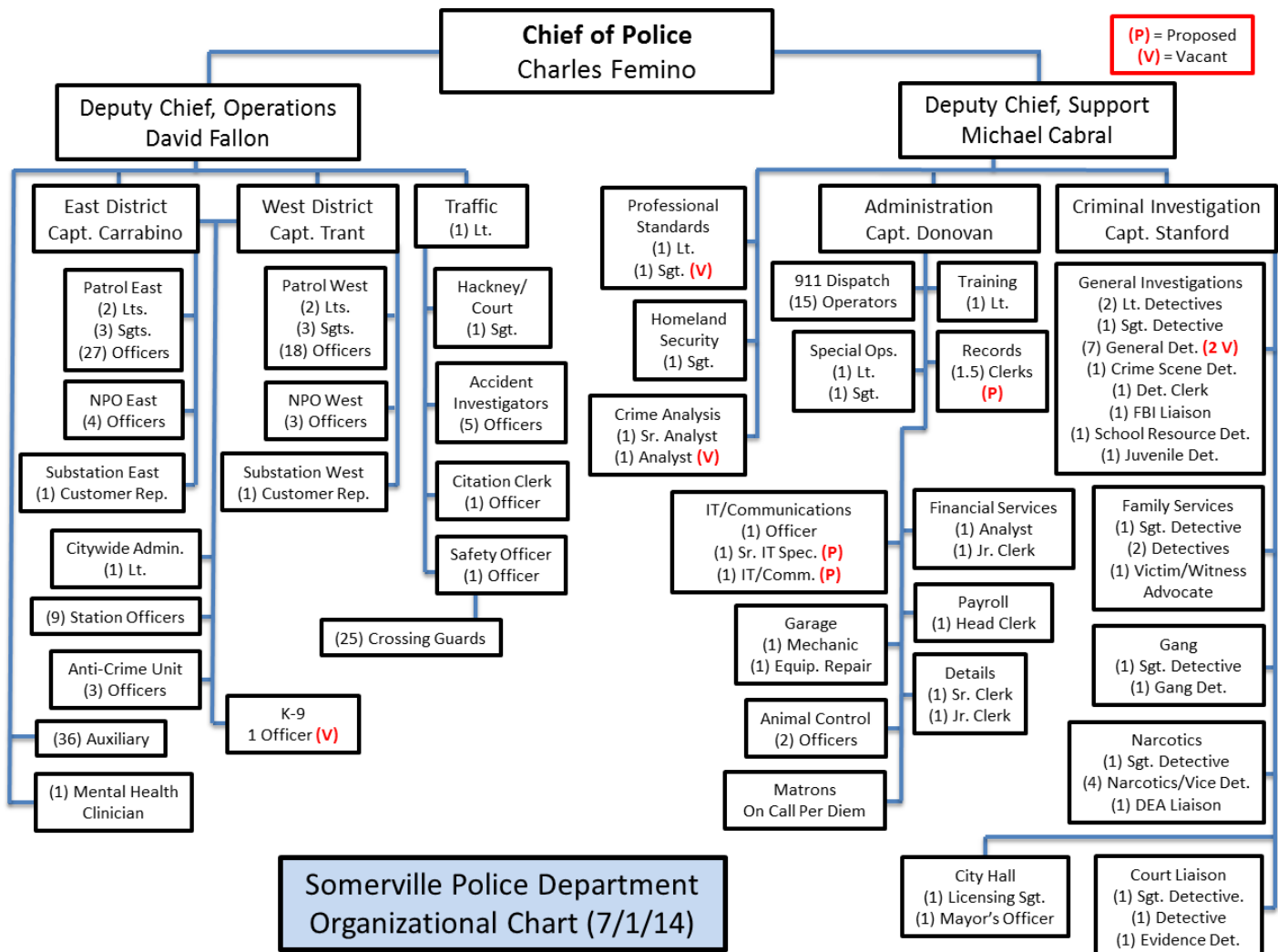
- A new civilian Senior IT Specialist position is included in the budget. This position will allow the Police Department to redeploy an officer back onto the street, contingent on collective bargaining.
- Reclassification of current Records Clerk to IT Communications Specialist to reflect actual duties.
- Additional Public Safety Supply funds included related to procuring and training a new K9 dog and officer.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
BVP -13 Bullet Proof Vest Partnership	US Department of Justice	\$16,146
CSI Community Safety Initiative (Shannon Grant)	Executive Office of Public Safety & Security	\$13,000
DMH/JDP (Jail Diversion Program)	Executive Office of Health & Human Services	\$42,000
Crisis Intervention Team (CIT)	Executive Office of Health & Human Services	\$61,239
E-911 ESIG (Support & Incentive)	Executive Office of Public Safety & Security	\$186,976
E-911 Training & EMD	Executive Office of Public Safety & Security	\$65,810
EBJA (Burn Grant-Van)	US Department of Justice	\$23,562
Mass Municipal Police Staffing Grant	Executive Office of Public Safety & Security	\$158,955
PBMS -14 Pedestrian & Bicycle Safety	Executive Office of Public Safety & Security	\$5,000
TEEG -14 Traffic Enforcement & Equip	Executive Office of Public Safety & Security	\$16,000

# POLICE

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Investment in training to include additional hours of in-service training for patrol officers, training all personnel in Mental Health, automated firearms training.
- Investment in other specialized training for supervisors in Accountability and Discipline.
- The department was awarded a grant by the Department of Mental Health (DMH) to develop a Regional Crisis Intervention Team (CIT). Somerville will be partnering with the National Alliance on Mental Illness and the Cambridge Police Department to develop the regional CIT-TACT that will serve



# POLICE

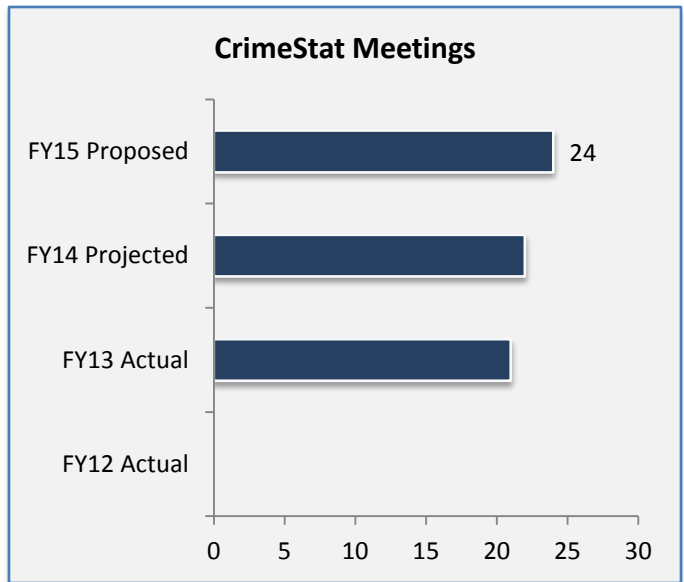
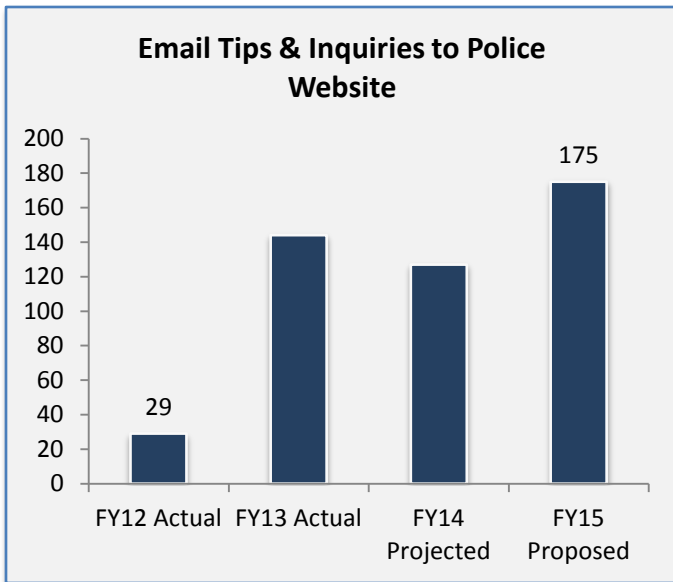
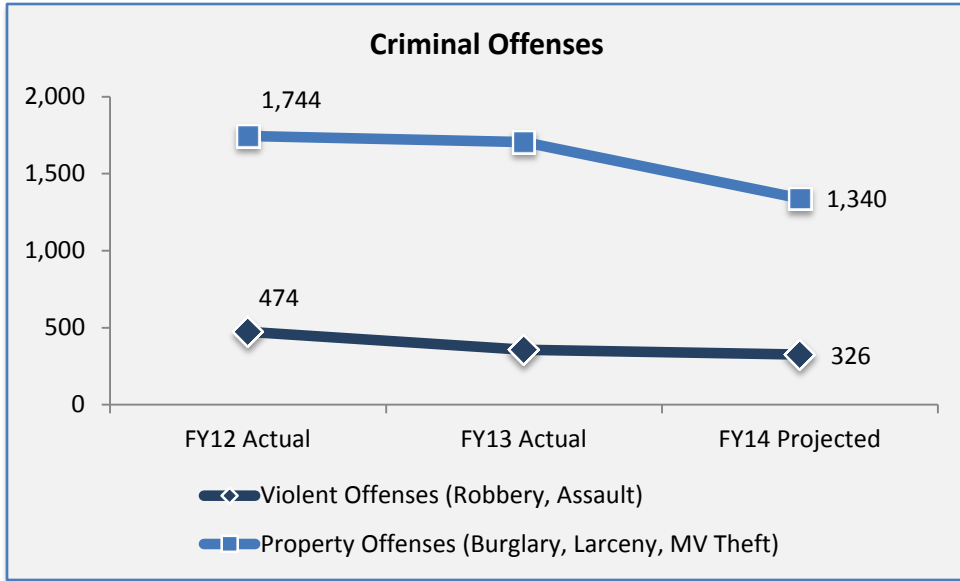
Somerville, Cambridge, Everett, Malden, Medford, and Belmont. Fifteen officers received 40 hours of specialized training in crisis intervention.

- Implemented Field Training Assessment questionnaire for newly hired officers.
- Revised the internal CrimeStat meetings to reorient the presentation from the Executive Staff to the District Commanders, as well as mid-line and first-line supervisors from specific units within the police department.
- Implemented and adopted a community policing oriented problem solving process with the Scanning, Analyze, Response, Assessment (SARA) model.
- Continued efforts with Smart Policing Initiative (SPI) weekly Command Staff meetings, monthly SomerStat meetings, and weekly CrimeStat meetings, all of which utilize comprehensive data to help formulate a data driven operational response.
- Started a new approach to achieving State Certification and Accreditation.
- Revised the method by which Directed Patrols are authorized and implemented and re-introduced the Park, Walk, and Talk Model.

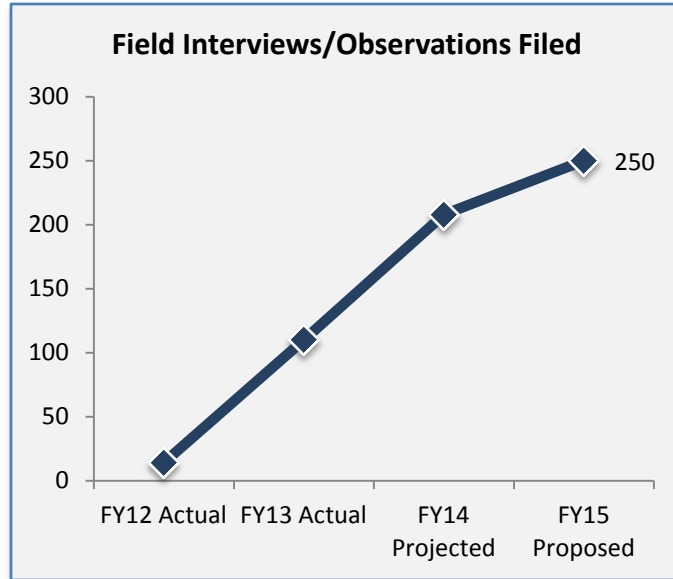
## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Violent Offenses (Robbery, Assault)	474	356	326	N/A
Property Offenses (Burglary, Larceny, MV Theft)	1744	1706	1340	N/A
Community Meetings	65	67	65	65
SARA Projects	N/A	N/A	14	24
Email Tips and Inquiries to Police website	29	144	127	175
New Facebook followers	400	1700	157	300
New Twitter followers	430	1670	1594	1200
CrimeStat Meetings	0	21	22	24
Field Interviews/Observations Filed	14	110 (Introduced SPI System)	208	250
Overtime	\$846,609	\$898,203	\$850,000	\$850,000
Sick Days	977	847	850	825
Accreditation: Policies/Procedures Revised	n/a	43	45	N/A (Complete)
Accreditation: Policies/Procedures Issued	N/A	N/A	30	50

# POLICE



# POLICE



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
To provide every neighborhood a sense of security and improve the quality of life.		
	Expand community policing programs throughout the city, delivering services and solving problems in an atmosphere of community partnership between police and residents.	Ongoing
	Restructure Neighborhood Policing to a Community Service Unit which is regionally based.	Ongoing
	Maximize interactions, increase visibility and accessibility, and establish a trusting relationship with the community through sub-stations, Neighborhood Policing, ResiStat, immigrant taskforce meetings, and community activities.	Ongoing
	Advocate and track community policing programs in neighborhoods through the use of SARA problem-solving model.	Ongoing
	Increase police and citizen interaction through the use of “park, walk, and talk” initiative.	Ongoing
	Officer participation in community events, such as the Memorial Day Parade, July 4 Fireworks, SomerStreets, and Honkfest.	Ongoing
	Increase police/citizen interaction with multicultural groups by conducting a series of in-person and video workshops translated in various languages	New for FY15
Achieve state certification and continue internal management best practices to foster a more efficient, collaborative, and responsive police force. Improve police performance by establishing increased		

# POLICE

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
accountability and transparency.		
	Develop a written directive system in an effort to achieve state certification and accreditation.	Ongoing
	Maximize use of available technologies to improve efficiency.	Ongoing
	Conduct a comprehensive evaluation of officer core responsibilities. Integrate data in conjunction with performance analysis, resource allocation, and high visibility policing.	Ongoing
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.		
	Provide career development opportunities for all personnel through specialized training, and executive training sessions.	Ongoing
	Support training programs that train officers in all community responsive areas.	New for FY15
	Build a strong community partnership between law enforcement and mental health providers. Provide training to officers to address issues and improve response for individuals and families impacted by mental illness.	Ongoing
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 newly hired officers in FIO program.	Complete
	Increase FIO submissions.	Ongoing
Expand the use of social media		
	Provide assistance to criminal investigators through the use of social media.	New for FY15
	Coordinate and track analytics on social media (followers, likes, etc.) to show trends in involvement and answer questions directed to the department.	New for FY15
Reorganize civilian personnel		
	Provide a uniform method of receiving and disseminating law enforcement related information and data.	New for FY15

## BUDGET:

POLICE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	10,273,849.9	10,744,485.0	8,614,737.19	10,756,827.00	
511003 CROSSING GUARDS	255,256.14	295,180.00	193,079.20	371,600.00	

# POLICE

POLICE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
512000 SALARIES & WAGES	-	-	-	4,680.00	
513000 OVERTIME	898,203.28	850,000.00	756,016.40	850,000.00	
513001 TRAINING-OVERTIME	83,940.30	84,000.00	61,311.05	84,000.00	
514004 SHIFT DIFFERENTIALS	858,979.62	870,277.00	712,643.32	922,748.00	
514006 LONGEVITY	69,375.00	79,900.00	83,685.00	68,800.00	
514007 COURT TIME	252,244.83	290,000.00	204,993.50	290,000.00	
514008 OUT OF GRADE	12,094.61	10,806.00	9,429.40	10,806.00	
514015 OTHER DIFFERENTIALS	1,483.50	1,631.00	1,631.08	1,664.00	
515004 HOLIDAYS	645,524.33	678,994.00	334,098.45	677,711.00	
515012 PERFECT ATTENDANCE	7,900.00	-	8,183.33	-	
519002 EDUCATIONAL	-	-	1,500.00	4,500.00	
519004 UNIFORM ALLOWANCE	64,125.00	66,100.00	72,525.00	77,000.00	
519005 SICK LEAVE BUYBACK	-	-	34,988.17	-	
519007 5/2 BUYBACK	65,960.87	74,048.00	75,723.01	93,127.00	
519013 OTHER LUMP SUM	61,500.00	64,000.00	125,659.78	64,000.00	
<b>(0121051) POLICE PERSONAL SE</b>	<b>13,550,437.4</b>	<b>14,109,421.0</b>	<b>11,290,203.8</b>	<b>14,277,463.0</b>	<b>1.2%</b>
524003 REPAIRS-VEHICLES	46,583.07	54,000.00	46,075.19	54,000.00	
524007 REPAIRS OFFICE	1,190.14	7,000.00	3,000.00	7,000.00	
524017 EQUIP MAINTENANCE	9,374.67	16,500.00	10,105.91	27,500.00	
524030 REPAIRS-RADIO ALARM	6,376.90	15,000.00	10,000.00	25,000.00	
524033 MAINT SOFTWARE	38,111.79	37,480.00	34,876.10	37,480.00	
527015 RENTALS EQUIPMENT	1,641.09	1,740.00	2,336.76	1,791.00	
530000 PROF & TECHNCL SVC	35,003.02	22,737.00	16,352.82	22,737.00	
530001 MEDICAL & DENTAL	124,794.19	125,000.00	102,975.11	125,000.00	
530019 DETENTION	9,652.00	15,000.00	5,272.00	15,000.00	
530021 TOWING	-	-	-	-	
530025 IN SERVICE TRAINING	19,747.65	30,000.00	24,773.65	30,000.00	
534003 POSTAGE	4,000.00	2,500.00	3,500.00	2,500.00	
534007 PSTN-USAGE	13,005.48	21,900.00	21,792.60	21,900.00	
542000 OFFICE SUPPLIES	23,219.46	17,200.00	16,990.61	17,200.00	
542001 PRINTING & STATIONERY	5,355.00	5,500.00	4,216.44	5,500.00	
542004 COMPUTER SUPPLIES	4,745.00	13,000.00	828.33	13,000.00	
542005 OFFICE EQUIPMENT	9,318.41	3,500.00	-	3,500.00	
542006 OFFICE FURNITURE	510.74	4,000.00	6,898.55	4,000.00	

# POLICE

POLICE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
542007 COMPUTER EQUIPMENT	418.88	1,000.00	234.00	23,000.00	
549000 FOOD SUPPL & REFRSHM	450.00	600.00	1,260.20	600.00	
558003 PUBLIC SAFETY SUPPLIES	31,796.67	50,000.00	60,200.38	68,000.00	
558004 MAGAZINES	1,947.00	2,000.00	2,000.00	2,000.00	
558012 BADGES	893.50	4,000.00	4,000.00	4,000.00	
558014 PHOTOGRAPHIC	856.46	1,000.00	-	1,000.00	
558015 SUPPL FOR MEN/WOME	22,594.56	20,000.00	14,843.32	20,000.00	
558016 COLORGUARD	21,512.20	1,500.00	1,426.85	1,500.00	
558017 TRAFFIC SUPV SUPPLIES	2,011.78	2,000.00	-	31,000.00	
572001 OUT OF STATE	3,808.16	2,000.00	1,245.49	2,000.00	
573000 DUES & MEMBERSHIPS	8,678.50	14,000.00	10,680.00	14,000.00	
573001 BAPERN MEMBERSHIP	2,651.00	2,675.00	2,651.00	2,675.00	
578013 CARE OF PRISONERS	4,138.75	7,000.00	4,000.00	7,000.00	
<b>(0121052) POLICE ORDINARY</b>	<b>454,386.07</b>	<b>499,832.00</b>	<b>412,535.31</b>	<b>589,883.00</b>	<b>18.0%</b>
527001 RENTAL - BUILDINGS	33,000.00	51,314.00	37,500.00	51,314.00	
<b>(0121060) POLICE SPECIAL ITEM</b>	<b>33,000.00</b>	<b>51,314.00</b>	<b>37,500.00</b>	<b>51,314.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>14,037,823.5</b>	<b>14,660,567.0</b>	<b>11,740,239.1</b>	<b>14,918,660.0</b>	<b>1.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
CHIEF	FEMINO, CHARLES	3,557.69	185,711.42	185,711.42
DEPUTY CHIEF	CABRAL, MICHAEL	3,300.00	172,260.17	172,260.17
DEPUTY CHIEF	FALLON, DAVID	3,236.54	168,947.47	168,947.47
CAPTAIN	TRANT, PAUL R	2,450.36	127,908.79	148,127.48
CAPTAIN	CARRABINO, STEPHEN	2,450.36	127,908.79	148,127.48
CAPTAIN	DONOVAN, JAMES	2,450.36	127,908.79	148,127.48
CAPTAIN	STANFORD, JAMES	2,450.36	127,908.79	148,127.48
LIEUTENANT	HYDE, DANIEL J	2,085.41	108,858.40	126,229.45
LIEUTENANT	POLITO, JAMES	2,085.41	108,858.40	126,229.45
LIEUTENANT	ROONEY, JAMES R	2,001.99	104,503.88	123,807.51
LIEUTENANT	COTTER, BERNARD D	2,085.41	108,858.40	126,229.45
LIEUTENANT	VIVOLO, CARMINE C	2,085.41	108,858.40	128,178.25
LIEUTENANT	RYMILL, GERARD J	2,085.41	108,858.40	126,229.45
LIEUTENANT	SHEEHAN, SEAN	2,085.41	108,858.40	126,229.45

# POLICE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIEUTENANT	MITSAKIS, TIMOTHY	2,085.41	108,858.40	128,178.25
LIEUTENANT	RYMILL, A WILLIAM	2,001.99	104,503.88	123,416.71
LIEUTENANT	MULCAHY, MICHAEL	2,085.41	108,858.40	127,861.63
LIEUTENANT	MARINO, JOHN	2,085.41	108,858.40	128,569.05
SERGEANT	PENDING PROMOTION(Sgt.)	1,774.82	92,645.60	107,593.47
SERGEANT	MCCAIN, JOSEPH E	1,774.82	92,645.60	107,529.26
SERGEANT	TAM, JOHN Q	1,774.82	92,645.60	107,920.06
SERGEANT	AUFIERO, JOHN T	1,419.85	74,116.17	91,070.47
SERGEANT	MACARELLI, JOSEPH	1,703.82	88,939.40	103,557.17
SERGEANT	BRENNAN, NEIL P	1,774.82	92,645.60	107,529.26
SERGEANT	ISIDORO, RICO J	1,774.82	92,645.60	107,529.26
SERGEANT	GOBIEL, JOHN J	1,774.82	92,645.60	107,593.47
SERGEANT	CAMPBELL, BRUCE B	1,774.82	92,645.60	107,920.06
SERGEANT	WHALEN, SCOTT	1,774.82	92,645.60	108,846.27
SERGEANT	COSTA, MARTHA F	1,703.82	88,939.40	103,540.84
SERGEANT	PENDING PROMOTION	1,774.82	92,645.60	107,593.47
SERGEANT	MONTE, DAVID	1,703.82	88,939.40	104,793.64
SERGEANT	DIGREGORIO, JEFFREY	1,774.82	92,645.60	107,593.47
SERGEANT	CHAILLE, WARREN	1,561.84	81,528.05	95,436.74
SERGEANT	LAVEY, RICHARD	1,774.82	92,645.60	107,593.47
PATROL04	AMERAL, MICHAEL A	1,437.10	75,016.54	91,643.89
PATROL04	ANKENBAUER, ROBERT	1,379.61	72,015.79	85,648.26
PATROL04	BARNARD, EDWARD	1,149.68	60,013.34	70,923.93
PATROL04	BERROUET, WOLFF E	1,437.10	75,016.54	89,457.93
PATROL04	BRIOSO, DOUGLAS	1,149.68	60,013.34	73,378.36
PATROL04	BROWN, MICHAEL D	1,379.61	72,015.79	88,362.66
PATROL04	CAPASSO JR., MICHAEL R.	1,379.61	72,015.79	86,241.90
PATROL04	CAPOBIANCO, ALESSANDRO	1,379.61	72,015.79	86,241.90
PATROL04	CARR, WILLIAM F	1,264.64	66,014.29	83,009.83
PATROL04	CICERONE, FERNANDO	1,437.10	75,016.54	89,457.93
PATROL04	COLLAZO, ARIEL I	1,149.68	60,013.34	73,638.33
PATROL04	COLLETTE, WALTER , JR.	1,379.61	72,015.79	86,241.90
PATROL04	COLLINS, NEIL F	1,437.10	75,016.54	92,657.93
PATROL04	COSTA, KATHRYN M	1,379.61	72,015.79	84,048.26
PATROL04	COVERT, LANCE S	1,149.68	60,013.34	78,023.93
PATROL04	DEOLIVEIRA, DIOGO	1,379.61	72,015.64	86,241.74
PATROL04	DERVISHIAN, GEORGE	1,149.68	60,013.34	81,342.96
PATROL04	DIAZ, HENRY	1,149.68	60,013.34	73,378.36
PATROL04	DIFAVA, MARC	1,379.61	72,015.64	86,241.74

# POLICE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PATROL04	DiFRONZO, DANTE	1,437.10	75,016.54	89,457.93
PATROL04	DOTTIN, DERRICK	1,264.64	66,014.29	77,485.79
PATROL04	DOTTIN, SHANNON N	1,149.68	60,013.34	71,723.93
PATROL04	DRISCOLL, ROBERT	1,379.61	72,015.79	88,706.50
PATROL04	DUFFY, PAUL C	1,437.10	75,016.54	91,057.93
PATROL04	ELPIDOFOROS,PATRICIA	1,437.10	75,016.54	88,129.49
PATROL04	FARIA, MICHAEL	1,379.61	72,015.79	86,241.90
PATROL04	GARDNER, THOMAS	1,149.68	60,013.34	73,378.36
PATROL04	GEE, ALBERT	1,379.61	72,015.79	86,241.90
PATROL04	GILBERTI, RICHARD	1,264.64	66,014.29	80,685.79
PATROL04	HICKEY, ROBERT W	1,379.61	72,015.79	86,102.70
PATROL04	HOLLAND, MICHAEL	1,379.61	72,015.64	86,241.74
PATROL04	HOWE, JOHN J	1,379.61	72,015.79	84,048.26
PATROL04	HYDE, JAMES P	1,379.61	72,015.79	88,362.66
PATROL04	ISAACS, RANDY R	1,379.61	72,015.79	86,241.90
PATROL04	JEAN-JACQUES, YVON	1,379.61	72,015.79	86,241.90
PATROL04	JOHNSON, STEVEN	1,149.68	60,013.34	74,623.93
PATROL04	JONES, STEPHEN	1,437.10	75,016.62	89,458.02
PATROL04	KENNELLY, MICHAEL	1,379.61	72,015.79	85,648.26
PATROL04	KIELY, MICHAEL R	1,437.10	75,016.54	87,329.49
PATROL04	LEGROS, GUERDY	1,379.61	72,015.79	86,241.90
PATROL04	LEGUISAMON DEL ROSARIO, KILSARYS	1,379.61	72,015.64	84,048.10
PATROL04	MANFRA, MARYANNE	1,379.61	72,015.79	87,041.90
PATROL04	MANZELLI, ANTHONY	1,379.61	72,015.79	87,841.90
PATROL04	MARTINEZ, OSWALDO	1,264.64	66,014.29	79,809.83
PATROL04	MARTINI, LEO D	1,379.61	72,015.79	87,841.90
PATROL04	MCGRATH, MICHAEL	1,264.64	66,014.21	81,409.74
PATROL04	MCNALLY, JAMES	1,437.10	75,016.54	93,243.89
PATROL04	MELO, CARLOS P	1,149.68	60,013.34	75,042.96
PATROL04	MONACO, ALAN	1,264.64	66,014.29	80,200.19
PATROL04	MONTINA-GARCIA, NATACHA	1,379.61	72,015.79	84,048.26
PATROL04	NADILE, ERNEST J	1,264.64	66,014.29	83,009.83
PATROL04	NARDONE, DOROTHY	1,437.10	75,016.54	90,322.53
PATROL04	OLIVEIRA, JOHN L	1,149.68	60,013.34	75,482.33
PATROL04	OMEARA, ROSS D	1,437.10	75,016.54	90,118.73
PATROL04	PASQUALINO, ROBERT	1,149.68	60,013.34	73,378.36
PATROL04	RADOCHIA, JAMES	1,149.68	60,013.34	74,242.96
PATROL04	RAMIREZ, JOSE	1,149.68	60,013.34	74,242.96



# POLICE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PATROL04	REGO, DANIEL	1,379.61	72,015.79	87,106.50
PATROL04	REMIGIO, LOUIS M	1,379.61	72,015.79	87,702.70
PATROL04	SHACKELFORD, KEVIN	1,437.10	75,016.54	90,043.89
PATROL04	SLATTERY, JAMES, JR.	1,149.68	60,013.34	73,638.33
PATROL04	SOARES, EDUARDO	1,379.61	72,015.79	86,241.90
PATROL04	ST HILAIRE, STEVE	1,264.64	66,014.29	80,609.83
PATROL04	SULLIVAN, TIMOTHY F.	1,264.64	66,014.29	79,809.83
PATROL04	SYLVESTER, SEAN	1,264.64	66,014.29	77,485.79
PATROL04	THERMIDOR, JONATHAN	1,437.10	75,016.54	91,087.89
PATROL04	UBEDA, ERICK	1,149.68	60,013.34	73,378.36
PATROL04	WARD, CHRISTOPHER	1,437.10	75,016.54	91,057.93
PATROL04	WYATT, MICHAEL J	1,149.68	60,013.34	74,623.93
PATROL04	FUSCO, SALVATORE	1,149.68	60,013.34	73,378.36
PATROL04	VAN NOSTRAND, TIMOTHY	1,149.68	60,013.30	73,378.31
PATROL04	CATATAO, ASHLEY	1,149.68	60,013.30	73,378.31
PATROL04	COLLETTE, CHRISTOPHER	1,149.68	60,013.30	73,378.31
PATROL04	COSTA, JASON	1,149.68	60,013.30	74,242.91
PATROL04	GUILLEN, GRAVIN	1,149.68	60,013.30	74,242.91
PATROL04	HAYNES, NAZA	1,149.68	60,013.30	74,242.91
PATROL04	McCAREY, MICHAEL	1,149.68	60,013.30	73,378.31
PATROL04	NEVIN, MARK	1,149.68	60,013.30	73,378.31
PATROL04	PERRONE, MICHAEL	1,149.68	60,013.30	73,378.31
PATROL04	SCHNEIDER, DEVIN	1,149.68	60,013.30	73,329.11
PATROL04	TEVES, JOSEPH	1,149.68	60,013.30	73,378.31
PATROL03	KIM, ELI	1,116.86	54,056.02	72,531.51
PATROL04		1,149.68	4,368.78	
PATROL03	SOUSA, TYLER	1,116.86	54,056.02	71,661.69
PATROL04		1,149.68	4,368.78	
PATROL03	CANTY, PATRICK	1,116.86	54,056.02	72,531.51
PATROL04		1,149.68	4,368.78	
PATROL03	RIVERA, JOSEPH	1,116.86	54,056.02	71,666.91
PATROL04		1,149.68	4,368.78	
PATROL02	ANDERSON, PAUL	964.46	46,486.97	63,505.71
PATROL03		1,116.86	4,467.44	
PATROL02	BECKFORD, PAUL	964.46	46,486.97	64,370.31
PATROL03		1,116.86	4,467.44	
PATROL02	DUCASSE-AYALA, JUAN A.	964.46	46,486.97	63,505.71
PATROL03		1,116.86	4,467.44	
PATROL02	GONCALVES, CASSANDRA	964.46	46,486.97	64,370.31

# POLICE

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PATROL03		1,116.86	4,467.44	
PATROL02	KHOURY, MATTHEW	964.46	46,486.97	64,370.31
PATROL03		1,116.86	4,467.44	
PATROL02	MESSAOUDI, SAMIR	964.46	46,486.97	64,370.31
PATROL03		1,116.86	4,467.44	
PATROL02	PAVAO, BRIAN	964.46	46,486.97	63,505.71
PATROL03		1,116.86	4,467.44	
PATROL02	PULLI, MARK	964.46	46,486.97	64,370.31
PATROL03		1,116.86	4,467.44	
PATROL02	STANFORD, SAMUEL	964.46	46,486.97	64,370.31
PATROL03		1,116.86	4,467.44	
PATROL02	MOREIRA, JOSEPH A.	964.46	46,486.97	63,505.71
PATROL03		1,116.86	4,467.44	
PATROL01	VACANCY	934.33	48,772.03	59,467.15
PATROL01	VACANCY	934.33	48,772.03	59,467.15
FINANCIAL ANALYST	CASSESSO, DOROTHY	1,176.93	61,435.59	61,435.59
MECHANIC	HARTSGROVE, FRED	1,312.14	68,493.54	68,493.54
SR. IT SPECIALIST	VACANT (NEW)	1,250.00	65,250.00	65,250.00
IT COMMUNICATIONS SPECIALIST	CARROLL, MICHAEL	990.60	51,709.32	51,709.32
SR. CRIME ANALYST	WENDT, CHRIS	1,300.00	67,860.00	67,860.00
CRIME ANALYST	VACANT	961.54	50,192.39	46,353.39
VICTIM WITNESS ADVOCATE	IPUZ-CANTALUPA	786.60	41,060.52	41,060.52
RECORDS CLERK	MILLS, MAUREEN	670.00	34,974.00	34,974.00
RECORDS CLERK-PART TIME	VITIELLO, THOMAS M	377.20	19,689.84	19,689.84
JR. CLERK-SUBSTATION	ROMANO, PATRICIA	729.65	38,087.73	38,937.73
JR. CLERK-SUBSTATION	RIVERA, BETSY	729.65	38,087.73	38,437.73
MOTOR EQUIPMENT	CAPASSO SR., MICHAEL	967.25	50,490.45	52,134.78
HEAD/ADM. CLERK (PAYROLL)	D'ANGELI, DIANE	898.94	31,822.48	49,408.32
		942.61	15,835.85	
JR./ADM. CLERK	MASIELO, CHRISTINE	715.34	37,340.75	37,690.75
SR. DETAIL CLERK	ROCHE, ELIZABETH	1,205.32	62,917.70	63,517.70
JR. DETAIL CLERK	CARANFA, JENNIFER	806.27	42,087.29	42,587.29

# ANIMAL CONTROL

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	99,564.77	98,883.00	101,980.00	3.1%
ORDINARY MAINTENANCE	8,644.00	15,150.00	16,395.00	8.2%
GENERAL FUND EXPENDITURES	108,208.77	114,033.00	118,375.00	3.8%

## BUDGET:

ANIMAL CONTROL	FY2013 ACTUAL	FY2014 BUDGET	FY13 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	92,602.41	91,130.00	61,545.49	92,952.00	
513000 OVERTIME	2,987.61	3,000.00	5,581.18	4,000.00	
514006 LONGEVITY	500.00	750.00	250.00	1,000.00	
514015 OTHER DIFFERENTIALS	2,764.47	3,003.00	2,204.95	3,028.00	
519004 UNIFORM ALLOWANCE	500.00	1,000.00	1,000.00	1,000.00	
519013 OTHER LUMP SUM	210.28	-	-	-	
<b>(0129251) ANIMAL CONTROL PS</b>	<b>99,564.77</b>	<b>98,883.00</b>	<b>70,581.62</b>	<b>101,980.00</b>	<b>3.1%</b>
524003 REPAIRS-VEHICLES	898.16	1,000.00	-	1,000.00	
529010 KENNELS	-	1,000.00	-	1,000.00	
530000 PROF & TECHNCL SVC	5,010.60	8,000.00	5,589.80	8,000.00	
530011 ADVERTISING	-	400.00	-	1,300.00	
530025 IN SERVICE TRAINING	-	200.00	-	200.00	
534003 POSTAGE	-	-	-	-	
542000 OFFICE SUPPLIES	543.99	1,000.00	573.66	1,000.00	
542001 STATIONERY	90.00	500.00	-	500.00	
558003 PUBLIC SAFETY SUPPLIES	1,457.25	2,000.00	1,000.00	2,000.00	
558006 UNIFORMS	644.00	1,000.00	500.00	1,345.00	
558012 BADGES	-	50.00	50.00	50.00	
<b>(0129252) ANIMAL CONTROL O</b>	<b>8,644.00</b>	<b>15,150.00</b>	<b>7,713.46</b>	<b>16,395.00</b>	<b>8.2%</b>
<b>TOTAL</b>	<b>108,208.77</b>	<b>114,033.00</b>	<b>78,295.08</b>	<b>118,375.00</b>	<b>3.8%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ANIMAL CONTROL OFFICER	APRIL TERRIO	903.61	47,168.33	49,704.46
ANIMAL CONTROL OFFICER	RACHEL TAYLOR	877.08	45,783.45	48,274.48

# E-911

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	506,926.12	667,263.00	495,500.00	-25.7%
GENERAL FUND EXPENDITURES	506,926.12	667,263.00	495,500.00	-25.7%

## BUDGET:

E-911	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	388,598.24	576,207.00	261,840.63	384,774.00	
(513000) OVERTIME	70,944.97	40,000.00	68,181.15	60,000.00	
(514004) SHIFT DIFFERENTIAL	13,225.83	15,356.00	10,325.43	15,296.00	
(515004) HOLIDAYS	27,157.08	28,700.00	19,671.26	28,430.00	
(519004) UNIFORM ALLOWANCE	7,000.00	7,000.00	7,000.00	7,000.00	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>506,926.12</b>	<b>667,263.00</b>	<b>367,018.47</b>	<b>495,500.00</b>	<b>-25.7%</b>
<b>TOTAL</b>	<b>506,926.12</b>	<b>667,263.00</b>	<b>367,018.47</b>	<b>495,500.00</b>	<b>-25.7%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
E-911 Operator	CORNELIO, CHRISTINE	805.00	42,020.82	45,569.71
E-911 Operator	DEFranzo, ROBYN	805.00	42,020.82	45,149.50
E-911 Operator	DESCHENES, JEANNE	781.56	40,797.58	44,811.57
E-911 Operator	DESOUSA, SUSAN	805.00	42,020.82	45,989.92
E-911 Operator	GROSSE, DENISE	805.00	42,020.82	45,997.97
E-911 Operator	HARTSGROVE, ROBERT	700.94	36,589.26	40,244.44
E-911 Operator	KIELY, JULIE	805.00	42,020.82	45,149.50
E-911 Operator	LENNON, SCOTT	805.00	42,020.82	45,989.92
E-911 Operator	LEWON, MAUREEN J.	700.94	36,589.26	40,250.74
E-911 Operator	MCKENNA, JOAN	805.00	42,020.82	45,652.71
E-911 Operator	MEDEIROS, THERESA	805.00	42,020.82	45,149.50
E-911 Operator	MOBILIA, JANEEN	700.94	36,589.07	40,244.24
E-911 Operator	VALLERY, KRISTINE	805.00	42,020.82	46,137.41
E-911 Operator	WARD, KENNETH	805.00	42,020.82	45,175.26

# TRAFFIC AND PARKING

## MISSION STATEMENT:

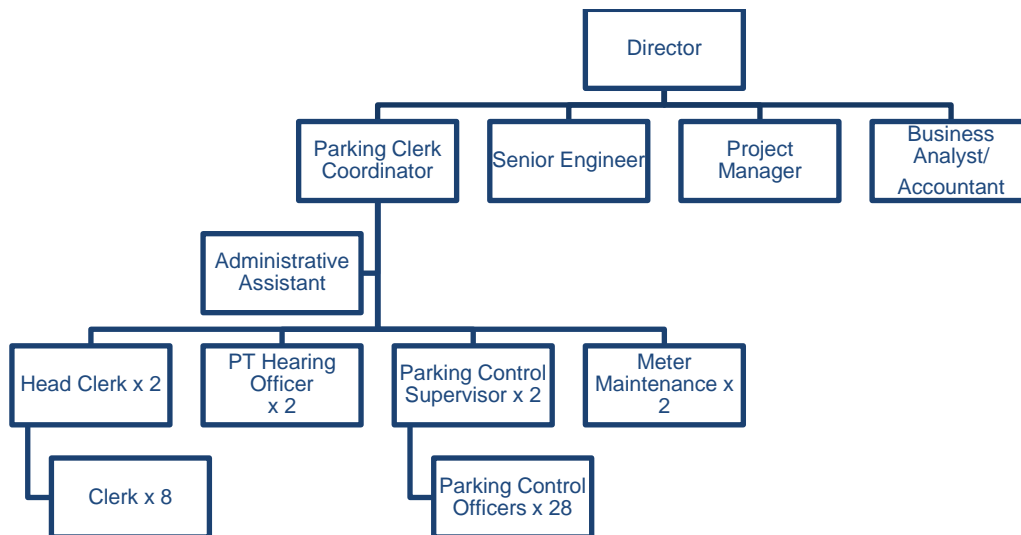
To provide comprehensive supervision and coordination of all parking, transportation, and traffic-related functions in order to support public safety, economic activity, and resident needs. Traffic and Parking enforces and maintains an extensive network of traffic and parking regulations and equipment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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	2,619,319.97	2,424,944.00	2,497,911.00	3.0%
ORDINARY MAINTENANCE	761,687.83	1,052,100.00	1,363,918.00	29.6%
GENERAL FUND EXPENDITURES	3,381,007.80	3,477,044.00	3,861,829.00	11.1%

## CHANGES BETWEEN FY2014 AND FY2015:

- Increased Roadway Maintenance budget for additional pavement markings.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

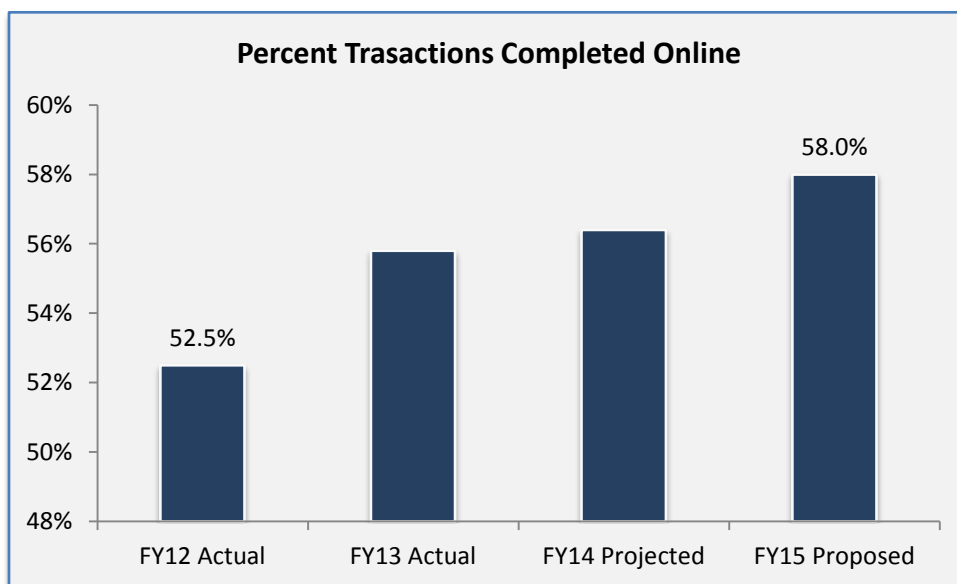
- Added four new permits to the online purchasing system.

# TRAFFIC AND PARKING

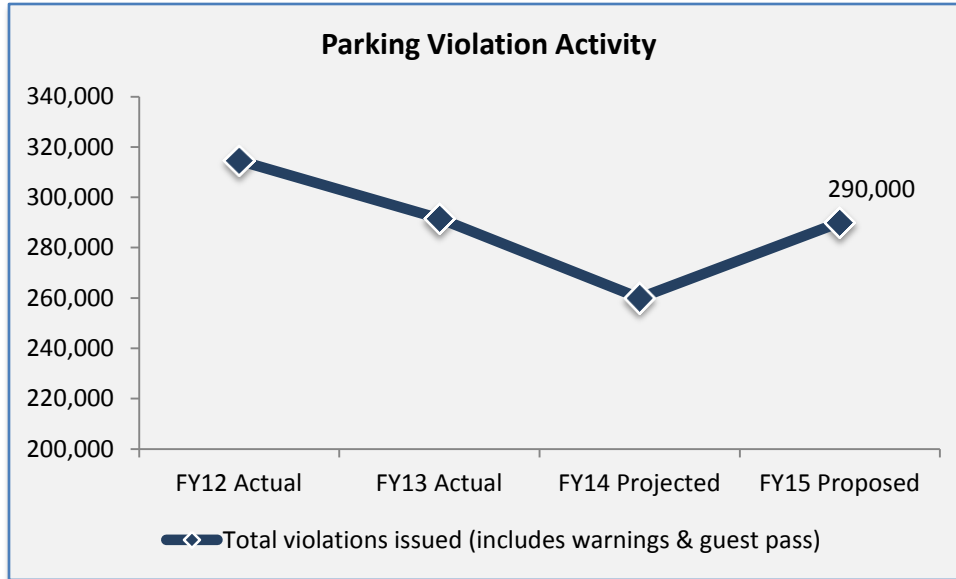
- This past pavement marking season from late March 2013 through early November 2013 (which spans parts of two fiscal years), Traffic and Parking concentrated on enhancing and upgrading both bicycle sharrows and dedicated bicycle lanes as well as repainting crosswalks which were in need of improvements.
  - Traffic and Parking in the upcoming pavement marking year will concentrate again on enhancing dedicated bicycle lanes and bicycle sharrows, crosswalks and all other pavement marking infrastructure throughout the City.
- Integrated additional Intelligov work orders associated with the Traffic and Parking Department.
  - Work orders are coordinated within all of the divisions of the department, thus resulting in less duplication in efforts by staff.
  - Increased record keeping, easing the adjudication process.

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Parking meter revenue	\$1,703,228	\$1,734,220	\$1,560,000	\$1,574,219
Parking violation revenue	\$6,210,022	\$5,894,645	\$4,951,501	\$5,187,500
Parking warnings issued	413	3,498	4,585	4,700
Parking violations issued (including warnings and guest pass checks)	314,621	291,612	260,000	290,000
Percent of transactions completed online	52.5%	55.8%	56.4%	58%
Bicycle sharrows repainted	N/A	N/A	400	400
New bicycle sharrows	N/A	N/A	34	50
Crosswalks repainted	N/A	N/A	788	800



# TRAFFIC AND PARKING



## GOAL REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Leverage new technologies to improve operational efficiency and enhance customer service		
	Overhaul meter fleet to accept credit cards citywide	Ongoing. Entered into agreement to purchase 130 IPS Smart Meters.
	Upgrade online permit system to allow all permits to be purchased/renewed online	Ongoing
	Incorporate the use of pay by phone technology to enhance the existing meter fleet. The goal is to reduce capital costs by upgrading existing meters rather than purchasing new ones, while still providing convenient payment methods for consumers.	New for FY15
Improve customer service		
	Continue to cross-train and implement performance metrics to ensure each staff member's knowledge of permits and procedures are consistent throughout the department.	New for FY15
	Respond to constituent requests within 24 hours.	New for FY15
Improve accessibility and safety of streets		
	Create more bike lanes and sharrows	Ongoing
	Accelerate line painting and crosswalk repainting program.	Ongoing
	Work in conjunction with the School Department, Shape Up Somerville to reduce congestion around the schools.	New for FY15

# TRAFFIC AND PARKING

## BUDGET:

TRAFFIC & PARKING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	2,348,871.85	2,224,817.00	1,640,553.15	2,278,700.00	
511002 SALARIES - MONTHLY	3,300.00	3,300.00	2,750.00	3,300.00	
512000 SALARIES & WAGES	18,667.55	20,213.00	15,603.49	20,213.00	
513000 OVERTIME	96,276.09	67,000.00	92,195.48	82,000.00	
514006 LONGEVITY	22,950.00	24,475.00	13,025.00	27,650.00	
514008 OUT OF GRADE	227.14	-	248.02	800.00	
514015 OTHER DIFFERENTIALS	42,842.94	48,539.00	45,034.91	48,648.00	
515012 PERFECT	3,200.00	-	3,400.00	-	
519004 UNIFORM	21,500.00	20,100.00	20,900.00	20,100.00	
519013 OTHER LUMP SUM	45,443.90	-	425.00	-	
519015 AUTO ALLOWANCE	16,040.50	16,500.00	12,603.25	16,500.00	
<b>(0129351) T&amp;P PERSONAL SVCS</b>	<b>2,619,319.97</b>	<b>2,424,944.00</b>	<b>1,846,738.30</b>	<b>2,497,911.00</b>	<b>3.0%</b>
524001 R&M - BUILDINGS &	-	5,000.00	-	5,000.00	
524003 REPAIRS-VEHICLES	2,894.23	3,000.00	2,599.81	3,000.00	
524006 REPAIRS-COMMUN.	771.70	10,000.00	-	10,000.00	
524007 REPAIRS OFFICE	42.00	50.00	-	50.00	
524028 REPAIRS-PARKING	11,283.46	16,500.00	7,328.16	18,320.00	
524029 REPAIRS-HIGHWAYS	110,638.79	100,000.00	144,851.47	150,000.00	
524034 MAINT CONTRACT-	2,075.39	3,000.00	1,912.00	3,126.95	
527000 RENTALS	-	35,000.00	34,800.00	72,280.00	
527015 RENTALS EQUIPMENT	-	-	715.18	715.18	
530000 PROF. & TECHNCL SVC	336,853.25	520,000.00	346,450.80	623,000.00	
530008 EMPLOYEE TRAINING	-	250.00	50.00	250.00	
530011 ADVERTISING	4,808.40	8,000.00	5,005.00	8,528.36	
530018 POLICE DETAIL	1,168.00	3,500.00	172.00	3,500.00	
534003 POSTAGE	5,220.00	3,000.00	147.00	3,000.00	
542000 OFFICE SUPPLIES	6,018.34	5,000.00	3,392.00	5,302.36	
542001 PRINTING &	29,980.22	35,000.00	27,982.77	36,275.00	
542005 OFFICE EQUIPMENT	-	250.00	-	250.00	
542006 OFFICE FURNITURE	-	-	-	-	
542007 COMPUTER	4,439.92	-	850.00	850.00	
542008 BOOKS & BINDING	-	300.00	-	300.00	



# TRAFFIC AND PARKING

TRAFFIC & PARKING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
543011 HARDWARE & SMALL	1,970.14	3,000.00	2,587.00	3,880.56	
553001 SIGNS AND CONES	65,233.74	70,000.00	58,956.80	71,299.00	
558003 PUBLIC SAFETY	-	200.00	-	200.00	
558006 UNIFORMS	-	250.00	30.00	2,645.61	
558012 BADGES	398.15	500.00	500.00	500.00	
571000 IN STATE TRAVEL	-	50.00	-	-	
571001 IN STATE CONF	-	-	200.00	-	
573000 DUES & MEMBERSHI	795.00	250.00	645.00	645.00	
578001 CC CONVENIENCE FEE	177,097.10	230,000.00	272,711.99	341,000.00	
<b>(0129352) T&amp;P ORDINARY MAIN</b>	<b>761,687.83</b>	<b>1,052,100.00</b>	<b>911,886.98</b>	<b>1,363,918.00</b>	<b>29.6%</b>
<b>TOTAL</b>	<b>3,381,007.80</b>	<b>3,477,044.00</b>	<b>2,758,625.28</b>	<b>3,861,829.00</b>	<b>11.1%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR	SUZANNE RINFRET	1,872.59	97,749.35	97,749.35
PARKING CLERK COORDINATOR	AUSTIN FAISON	1,287.79	67,222.64	67,222.64
BUSINESS ANALYST/ACCOUNTANT	ALEX LESSIN	1,165.39	60,833.28	60,833.28
SENIOR ENGINEER	TERENCE SMITH	1,365.62	71,285.36	75,056.92
PT HEARING OFFICER	JOSEPH VIVOLO	485.59	25,347.99	25,347.99
PT HEARING OFFICER	DELIO SUSI	500.46	26,123.75	26,123.75
SPECIAL PROJECTS MANAGER	VACANT	430.00	22,446.00	19,006.00
PT OFFICE STAFF	EVELYN LESAGE	418.60	21,850.92	21,850.92
ADMINISTRATIVE ASSISTANT	LAURA ACCAPUTO	1,050.43	54,832.45	56,582.45
HEAD CLERK	BARBARA SULLIVAN	961.46	50,188.21	51,388.21
HEAD CLERK	DONNA AMENTA	961.46	50,188.21	51,788.21
PRINCIPAL CLERK	MARY JO O'CONNOR	879.23	45,895.81	46,970.81
PRINCIPAL CLERK	KIMBERLY FUCILE	861.99	44,995.88	45,845.88
JUNIOR CLERK	MARGARET PIWINSKI	729.65	38,087.73	38,937.73
JUNIOR CLERK	DANIEL RILEY	729.65	38,087.73	38,937.73
JUNIOR CLERK	MAUREEN SULLIVAN	729.65	38,087.73	38,937.73
JUNIOR CLERK	KATHERINE MAHAN PRATT	715.35	3,290.61	39,121.95
		729.65	34,731.34	
JUNIOR CLERK	JULIANE SILVEIRA	715.35	37,341.27	37,691.27
JUNIOR CLERK	STEPHANIE REED	715.35	37,341.27	37,691.27
METER REPAIR WORKING	JOSEPH COLLETTE	941.01	49,120.72	52,470.44

# TRAFFIC AND PARKING

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FOREMAN				
PARKING METER REPAIRMAN	THOMAS SMYTH	884.00	28,995.20	49,580.80
		901.00	17,479.40	
SIGN REPAIRMAN	EDWARD HALLETT	901.01	47,032.72	50,314.44
SIGN REPAIRMAN	THEOFANIS ZAMBAKIS	884.00	30,763.20	48,793.40
		901.00	15,677.40	
PCO WORKING SUPERVISOR	TAMMY DOE	947.55	49,462.11	53,597.95
PCO WORKING SUPERVISOR	LINDA SMITH	1,042.32	54,409.10	58,631.05
PARKING CONTROL OFFICER	DAVID SUSI	774.01	40,403.32	43,519.14
PARKING CONTROL OFFICER	VACANT	774.01	40,403.32	43,519.14
PARKING CONTROL OFFICER	MICHAEL LAPIANA	774.01	40,403.32	43,269.14
PARKING CONTROL OFFICER	RICHARD BRESCIA	774.01	40,403.32	43,619.14
PARKING CONTROL OFFICER	MARY KILLOREN	774.01	40,403.32	43,369.14
PARKING CONTROL OFFICER	VACANT	704.72	36,786.38	39,034.41
PARKING CONTROL OFFICER	ANNE COLLETTE	774.01	40,403.32	43,269.14
PARKING CONTROL OFFICER	JOHN MORANI	774.01	40,403.32	43,419.14
PARKING CONTROL OFFICER	ALBERT TOPPI	774.01	40,403.32	43,419.14
PARKING CONTROL OFFICER	ANTHONY SILVESTRI	774.01	40,403.32	43,419.14
PARKING CONTROL OFFICER	ANA SOARES	774.01	40,403.32	43,269.14
PARKING CONTROL OFFICER	WALTER MANNIX	851.41	44,443.60	47,916.00
PARKING CONTROL OFFICER	PAUL GOODE	774.01	40,403.32	43,269.14
PARKING CONTROL OFFICER	DAVID CAPUANO	851.41	44,443.60	47,191.00
PARKING CONTROL OFFICER	DALVIR SINGH	851.41	44,443.60	47,916.00
PARKING CONTROL OFFICER	MARY RONAN	851.41	44,443.60	47,541.00
PARKING CONTROL OFFICER	JASON MASCI	851.41	44,443.60	47,791.00
PARKING CONTROL OFFICER	VACANT	704.72	36,786.38	39,034.41
PARKING CONTROL OFFICER	GREGG PAIVA	774.01	40,403.32	43,269.14
PARKING CONTROL OFFICER	JOHN FILOSI	851.41	44,443.60	47,441.00
PARKING CONTROL OFFICER	DELINCE DODIN	851.41	44,443.60	47,591.00
PARKING CONTROL OFFICER	ROBERT LAFEE	775.19	22,635.55	44,269.67
		836.18	19,232.14	
PARKING CONTROL OFFICER	PAUL MORRIS	851.41	44,443.60	47,441.00
PARKING CONTROL OFFICER	SALVATORE FUCILE	836.18	43,648.60	46,120.10
PARKING CONTROL OFFICER	FEDLER EDOUARD	836.18	41,474.53	46,159.70
		851.41	2,213.67	
PARKING CONTROL OFFICER	JUAN PORTES	836.18	43,648.60	46,120.10
PARKING CONTROL OFFICER	CAREY, THOMAS	836.18	36,457.45	46,251.08
		851.41	7,322.13	

# HEALTH & HUMAN SERVICES

## MISSION STATEMENT:

To protect the health of our community through disease prevention, community engagement, and the promotion of healthy behaviors. Also, to protect the rights of all people, but particularly vulnerable populations.

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ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	1,394,900.22	1,687,482.00	1,759,683.00	4.3%
ORDINARY MAINTENANCE	71,932.62	127,659.00	160,330.00	25.6%
GENERAL FUND EXPENDITURES	1,466,832.84	1,815,141.00	1,920,013.00	5.8%

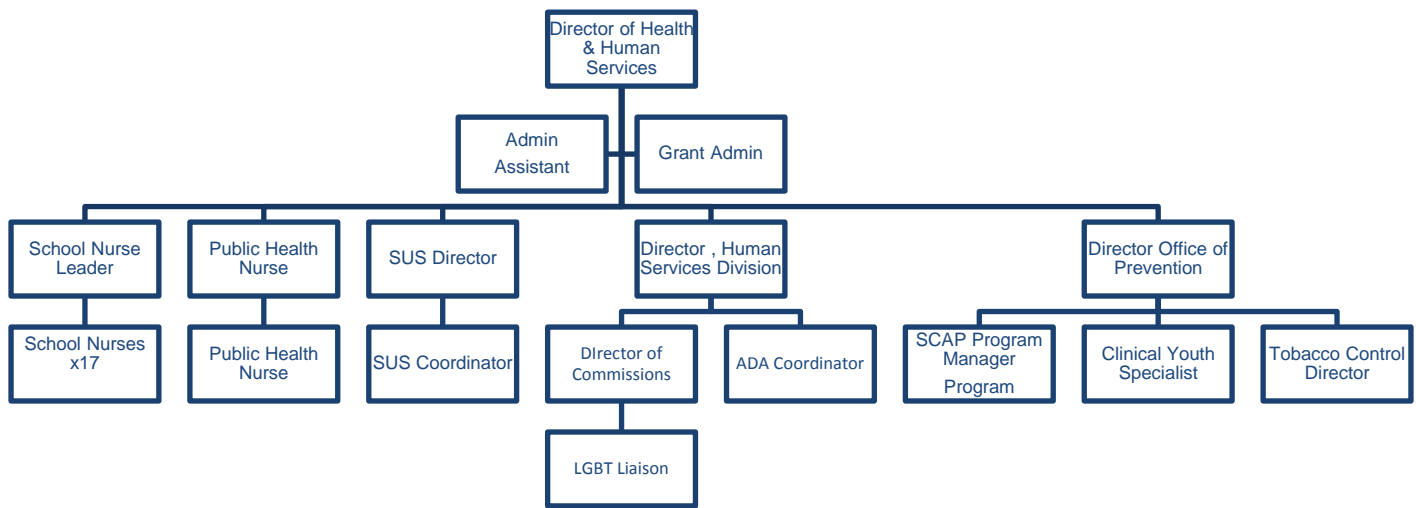
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## CHANGES BETWEEN FY2014 AND FY2015:

- The Human Services Division is re-established within the City and incorporated into the Health Department by transferring the Youth & Volunteer Coordinator position from Recreation, and adding additional duties to the role, now titled Human Service Division Director.
  - The ADA Coordinator will now be part of the Department of Health & Human Services and will report to the Human Services Division Director.
  - Some salaries in the Office of Prevention have been transferred from grant funding to the general fund.
  - One part time Public Health Nurse position was eliminated.
  - Additional funds were added to the Professional & Technical Services budget to support food safety and emergency preparedness initiatives.
  - Other differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.
-

# HEALTH & HUMAN SERVICES

## DEPARTMENT ORGANIZATION:



## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
6 City Tobacco Control Collaborative	MA DPH/CDC	Unconfirmed at time of printing
Mass In Motion Cancer Prevention	MADPH/CDC	\$15,000 to be spent by 9/30 on SUS activities
MassCall3	City of Cambridge/MADPH	\$11,000
Substance Abuse Prevention	MADPH	Unconfirmed
TB Case Management	CHA/MADPH	Unconfirmed
Emergency Preparedness	CHA/MADPH	Unconfirmed

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Provided five mental health first aid training to more than 80 participants.
- Provided two community forums on opioid abuse prevention including resident training in the use of Narcan
- Secured grant funding for the SPD to establish a regional training center to further the work of jail diversion for the mentally ill
- Provided access to oral health screenings and preventive services to 761 Somerville Public School students
- Co-facilitated 10 LGBT activities with the Somerville Council on Aging

# HEALTH & HUMAN SERVICES

- Spearheaded the completion of the ADA Self-Evaluation which now serves as the State’s model, and obtained public feedback.
- Implemented a Public Notice policy for qualified residents seeking reasonable accommodations; instituted grievance procedures, guidelines and policies for employees and residents; and helped draft and implement the City’s Anti-Discrimination/Anti-Harassment Policy.
- Organized three-hour ADA seminars for all department heads, trained employees and managers whose duties bring them into direct and continuous public contact, including the entire fire fighting force.
- Held first-ever celebration of National Disability Employment Awareness Month (NDEAM) which spotlighted EODC’s twin focus on celebrating the abilities of, even as it advocates for the right to self-determination, respect and dignity for, individuals with disabilities.

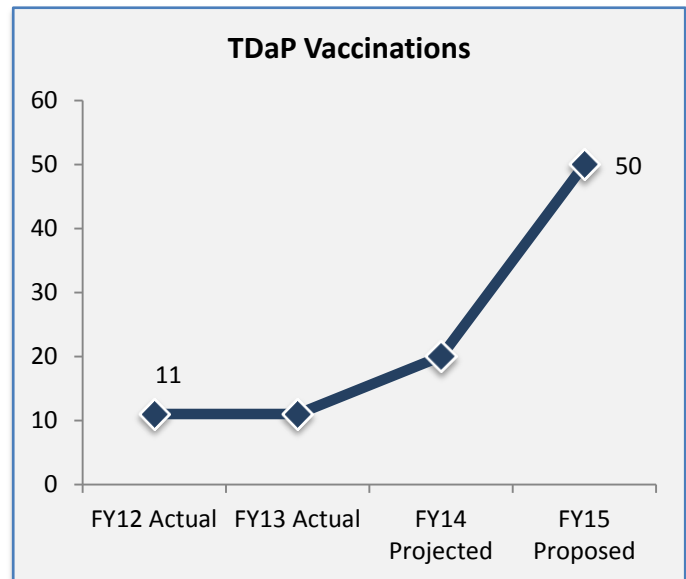
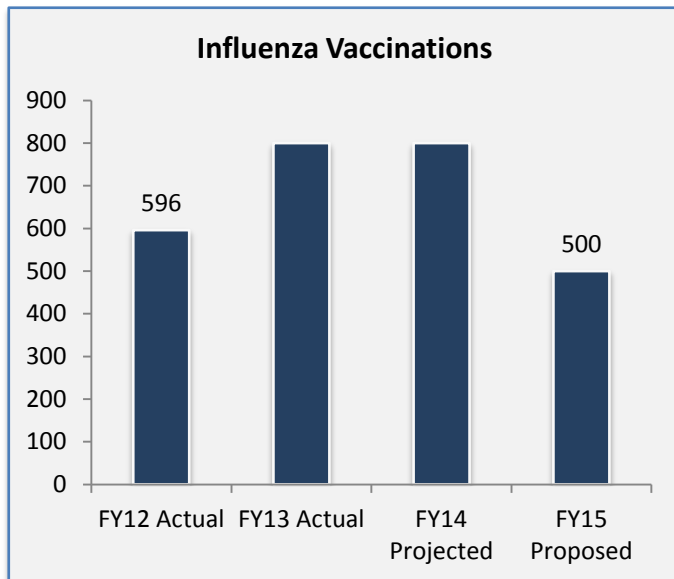
## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Influenza Vaccinations <sup>1</sup>	596	800	800	500
TDaP Vaccinations <sup>2</sup>	11	11	20	50
Oral Health Screenings to Somerville Public School Students <sup>3</sup>	428	759	750	800
Number of employees trained (ADA)	N/A	165	150	150
ADA Complaints investigated/resolved	N/A	5	8	N/A
SCPD meetings held	N/A	7	10	10

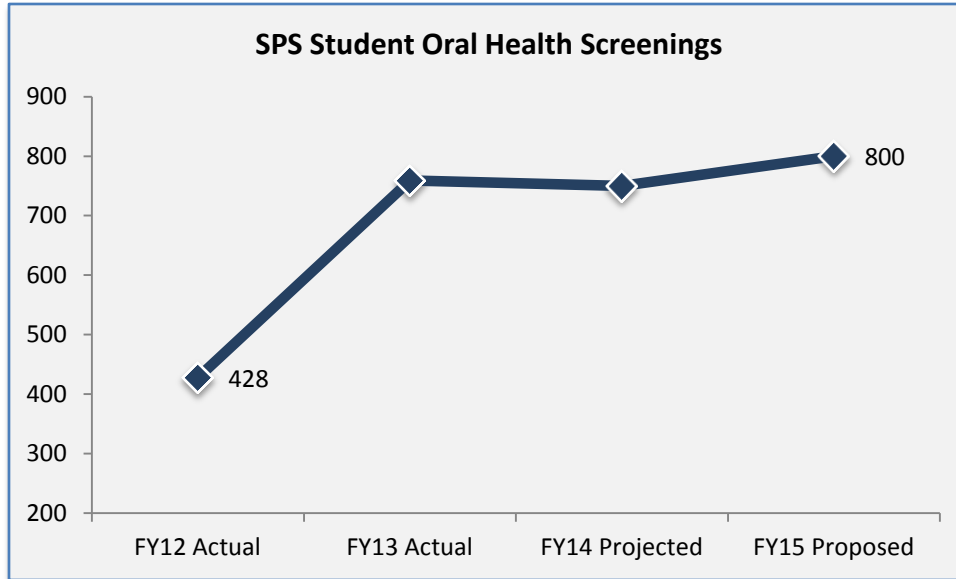
<sup>1</sup> FY14 to Date 558 (decreased Allocation from FY13)

<sup>2</sup> FY14 to date 46

<sup>3</sup> FY14 to date 800



# HEALTH & HUMAN SERVICES



## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Continue to provide youth leadership opportunities to Somerville Youth.		
	Provide SPF100 for high school students	10 youth are involved in the group
	Provide SPF Jr for middle school students	10 youth are involved in the group
Continue to provide community education around overall prevention issues.		
	Provide multiple community events/forums to provide stakeholders with information around the current YRBS data.	In FY14: 3-5 community events & 3-5 presentations
Continue to develop and expand the Somerville Police Department Jail Diversion Program.		
	Collect data on # of police encounters with mentally ill that were diverted	Ongoing. A 0.5 FTE Clinical Coordinator (CC) was hired in September 2013 and she has been trained as part of her duties to utilize the CAD (Computer Aided Dispatch) at the Police Department and is in the process of updating the Jail Diversion Database back to the start of the program. The CC has also developed a system to track every encounter and follow-up for the Jail Diversion program. Currently working with Police, Fire, and SomerStat to comprehensively track suicides (attempts and completions) and

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
		<p>overdoses (fatal and non-fatal) for all ages. Based on data collected/updated we have been able to more specifically look at trends and identify populations and areas in the community at risk. Through the current MOAPC (opioid abuse prevention) grant we have also gained data from Cataldo on the use of Narcan (antidote) and hope to have access from Cambridge Hospital ED on overdose visits.</p> <p>The consolidation of this data will provide more detailed information to develop specific targeted strategies as well as provide data that will assist us in acquiring further grants.</p>
	Increase types of diversion offered	Ongoing
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	<p>We now have a network of psychiatrist and adolescent clinicians as well as the Riverside Trauma Center and community providers that we can call upon and engage in the event of a crisis.</p> <p>Clinical Youth Specialist has continued to collaborate with partners and recently coordinated Jail Diversion, Suicide Prevention and Opioid prevention to work toward creating an integrated approach to address mental health and substance use issues. 31 Community stakeholders attended the first quarterly meeting representing a cross section of disciplines from community providers, consumers, police, courts and schools. Current strategies include MHFA and also Youth MHFA which will be offered to community groups. Recently engaged a network of afterschool programs in training staff in YMFA as well as stress management strategies.</p>
	Community outreach and engagement including text based strategy	<p>We decided not to move forward with the text based strategy at this time. The school dept., health educators participated in a training "Breaking Free from Depression" and we would like to work with the High School to implement this initiative as a consistent part of Health, as well as to look at the best way to raise awareness of text based strategies.</p>
Highlight the visibility of the Somerville LGBT, women, multicultural community		
	Hold events that focus individually and together on the diverse community of	<ul style="list-style-type: none"> <li>• Hosted the annual LGBT Halloween Skate Night.</li> <li>• Hosted two book signings for LGBT-themed books.</li> <li>• Presented at ArtBeat, highlighting the work of this office.</li> </ul>

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Somerville	<ul style="list-style-type: none"> <li>• Cosponsored a Speaker Training with Greater Boston PFLAG.</li> <li>• Hosted the annual Pride flag raising at Somerville High School.</li> <li>• Facilitated 3 intergenerational LGBT events, bringing the high school's Gay-Straight Alliance to the LGBT events at the Somerville Council on Aging.</li> <li>• Domestic Violence Response Workshops</li> <li>• MLK Day Celebration</li> <li>• Somerville Immigrant/Police Dialogue Session</li> <li>• Mystic Student Leadership Council</li> <li>• Muslim community/Police relationship building gatherings</li> <li>• Social time/food, Police presentation, HRC and Rights presentation, discussion</li> </ul>
	Use blogs, Facebook, and other multi-media strategies to raise awareness and engage the community on the contributions from our diverse Somerville community.	<ul style="list-style-type: none"> <li>• Used Facebook and the Office of Somerville Commissions to connect with the community and provide information about LGBT events in Somerville.</li> <li>• The Somerville Journal published an article about the new services for LGBT older adults at the Council on Aging.</li> <li>• The television program "Voices of Somerville" regularly airs episodes about diversity.</li> <li>• The director of the Office of Somerville Commissions presents one and two hour professional development presentations about the full diversity of Somerville.</li> <li>• The director regularly meets with different community leaders to recruit people for commissions and schedule Commissions Workshops with constituents.</li> </ul>
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.	<ul style="list-style-type: none"> <li>• Hosted a suicide prevention workshop for LGBT youth.</li> <li>• Partnered with the Somerville COA to launch an LGBT initiative for older adults, including a monthly lunch and a monthly dinner and movie.</li> <li>• Continued to support the Somerville Council on Aging in hosting a biweekly fitness and nutrition class for lesbian, bisexual, and transgender women (Fit-4-Life LBT).</li> <li>• Presented at Elderfair and the Somerville Council on Aging's Health and Wellness Fair highlighting the work of this office.</li> <li>• Hosted a breast health workshop for lesbian and bisexual women over 40.</li> <li>• The City of Somerville LGBTQ Programs and Services Directory was published on May 7th, 2013. 50 paper copies were</li> </ul>



# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
		<p>distributed at the launch event and to individual providers, and the directory was hosted on the City of Somerville website and was e-mailed out to LGBT networks.</p> <ul style="list-style-type: none"> <li>Published the City of Somerville LGBT Services and Providers Directory through the efforts of a Tisch Scholar intern from Tufts University.</li> </ul>
	<p>Improve Somerville’s representation in the Gay and Lesbian Medical Association’s Provider Directory.</p>	<ul style="list-style-type: none"> <li>Added one provider to the GLMA.</li> <li>Promoted the Gay and Lesbian Medical Association to Somerville healthcare providers who self-identify as LGBT competent.</li> </ul>
	<p>Work with the Young Adult Action Project to ensure that HIV-prevention classes are offered to LGBT youth.</p>	<p>Through this office’s efforts, the YAAP director met with the advisor of the Gay Straight Alliance at the high school and is working to target the Street Smart classes to LGBT youth.</p>
<p>Increase the number of Somerville students at the Healey, Winter Hill and ESCS that are walking, biking or skateboarding to school.</p>		
	<p>Outreach to City employees, Parents, Community Members and Local Businesses to recruit adult chaperones to walk with students.</p>	<p>Ongoing. Strategy is being revised.</p>
	<p>Schedule, promote and coordinate walking school buses at the Healey, Winter Hill and ESCS.</p>	<p>We have done walking school buses at Winter Hill and Healey during promotional days like Int’l and Mass. Walk and Bike to School Day. We are promoting walking school buses at Kennedy, “Park and Walk” at all schools and “No Idling Zones” at all schools. This was only partially completed in large part due to time constraints for teachers and limited resources. We have done outreach via the web, social media (Facebook likes increased by 42 out of a total of 87) and school/community newsletters related to SRTS. We are currently working with a Tufts student to evaluate our SRTS efforts.</p>
	<p>Promote new drop off zone on Glen St at Broadway for the ESCS.</p>	<p>We are scheduled to start a pilot remote drop off zone near the Brown School on March 3 in partnership with SPS, Som. Police and Traffic and Parking. This will include education and promotion. ESCS will be next – start date TBD.</p>
<p>Increase the number of restaurants participating in the Shape Up Approved: Eat Well program</p>		
	<p>Recruit new and existing restaurants to participate in the program.</p>	<p>We recruited approximately 10 new restaurants. The challenge is maintaining restaurant owner/manager/staff engagement for new and existing restaurants.</p>

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Increased media presence including newsletter, events, television exposure and social media	We have more frequent posts and tweets on our Facebook page (likes increased by 100 out of a total of 307) and Twitter account. We also received coverage through this new FSG video about SUS: <a href="https://www.dropbox.com/sh/74ho6t9bggited2/RCZzIBcc-p#lh:null-SUS_Master.mp4">https://www.dropbox.com/sh/74ho6t9bggited2/RCZzIBcc-p#lh:null-SUS_Master.mp4</a>
Increase immunization access to immigrant populations through Public Health Nursing		
	Continuation of Faith Based Outreach	Clinics offered at area churches in collaboration with Language Liaisons
	Provision of vaccines at nontraditional locations	Day care and shelter locations were visited
Increase collaboration with Somerville Council on Aging through Public Health Nursing		
	Collaborate in fragility screening and intervention initiative	New for FY15
Somerville Office of Prevention will work to change community norms around underage drinking through community education of local substance abuse data and trends.		
	Train 10-20 Somerville Positive Forces youth leaders in environmental strategies and Youth in Action projects	New for FY15
	Host 3 community events (Annual Recovery Roundtable, Coalition SCAP Annual Meeting, National Night Out Against Crime and Drugs) and participate in 2 local events to raise awareness and educate the Somerville community on substance abuse prevention strategies, as well as intervention and treatment options	New for FY15
	Host 2 community forums each around Somerville discussing the results of the most current Youth Risk Behavior Survey	New for FY15
Somerville Office of Prevention will work to increase awareness and strategies to support children's mental health and build resiliency.		
	Offer trainings in Youth Mental Health First Aid for people that work with youth in Somerville.	New for FY15
	Continue to maintain resources and information on the city web page.	New for FY15
	Recruit new members for TRN and offer accompanying Training.	New for FY15
School Nursing will increase the % of students with immunization compliance		
	Provide school nurses with tools to identify students with immunization needs.	New for FY15

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Engage with community partners to ensure access to care	New for FY15
	Recruit School Administration support for compliance.	New for FY15
School Nursing will complete vision screening by the end of November.		
	Evaluate new vision screening options. <ul style="list-style-type: none"> <li>• Engage additional per diem staff, (1-2) in a timely fashion.</li> <li>• Recruit New England Eye Mobile Unit to provide follow up on incomplete referrals.</li> </ul>	New for FY15
Shape Up Somerville will increase utilization of the Mobile Farmers' Market		
	Increased media presence including newsletter, videos, internet, television/radio exposure and/or social media	New for FY15
	Monitor/track sales of fresh produce at 4 markets (winter and summer)	New for FY15
Shape Up Somerville will increase number of Somerville employers participating in worksite wellness		
	Recruit additional Somerville employers to participate in the program by establishing new partnerships, leveraging existing partnerships	New for FY15
	Promote worksite wellness program via the internet, television/radio exposure, social media and email	New for FY15
The Human Services Division Office of Commissions will increase multicultural & LGBT engagement for recruitment, raising awareness, and civic participation		
	Co-sponsorship with local community allies to provide neighborhood community gatherings, dialogue sessions, and workshops	New for FY15
	Production of social media, television, and other material promoting a diverse Somerville	New for FY15
	Collaboration with public schools for respectful, healthy relationships between friends & classmates to reduce derogatory and racial slurs in and out of school environments	New for FY15
Public Health Nurses will increase emergency preparedness activities		

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Grow ranks within the Medical Reserve Corp (MRC) with the addition of the Assistant Health Director for Environmental Health and Emergency Preparedness, including conducting drills, offering trainings, and participation in regional activities	New for FY15
Increase activity with ISD/Health regarding food safety initiatives		
	Includes merchant education, outreach to community groups, and joint enforcement strategies with ISD.	New for FY15
Reinvigorate the Human Services role within the City.		
	The Human Services Division will conduct a survey during Fall Resistat meetings to determine the community's priorities/ concerns and steps needed to address them such as convening separate meetings with public safety officials to address safety concerns. The Division of Human Services will also host small group meetings at various locations throughout the City and provide speakers/educators in response to community driven topics.	New for FY15
Maintain an environment that is free of discrimination and harassment for individuals with disabilities.		
	Oversee the completion of the City's ADA Self-Evaluation; hold public meetings for community feedback.	Complete
	Develop the City's multi-year Transition Plan to achieve ADA compliance and obtain residents' input and suggestions for improvements to the plan.	Incomplete
	Conduct first-in-the-nation accessibility survey of an entire community.	Ongoing
Ensure that City government, private sector businesses, and residents comply fully with the ADA and all other federal and state disability statutes.		
	Work with the SCPD to increase accessibility and ensure it forcefully and effectively advocates for residents' accessibility needs and priorities.	Added six members to SCPD and resumed meetings.
	Resolve ADA complaints quickly and provide reasonable accommodations to employees and residents when requested and warranted.	Ongoing. Resolved five resident and employee complaints.
	Coordinate with the Solicitor's Office and relevant departments to manage and resolve existing legal matters, and to ensure that existing settlements are	Ongoing - Overseeing implementation of and adherence to two settlements.

# HEALTH & HUMAN SERVICES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	adhered to until these matters are closed.	
	Assist the Personnel Department with issues related to Title VII legislation, affirmative action, equal opportunity, and complaint investigation and resolution.	Ongoing
	Extend ADA trainings to all departments and institute policy for training newly-hired employees to improve disability/accessibility awareness.	Ongoing - 165 employees trained
	Engage with administrators, staff and students to bring ADA awareness and training to all city schools.	Ongoing
	Increase civic and community engagement; engage with local, state and federal leaders; attend meetings and conduct on-site visits to represent the City's interests.	Ongoing
	Develop and disseminate information through the local media, SCPD newsletter and the web.	Incomplete
Work synergistically with all departments and the Somerville Commission for Persons with Disabilities (SCPD).		
	Conduct periodic surveys of all city facilities and programs to ensure full compliance.	Incomplete
	Ensure, through ongoing collaboration, that the access/non-discrimination concerns and diversity interests of employees and residents are known and are considered in all major decisions.	Ongoing
Promote and celebrate an inclusive and accessible community.		
	Hold yearly Disability Community Day to spotlight and increase accessibility efforts; organize events that promote equal opportunity and inclusion.	Held first-ever celebration of NDEAM
	Increase EODC's outreach to businesses and organizations through innovative educational and technical programs.	Ongoing

## BUDGET:

HEALTH & HUMAN SERVICES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	1,204,317.51	1,543,599.00	1,084,278.6	1,647,266.00	
511002 SALARIES - MONTHLY	35,066.64	35,067.00	29,222.20	35,067.00	

## HEALTH & HUMAN SERVICES

512000 SALARIES & WAGES	97,346.25	88,900.00	41,313.50	61,500.00	
513000 OVERTIME	5,613.57	5,500.00	8,756.38	6,000.00	
514006 LONGEVITY	13,950.00	8,550.00	5,025.00	8,450.00	
515011 HOLIDAYS - S.M.E.A.	-	4,466.00	-	-	
515012 PERFECT ATTENDANCE	1,900.00	-	1,900.00	-	
519004 UNIFORM ALLOWANCE	8,450.00	-	-	-	
519013 OTHER LUMP SUM	24,882.98	-	14,454.00	-	
519015 AUTO ALLOWANCE	3,373.27	1,400.00	1,060.00	1,400.00	
<b>(0151251) HHS PERSONAL SERVICE</b>	<b>1,394,900.22</b>	<b>1,687,482.00</b>	<b>1,186,009.6</b>	<b>1,759,683.00</b>	<b>4.3%</b>
524007 REPAIRS OFFICE	348.00	385.00	272.00	500.00	
524034 MAINT CONTRACT-OFFC	938.28	1,639.00	624.50	700.00	
527000 RENTALS	-	-	811.23	3,500.00	
530000 PROF & TECHNCL SVC	49,608.49	88,410.00	90,228.00	97,600.00	
530008 EMPLOYEE TRAINING	1,945.00	5,000.00	1,538.00	5,000.00	
530011 ADVERTISING	157.63	350.00	-	350.00	
534003 POSTAGE	300.00	300.00	-	300.00	
542000 OFFICE SUPPLIES	3,405.21	3,800.00	3,178.31	3,800.00	
542001 PRINTING & STATIONERY	1,767.80	2,000.00	962.00	2,500.00	
542005 OFFICE EQUIPMENT	-	750.00	-	500.00	
549000 FOOD SUPPL &	-	-	192.00	400.00	
550000 MEDICAL/DENTAL	10,729.29	20,000.00	13,647.72	30,000.00	
551000 EDUCATIONAL SUPPLIES	-	250.00	-	250.00	
558004 MAG. & PUBLICATIONS	39.52	230.00	39.52	150.00	
558006 UNIFORMS	-	1,500.00	1,500.00	2,000.00	
558018 PRGRM SUPP & MATLS	-	-	-	9,700.00	
571000 IN STATE TRAVEL	68.53	250.00	-	200.00	
573000 DUES & MEMBERSHIPS	1,544.87	1,415.00	1,235.00	1,500.00	
578007 REIMB OF LICENSES	1,080.00	1,380.00	540.00	1,380.00	
<b>(0151252) HHS ORDINARY MAINTEN</b>	<b>71,932.62</b>	<b>127,659.00</b>	<b>114,768.28</b>	<b>160,330.00</b>	<b>25.6%</b>
<b>TOTAL</b>	<b>1,466,832.84</b>	<b>1,815,141.00</b>	<b>1,300,777.9</b>	<b>1,920,013.00</b>	<b>5.8%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF HEALTH & HUMAN SERVICES	RENAULT-CARAGIANES, PAULETTE	1,624.58	84,803.28	84,803.28

# HEALTH & HUMAN SERVICES

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DIRECTOR OF HUMAN SERVICES	BACCI, NANCY	1,287.79	67,222.64	67,222.64
DIRECTOR OF COMMISSIONS	DARAI, SONJA	1,261.39	65,844.53	65,844.53
PUBLIC HEALTH NURSE	VACANT	1,272.61	66,430.24	67,030.24
ADA COORDINATOR	ALLEN, BETSY	1,171.16	61,134.55	61,134.55
ADMINISTRATIVE ASSISTANT	TEIXEIRA KATHY	1,430.73	25,180.85	76,217.32
		1,434.58	49,636.47	
PUBLIC HEALTH NURSE	BARTLETT, MARLENE	1,150.31	60,046.18	61,496.18
SCHOOL NURSE	EMENS, THERESA	1,057.69	55,211.42	56,061.42
SCHOOL NURSE	LUKAN, YETUNDE	923.08	48,184.78	48,184.78
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	1,038.46	54,207.61	54,857.61
SCHOOL NURSE	LOGAN, SHANNON	1,038.46	54,207.61	54,207.61
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	48,934.78
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	MICHEL, JAMIE	807.69	9,692.28	46,800.10
		923.08	37,107.82	
SCHOOL NURSE	VACANT	1,057.69	55,211.42	50,783.42
SCHOOL NURSE	VACANT	1,057.69	55,211.42	50,783.42
CLINICAL YOUTH SPECIALIST	CONTENTE, PATRICIA	1,236.40	64,540.08	19,362.02
SCHOOL NURSE LEADER	KOTY, GAY	1,359.88	70,985.62	70,985.62
SHAPE UP SOMERVILLE DIR.	HUDSON, DAVID	1,268.75	66,228.75	66,228.75
GRANTS ADMINISTRATOR	HOLLAND, DENISE	874.56	45,652.03	28,304.26
DIRECTOR OF PREVENTION SVC	MASHBURN, CORY	1,188.47	62,037.90	27,296.68
SUS COORDINATOR	VACANT	990.39	51,698.16	51,698.16
DATA ENTRY CLERK	PRENDERGAST, IRENE	338.20	17,654.04	17,654.04
HEARING VISION TESTER	HOGAN, MARIE	397.40	17,485.60	17,485.60
TOBACCO CONTROL DIRECTOR	DODD, JASON	1,020.32	53,260.60	0.00
SCAP DIRECTOR	HELLER, LOVELEE	1,030.22	53,777.69	6,453.32
GAY/LESBIAN/TRANSGENDER	FIELD, ELIZABETH	577.04	6,924.48	6,924.48
BOARD OF HEALTH / CHAIRPERSON	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 / VISIONTESTER	MCNEILL, COLLEEN	722.59	8,671.08	8,771.08
BOARD OF HEALTH / VISIONTESTER	SCHEIFFERN, MAUREEN	722.59	8,671.08	8,771.08

# LIBRARIES

## MISSION STATEMENT:

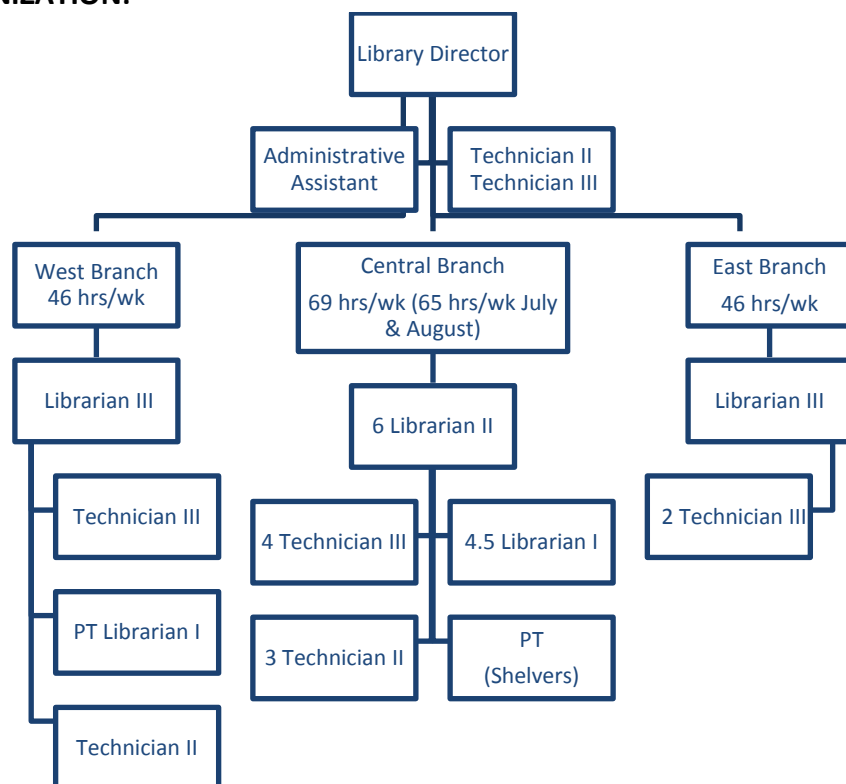
To provide services, materials, and space that meet the educational, cultural, recreational, and informational needs of all residents. The Somerville Public Library is dedicated to providing services, materials, and space that meet the educational, cultural, recreational, and informational needs of all people in the community. From introducing libraries to young children and their families, to supporting their needs in school and 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 technology needs and enjoyment of the community.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	1,727,606.52	1,632,941.00	1,643,651.00	0.7%
ORDINARY MAINTENANCE	341,856.45	314,149.00	321,000.00	2.2%
GENERAL FUND EXPENDITURES	2,069,462.97	1,947,090.00	1,964,651.00	0.9%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:





# LIBRARIES

## GRANTS AWARDED:

GRANT NAME	GRANTING AGENCY	AMOUNT
Neighborhood grant for job seeking workshops	Tufts	\$500
Creative Aging in America's Libraries Project	Institute for Museum and Library Services	\$7,500

## PREVIOUS YEAR REVIEW

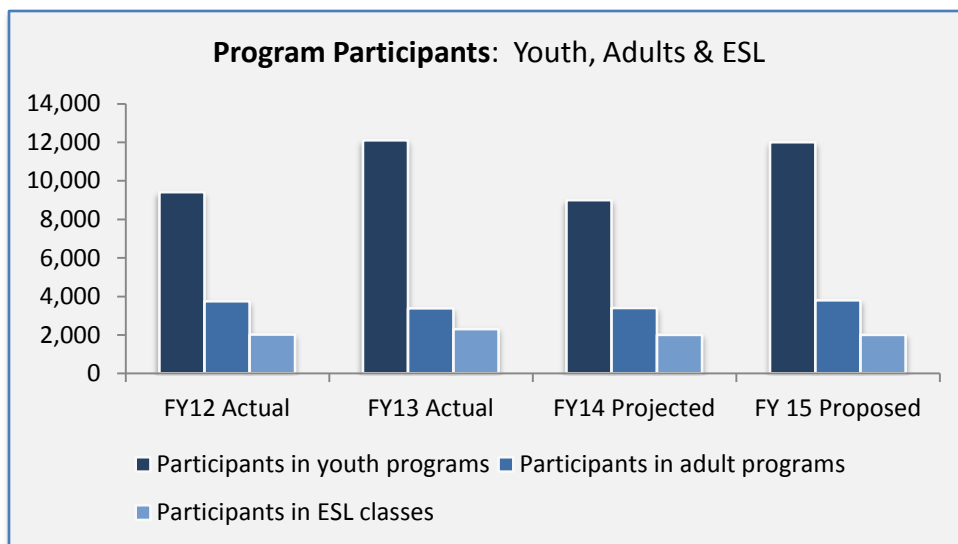
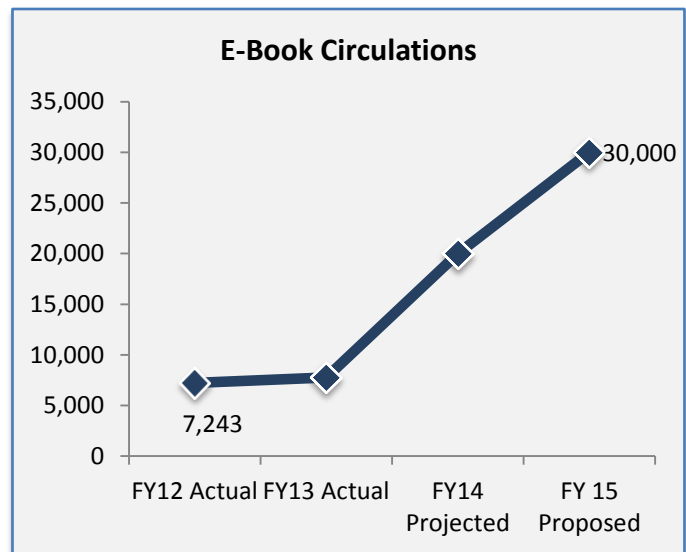
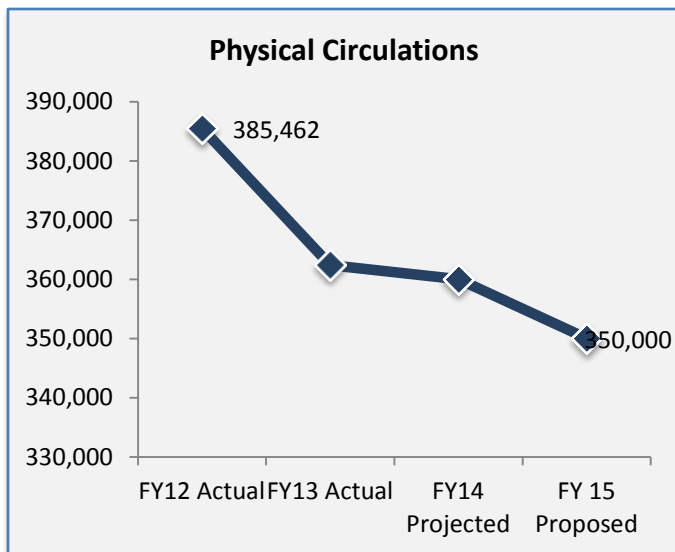
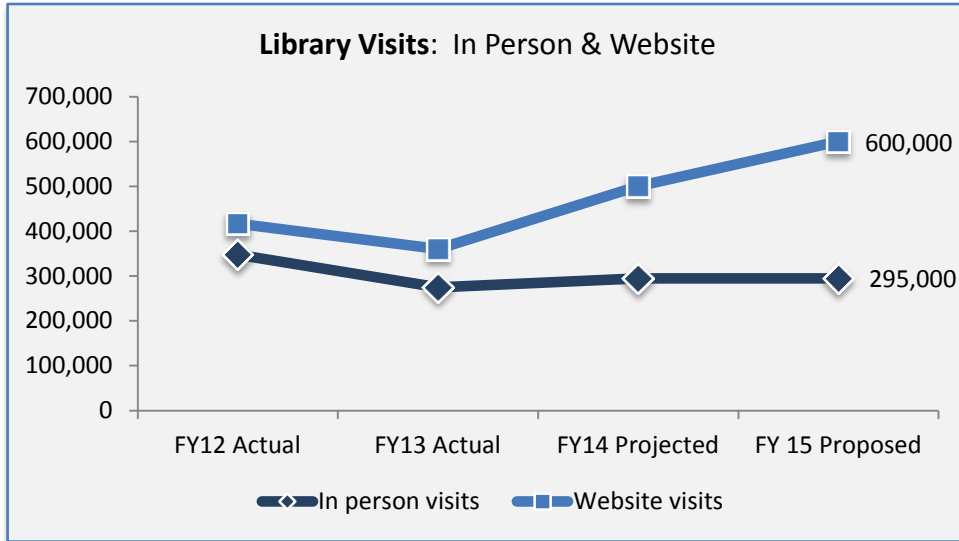
### FY2014 ACCOMPLISHMENTS:

- Launched StoryCorps @Your Library, an initiative of the American Library Association and funded by the Institute for Museum and Library Services. Trained community partners, volunteer facilitators and school and library staff. Recordings are in process.
- Produced American Library Association/National Endowment for the Humanities funded Muslim Journeys programs including a book talk on "The House of Wisdom," a screening of the documentary "Islamic Art: Mirror of the Invisible World," and a program with special guest, Harvard Professor, Leila Ahmed.
- Fostering Literacy: 266 children participated in the Library's Summer Reading Program, a critical early reading initiative, and Somerville's one city, one book selection, The Art Forger, circulated over 500 times and over 80 people attended the author's talk.

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY 15 PROPOSED
In person visits	347,899	275,000	295,000	295,000
Website visits	417,027	360,552	500,000	600,000
Cumulative website pages viewed	886,256	7,000,000	7,000,000	7,000,000
Youth programs	329	341	300	300
Participants in youth programs	9,405	12,106	9,000	12,000
Adult programs	275	238	200	200
Participants in adult programs	3,750	3,377	3,400	3,800
ESL classes	138	138	138	138
Participants in ESL classes	2,020	2,300	2,000	2,000
Volunteer houses for ESL classes	700	600	600	600
Physical circulations	385,462	362,367	360,000	350,000
e-book circulations	7,243	7,765	20,000	30,000
Research database circs	N/A	N/A	4,000	5,000

# LIBRARIES



# LIBRARIES

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Support and promote literacy, reading, and the development of 21 <sup>st</sup> Century skills (information technology, communication, reading, etc.)		
	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	Ongoing
	Continue to deliver creative workshops to expand 21 <sup>st</sup> Century Library Skills, English language skills, and job seeking skills	Ongoing
	Offer instructional classes and workshops focused on technological literacy	New for FY15
	Provide discoverable creative learning experiences such as Legos, puzzles, origami, robotics	New for FY15
Develop and integrate new technologies that enhance departmental functioning and overall library experience		
	Migrate to new RFID security system	In process
	Train staff in new technologies (RFID, new website platform, Collection HQ, OverDrive, new databases and online tools)	Ongoing
	Share knowledge acquired via multiple communication channels, staff trainings, the creation of a wiki or shared digital space	Ongoing (with elements of new for FY15)
	Launch new library website and mobile friendly platform	New for FY15
	Install digital welcome screens at all libraries	New for FY15 (contingent upon funding)
	Provide electronic devices with which patrons can learn new skills (e.g. iPads)	New for FY15
Maintain and improve accessibility and technical infrastructure of Libraries		
	Envision and plan for the next 3 years of Library programs, collections, technology, and advisory and reference service in Somerville	In process
	Continue to work in coordination with Mayor's Office, DPW, OSPCD, Capital Projects, IT, the ADA office, and others on improving library facilities, accessibility, and planning for new Central Library	Ongoing
	Create comfortable seating nooks and listening areas on the second floor of the Central Library	One nook area created (contingent upon future funding)
	Create fun "Playborhood" element with a pilot of moveable patio furniture in front of the Central Library	N/A (not funded for FY14)
	Introduce new collection development performance management system	New for FY15
	Form/expand community partnerships and collaborate on joint programs	Ongoing

# LIBRARIES

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	and initiatives	
	Design and conduct outreach to diverse populations	Ongoing
	Work with the schools to provide seamless in and out of school educational activities	Ongoing
	Implement multi-faceted marketing strategies and campaigns	New for FY15
Provide professional development opportunities for staff and Library Board		
	Continue to develop Library Board, provide orientations, coordinate professional development opportunities, and discuss library trends and values	Ongoing
	Encourage staff training and professional development through participation at workshops, online training, meetings, classes, and conferences	Ongoing
	Hold Board meetings at which learning and discussion of public library trends and issues take place with Library Board of Trustees	Ongoing

## BUDGET:

LIBRARIES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	1,452,594.93	1,351,965.00	1,040,936.55	1,362,104.00	
512000 SALARIES & WAGES TEM	85,981.82	94,000.00	88,003.95	115,472.00	
513000 OVERTIME	86,311.66	117,000.00	75,693.92	98,349.00	
514004 SHIFT DIFFERENTIALS	26,679.17	30,276.00	22,730.88	30,276.00	
514006 LONGEVITY	28,800.00	30,250.00	14,975.00	28,000.00	
514008 OUT OF GRADE	-	-	69.36	-	
515012 PERFECT ATTENDANCE	3,900.00	-	2,600.00	-	
519004 UNIFORM ALLOWANCE	9,100.00	9,450.00	9,450.00	9,450.00	
519005 SICK LEAVE BUYBACK	-	-	7,619.50	-	
519013 OTHER LUMP SUM	34,238.94	-	-	-	
<b>(0161051) LIBRARIES PERSONA</b>	<b>1,727,606.52</b>	<b>1,632,941.00</b>	<b>1,262,079.16</b>	<b>1,643,651.00</b>	<b>.7%</b>
524007 REPAIRS OFFICE EQUIP	436.03	500.00	-	500.00	
530000 PROF & TECHNCL SVC	58,547.55	57,598.00	52,715.15	57,625.45	
534003 POSTAGE	1,487.79	1,500.00	1,201.20	1,500.00	
534009 INTERNET MAINTNCE	2,428.10	2,626.00	2,461.00	2,626.00	
538007 MICROFILMING	296.40	500.00	642.86	643.00	
542000 OFFICE SUPPLIES	4,998.52	11,475.00	10,548.72	11,475.00	
542001 STATIONERY	634.00	600.00	-	600.00	
542004 COMPUTER SUPPLIES	4,577.03	6,000.00	3,880.22	6,570.86	

# LIBRARIES

LIBRARIES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
542006 OFFICE FURNITURE	41,217.18	-	-	-	
549000 FOOD SUPPLIES & REFR	100.00	1,000.00	-	1,000.00	
551000 EDUCATIONAL SUPP	-	1,000.00	1,000.00	1,000.00	
551004 TEXTBOOKS	107,908.34	115,000.00	99,383.31	115,000.00	
551010 AUDIO VISUAL SUPP	35,075.88	38,000.00	30,729.99	38,000.00	
551012 MUSIC SUPP/ INSTR	7,730.13	9,000.00	7,450.00	9,000.00	
558002 ONLINE SUBSCRIPTION	52,327.27	45,100.00	46,916.97	54,709.00	
558004 MAGAZINES	22,864.18	20,000.00	20,960.89	14,000.00	
558009 BOOK THEFT SYSTEM	-	900.00	-	900.00	
571000 IN STATE TRAVEL	93.05	100.00	-	100.00	
571001 IN STATE CONF	735.00	500.00	-	600.00	
572000 OUT OF STATE TRAVEL	-	2,400.00	-	4,800.00	
573000 DUES & MEMBERSHIPS	400.00	350.00	175.00	350.00	
<b>(0161052) LIBRARIES ORDINAR</b>	<b>341,856.45</b>	<b>314,149.00</b>	<b>278,065.31</b>	<b>321,000.00</b>	<b>2.2%</b>
<b>TOTAL</b>	<b>2,069,462.97</b>	<b>1,947,090.00</b>	<b>1,540,144.47</b>	<b>1,964,651.00</b>	<b>.9%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIBRARY DIRECTOR	VACANT	1,812.25	94,599.45	91,862.45
ADMINISTRATIVE ASSISTANT	JAIN, MEENA	928.15	48,449.43	49,799.43
WEST BRANCH LIBRARIAN	KRAMER, KAREN	993.39	51,854.96	55,104.96
EAST BRANCH LIBRARIAN	EASTWOOD, MARYLIN	993.39	51,854.96	54,980.96
LIBRARIAN II, ADULT SERVICES	LAMPHIER, SUSAN	978.25	51,064.65	53,814.65
LIBRARIAN II, TEEN	CASTILE, RONALD	978.25	51,064.65	43,882.65
LIBRARIAN II, TECHNICAL SERVICES	WOOD, WENDY	978.25	51,064.65	54,239.65
LIBRARIAN II, CHILDREN	PIANTIGINI, CATHERINE	978.25	51,064.65	53,664.65
LIBRARIAN II, CIRCULATION	VENTURA, JAMES	978.25	51,064.65	54,214.65
LIBRARIAN II, REFERENCE	AUGARTEN, RHODA	978.25	51,064.65	53,139.65
LIBRARIAN I	JACOBS, ELLEN	930.61	48,577.84	50,777.84
LIBRARIAN I	PECK, PHILIP	930.61	48,577.84	50,527.84
LIBRARIAN I	O'KELLY, KEVIN	930.61	48,577.84	50,527.84
LIBRARIAN I	COOMBS, MARITA	930.61	48,577.84	51,127.84
LIBRARIAN I, YOUTH SERVICES	MITCHEM, CYNTHIA	913.25	47,671.65	49,721.65
LIBRARY TECHNICIAN III, EAST BRA	JONES, RITA	900.33	46,997.23	50,197.23
LIBRARY TECHNICIAN III, TECH SERV	HALL, PATRICIA	900.33	46,997.23	50,097.23
LIBRARY TECHNICIAN III, CHILDREN	CASSESSO, ANN	900.33	46,997.23	50,297.23

# LIBRARIES

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
LIBRARY TECHNICIAN III, CIRC	PIERCE, GEORGE	900.33	46,997.23	50,197.23
LIBRARY TECHNICIAN III, CHILDREN	ALMEIDA, ANNAMARIE	900.33	46,997.23	49,997.23
LIBRARY TECHNICIAN III, CHILDREN	FORSELL, MEGHAN	900.33	46,997.23	48,997.23
LIBRARY TECHNICIAN III, CIRC	IMPERIOSO, RAMO	900.33	46,997.23	49,497.23
LIBRARY TECHNICIAN III, PAYROLL	CALLAHAN, DONNA	882.97	30,727.36	49,393.10
		900.33	15,665.74	
LIBRARY TECHNICIAN II CIRC	MURPHY, MARIA	792.73	41,380.51	44,030.51
LIBRARY TECHNICIAN II, WEST BRANCH	SANCHEZ, CARLOS	792.73	41,380.51	43,480.51
LIBRARY TECHNICIAN II, TECH SERV	GHEBREMICAIE, FREWEINI	792.73	41,380.51	43,230.51
LIBRARY TECHNICIAN II, CIRC	TOEUM, THY	777.18	27,045.86	42,639.37
		792.73	13,793.50	
LIBRARY TECHNICIAN II, BUSINESS	VACANT	749.78	39,138.52	40,388.52

# RECREATION

## MISSION STATEMENT:

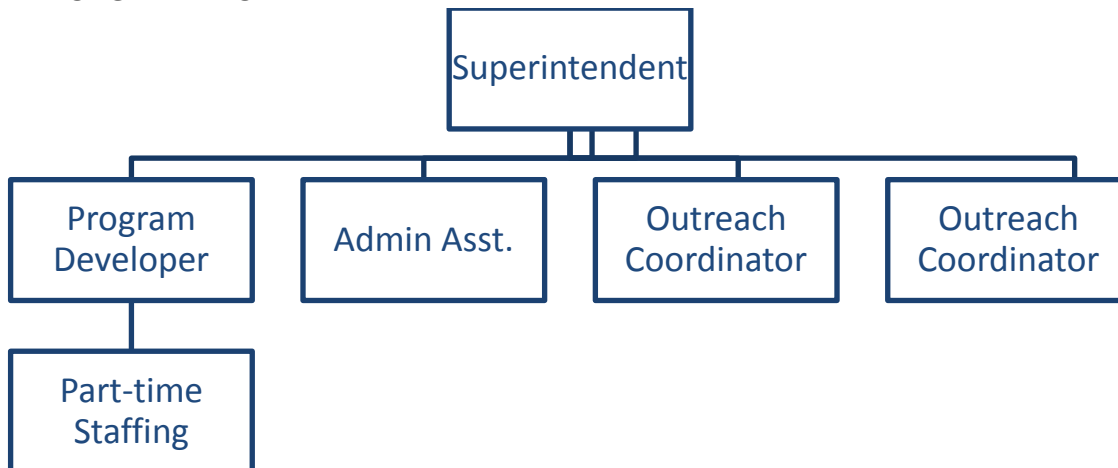
To promote positive and healthy activities by operating year-round programs throughout the City's public facilities and various other locations. Recreation and Youth were merged in 2003 to create curricula and activities that encourage community awareness in the City's young people. The Youth and Recreation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

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	609,688.73	650,808.00	580,515.00	-10.8%
ORDINARY MAINTENANCE	53,885.81	105,525.00	211,125.00	100.1%
GENERAL FUND EXPENDITURES	663,574.54	756,333.00	791,640.00	4.7%

## CHANGES BETWEEN FY2014 AND FY2015:

- Increase in Professional & Technical Services budget for citywide Youth Programming
- Transferring the Youth & Volunteer Services Coordinator position to Health & Human Services.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# RECREATION

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

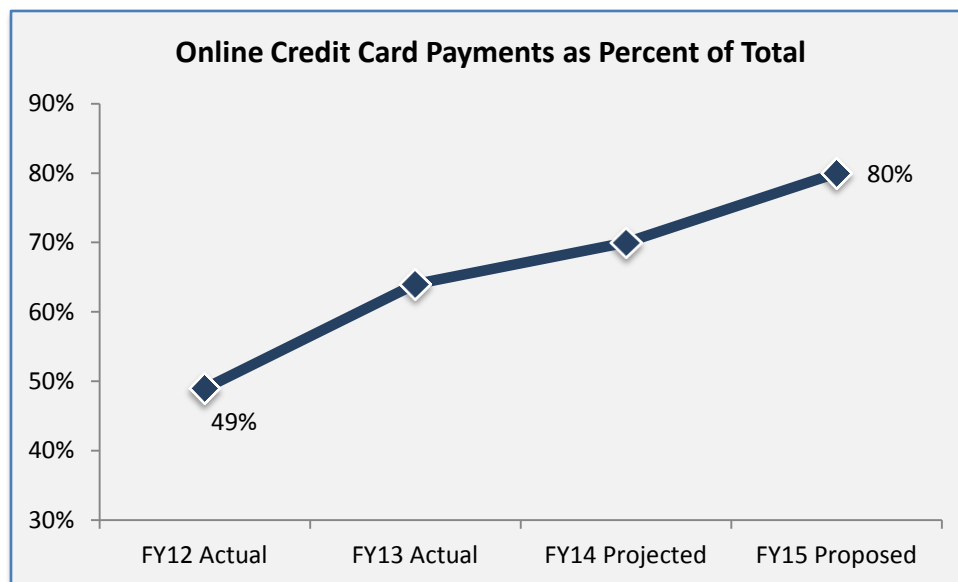
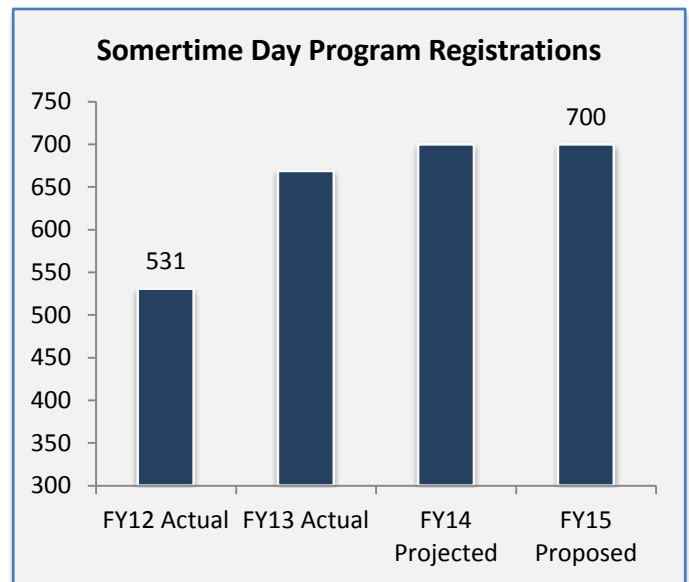
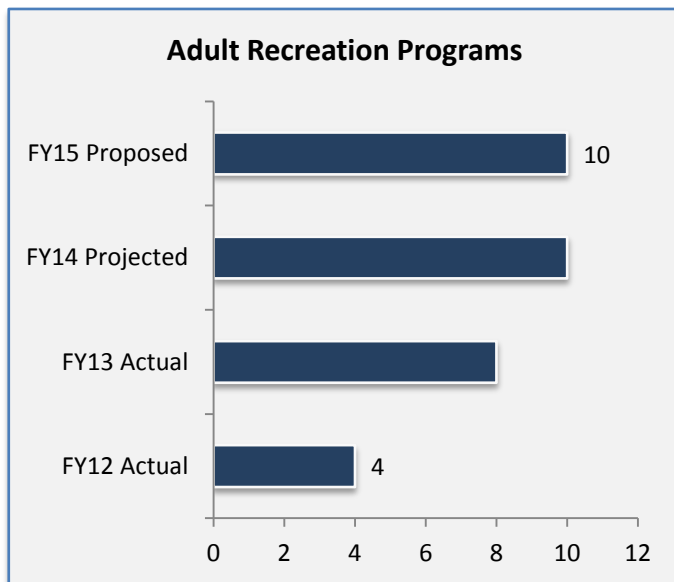
- Recreation provided support and worked in collaboration with the School Department for before-school programming (such as the Get Up and Go Program with Winter Hill, Healey, and East Somerville Schools), afternoon programming, and intramurals (such as flag football, tennis, volleyball, swim meets, indoor and outdoor track meets, boys and girls basketball leagues, and winter girls and boys indoor soccer).
- Provided assistance with equipment, advertising, coaching, and programming for youth sports to increase youth sports participation.
- Increased support to the summer jobs program.
- Completed a successful afterschool pilot program for creative and gifted students.
- Outreach coordinators worked with school department and youth organizations for at-risk youth.
- Somerville has increased partnerships to improve programming across the city:
  - Partnered with City Departments to oversee recreation programming at SomerStreet events, Family Fun Day, Artbeat, Shape Up Somerville Road Race, and the Mayor's Fitness Challenge.
  - Partnered with several private organizations, e.g., Parkour for Adults and Youth, Argentinian Tango Organization (Intro to Tango), American Mixed Martial Arts (Intro to Mixed Martial Arts), and Somerville Road Runners Club.
  - Partnered with Youth Sports: worked with Tufts University to secure field permits for Youth Sports; worked with Boy Scouts providing space for meeting times; and assisted programming to increase youth participation in Somerville Youth Hockey, Somerville Youth Soccer, Somerville Pop Warner (flag football league and football camp), Somerville Little League, Somerville Youth Softball, Somerville Youth Football, and more.
- Accomplishments for Youth Outreach Coordinator for at-risk youth:
  - Piloting program at Youth Department to provide homework assistance, recreation games, and nutritious snacks.
  - Supervises the NFL Youth Flag Football League and recreational programming.
  - Supervises Gosdner Cherilus Football Camp which allows youth to participate in week long summer programs.
  - Oversees Somerspeed, an afterschool speed and conditioning program for youth.
  - Oversees Somerville Youth Football and Cheer Program in the Fall, and Dilboy Pool Programming in the Summer.
  - Attends monthly meetings with Youth Workers Network, holds regular meetings with students and staff at Full Circle and Next Wave Alternative Youth, and meets with Resource Officers and Truant Officers to review any issues with Somerville Youth.
  - Assists in identifying and providing summer jobs and training for Somerville Youth.
  - Assists in overseeing intramural programming.
- Provided many other activities, e.g., Intramural Boys and Girls Indoor Soccer Program, Somerville Recreation Boys and Girls Winter Soccer Clinic, Somerville Recreation Indoor Men's Soccer League, Sunday Morning Futsol League for 7-8 and 12-13 year olds, and Boys and Girls High School Speed and Conditioning Program.



# RECREATION

## PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY214 PROJECTED	FY15 PROPOSED
Adult recreation programs	4	8	10	10
Somertime Day Program registrations	531	669	982	700 (max)
Dilboy Stadium revenue	\$90,526	\$140,000	\$170,000	\$199,000
Combined ice rink revenue	\$270,626	\$490,000	\$578,000	\$648,900
Online credit card payments as percent of total payments	49%	64%	70%	80%



# RECREATION

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Increase 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	Complete
	Create programming for new rink to achieve at least 46% capacity	Complete
	Increase field rentals for soccer, baseball and other recreation-based activities at Dilboy	Complete
	Add programming to boathouse including kayaking, canoeing, sailing and rowing for families of all ages	Ongoing, seeking partnership with an organization to help purchase kayaks and sailboats.
	Utilize the small rink for programming during closing period	New for FY15
	Increase Water Activities at Dilboy Pool, including lap swimming, water aerobics and volleyball	New for FY15
Keep recreation affordable and accessible for Somerville residents, particularly young children		
	Continue to provide low cost tuition for Somerville Residents	Complete
	Continue Creative Kids program	Complete: Enrichment Program, Parkour
	Create more infant/preschool age programs, e.g., Sprout Sports	Complete: Open Playspace, Mixed Martial Arts, Sprout Sports
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, Tango, Women's Basketball, Men's Hockey League, Men's Flag Football	Complete
	Add Adult Volleyball League	New for FY15
	Add Adult Women's Soccer League	New for FY15
Build partnerships with outside agencies, community members and other City departments		
	Continue with Get up and Go and Intramural Program in collaboration with the School Department	Complete
	Road race/Creative Kids/Fitness Programming/Project Star/Trendsetters	Complete
	Work with groups within the city to implement programming within our facilities	Ongoing

# RECREATION

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Build partnership with Shape-Up and collaborate on events and activities	Ongoing
	Work with at risk youth through collaboration with Police Department.	Ongoing
	Continue partnerships with parents to run recreational games at local parks and fields	Ongoing
Increase participation in youth and adult sports.		
	Increase awareness in Youth Sports such as soccer, baseball, basketball and hockey.	Ongoing
	Work with at risk youth through collaboration with Police Department.	Ongoing
	Increase youth participation and volunteering opportunities for youth programs.	Ongoing
	Increase programming to support the summer jobs program.	Ongoing
	Maximize Recreational spaces such as batting cages, and the boxing club.	Ongoing
	Maintain or increase program participation numbers for programs such as Somertime Day Program, Golf Clinic, World Cup Soccer at Capuano, Tennis Clinic, Men's Flag Football League, Softball Clinics, Tango, Zumba, etc.	Ongoing/NewFY15
Increase safety and accessibility of the Youth Center		
	Open Youth Center up 3 nights a week	New for FY15
	Employ Youth Outreach Workers to assist with homework	New for FY15
	Add more programming to Youth Center	New for FY15
Improve Field Use and Permitting		
	Introduce new scheduling software that can be used by all Somerville residents to gage field use and request permitting via email	New for FY15
	Oversee permitting for over 8,400 hours of field use through community outdoor spaces (eg: Dilboy Stadium, Dilboy Auxiliary Fields A and B, Argenizano Field, Capuano Field, East Somerville Field, etc)	New for FY15
	Open the rink facilities once ice melts to increase recreational space and programming	New for FY15
	Partner with outside vendors to provide bubble for Dilboy Stadium during the winter months	New for FY15

# RECREATION

## BUDGET:

RECREATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	391,782.86	388,631.00	311,281.48	338,115.00	
512000 SALARIES & WAGES	202,847.49	240,000.00	202,956.62	240,000.00	
513000 OVERTIME	668.58	700.00	227.26	700.00	
514004 SHIFT DIFFERENTIALS	7,839.80	9,077.00	7,300.54	-	
514006 LONGEVITY	1,700.00	1,450.00	1,225.00	1,350.00	
515012 PERFECT ATTENDANCE	1,900.00	-	1,400.00	-	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	2,000.00	10,000.00	240,000.00	-	
519015 AUTO ALLOWANCE	600.00	600.00	500.00	-	
<b>(0163051) RECREATION PS</b>	<b>609,688.73</b>	<b>650,808.00</b>	<b>765,240.90</b>	<b>580,515.00</b>	<b>-10.8%</b>
524001 R&M - BUILDINGS &	-	10,000.00	-	10,000.00	
524003 REPAIRS-VEHICLES	1,015.88	1,725.00	1,725.00	1,725.00	
524007 REPAIRS OFFICE	408.42	1,000.00	976.86	1,000.00	
530000 PROFESSIONL &	31,160.40	40,000.00	39,212.50	140,000.00	
530023 STAFF DEVELOPMENT	-	250.00	-	250.00	
535003 REC-ADMISSION FEES	1,318.80	2,000.00	-	2,000.00	
535005 REC-TRANSPORTATN.	900.00	900.00	881.41	3,000.00	
538005 PHOTOGRAPHY	-	250.00	-	250.00	
542000 OFFICE SUPPLIES	1,646.90	2,100.00	2,100.00	2,100.00	
542001 PRINTING &	1,595.00	3,000.00	-	3,000.00	
545000 CUSTODIAL & MAINT	-	3,000.00	-	3,000.00	
549000 FOOD SUPPLIES &	2,569.24	3,000.00	2,982.11	3,000.00	
550000 MEDICAL/DENTAL	1,978.28	4,000.00	1,000.00	4,000.00	
551006 ATHLETIC SUPPLIES	3,101.59	18,000.00	3,363.30	18,000.00	
558004 MAGAZINES &	282.26	300.00	300.00	300.00	
558005 RECREATION SUPPLIES	5,410.04	12,000.00	14,563.69	12,000.00	
558006 UNIFORMS	2,499.00	4,000.00	11,000.00	7,500.00	
<b>(0163052) RECREATION ORD.</b>	<b>53,885.81</b>	<b>105,525.00</b>	<b>78,104.87</b>	<b>211,125.00</b>	<b>100.1%</b>
<b>TOTAL</b>	<b>663,574.54</b>	<b>756,333.00</b>	<b>843,345.77</b>	<b>791,640.00</b>	<b>4.7%</b>

# RECREATION

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION SUPERINTENDENT	VACANT	1,812.25	94,599.45	94,599.45
PROGRAM DEVELOPER	GEORGE SCARPELLI	1,660.16	86,660.47	87,160.47
OUTREACH COORDINATOR	MARCO OSOY	980.77	51,196.24	51,196.24
OUTREACH COORDINATOR	TONY GULLA	985.58	51,447.20	51,447.20
ADMINISTRATIVE ASSISTANT	DANIELLE PALAZZO	1,030.12	31,521.62	55,410.91
		1,050.43	22,689.29	

# DPW ADMINISTRATION

## MISSION STATEMENT:

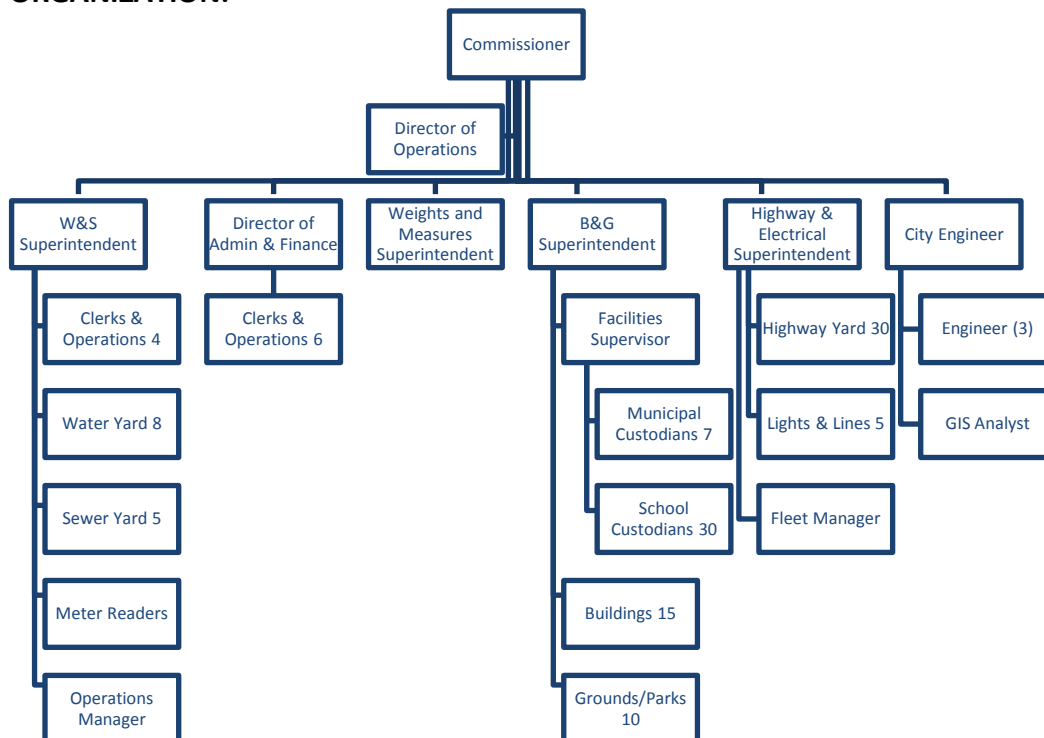
To provide high-quality services to the residents of Somerville while maintaining the City's infrastructure and guaranteeing a clean and safe environment to sustain a high quality of life. The Department administers and oversees the City's electrical lights and lines, engineering projects, streets and 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. This department oversees all financial matters and is responsible for the organization of all DPW Department's accounts payable. The Department of Public Works also works closely with the Mayor's Office of Transportation and the Office of Strategic Planning and Community Development on future projects and visions of redevelopment for the future of the city such as the Green Line, Bike Path, Property Conversions and Zoning and Planning.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	521,800.60	555,654.00	573,831.00	3.3%
ORDINARY MAINTENANCE	699,498.01	813,450.00	811,450.00	-0.2%
GENERAL FUND EXPENDITURES	1,221,298.61	1,369,104.00	1,385,281.00	1.2%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# DPW ADMINISTRATION

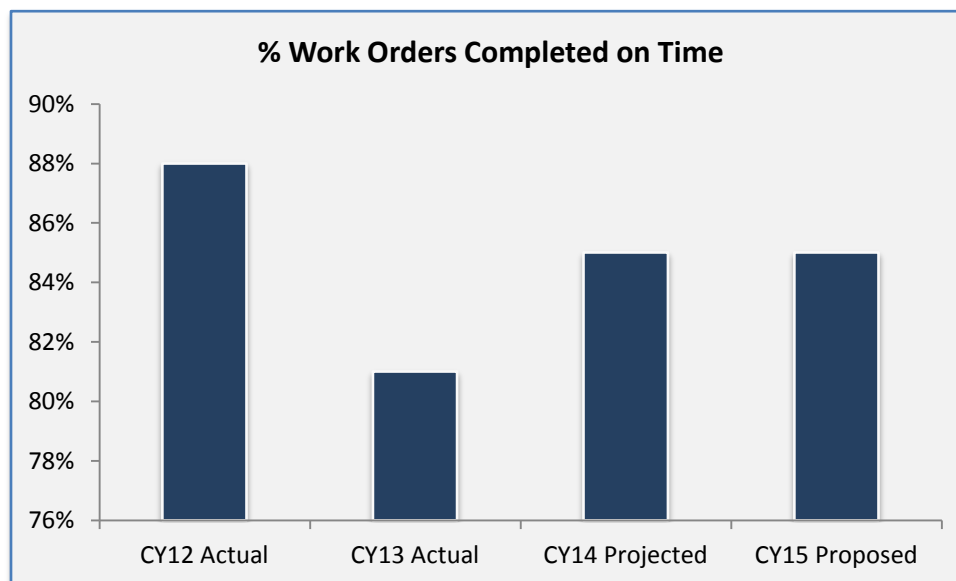
## PREVIOUS YEAR REVIEW

### FY2014 DEPARTMENT-WIDE ACCOMPLISHMENTS:

- Purchased an advanced fuel management system, which will be implemented in FY14. The system will allow for better gas management, maintenance of vehicles, and fleet management.
- Implemented the use of credit card machine for accepting credits to enhance customer convenience when making purchases at the DPW counter.
- Oversee MassDOT projects by holding bi-weekly meetings such as East Broadway, McGrath Highway, Cross St. Bridge, Bike Path.
- Participate with monthly meetings regarding Phase 1 & 2 of the Green Line Project.
- Work closely with all DPW divisions to monitor spending and budgeting.
- Manage and distribute/process all DPW 311 requests.

### PERFORMANCE METRICS:

MEASURE	CY12 ACTUAL	CY13 ACTUAL	CY14 PROJECTED	CY15 PROPOSED
% of work orders on time	88%	81%	85%	85%
Potholes repaired	1,270	1,005	950	1,000
Davis Square preventive maintenance Buildings and Grounds work orders	39	40	40	40
City building repairs	782	819	850	825
School building repairs	1,777	1,464	1,550	1,500
School building repairs on time	81%	92%	90%	90%
Catch basin work orders	146	156	160	160



# DPW ADMINISTRATION

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Increase capacity and efficiency in delivering core city services.		
	Manage budgets, personnel actions, payrolls and finances for all divisions.	Ongoing
	DPW will continue to monitor performance to ensure all financial items are managed.	Ongoing
	Participate in new uniform trash toter program distribution and organization of toters delivered.	New for FY15
Improve Customer Service using A.C.E. framework		
	DPW Admin will continue to work closely with superintendents and 311 to maintain quick response time and enhance communications.	Complete
	Ongoing meetings to enhance customer service at DPW.	New for FY15
Increase online payment availability		
	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.	Complete
	Implement the taking of credit cards at DPW for white goods, compost bins, recycle bins, etc.	Complete

## BUDGET:

DPW ADMINISTRATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	505,342.73	542,604.00	436,390.21	560,621.00	
513000 OVERTIME	6,180.96	8,000.00	5,196.06	8,160.00	
514006 LONGEVITY	3,000.00	3,300.00	1,500.00	3,300.00	
514008 OUT OF GRADE	847.63	-	22.50	-	
519004 UNIFORM ALLOWANCE	1,400.00	1,750.00	1,750.00	1,750.00	
519013 OTHER LUMP SUM PAYMENTS	5,029.28	-	-	-	
<b>(0140151) DPW-ADMIN PERSONA</b>	<b>521,800.60</b>	<b>555,654.00</b>	<b>444,858.77</b>	<b>573,831.00</b>	<b>3.3%</b>
524000 REPAIRS & MAINTENANCE	1,836.50	10,000.00	18,258.50	10,000.00	
524007 REPAIRS OFFICE	-	-	856.46	1,000.00	
524034 MAINT CONTRACT-OFFC	1,984.58	2,200.00	1,790.33	2,200.00	
527006 LEASE - PHOTOCOPIER	3,506.19	4,500.00	2,607.92	4,500.00	
527018 POSTAGE MACHINE	-	1,200.00	-	1,200.00	
529007 HAZARDOUS WASTE	107,126.66	125,000.00	123,766.08	125,000.00	
530000 PROFESSIONL & TECHNCL	12,795.30	11,500.00	5,600.00	11,500.00	
530008 EMPLOYEE TRAINING	1,250.00	2,000.00	650.00	2,000.00	



# DPW ADMINISTRATION

DPW ADMINISTRATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
530011 ADVERTISING	-	500.00	-	500.00	
530018 POLICE DETAIL	14,471.00	15,000.00	8,882.00	15,000.00	
530020 FIRE DETAIL	1,328.50	2,500.00	516.00	2,500.00	
530028 SOFTWARE SERVICES	-	-	-	-	
534003 POSTAGE	3,000.00	3,500.00	-	3,500.00	
542000 OFFICE SUPPLIES	6,306.21	6,000.00	5,934.34	6,000.00	
542001 PRINTING & STATIONERY	1,660.30	2,000.00	60.00	2,000.00	
542005 OFFICE EQUIPMENT NOT	646.32	-	-	-	
542008 BOOKS & BOOKBINDING	60.16	-	-	-	
548001 MOTOR GAS AND OIL	539,763.27	600,000.00	472,259.57	597,000.00	
558003 PUBLIC SAFETY SUPPLIES	-	25,000.00	13,888.10	25,000.00	
558004 MAGS/SUBSCRIPTS/PUB	428.50	-	-	-	
558006 UNIFORMS	666.32	-	-	-	
571000 IN STATE TRAVEL	80.00	100.00	-	100.00	
571001 IN STATE CONFERENCES	-	-	150.00	-	
573000 DUES AND MEMBERSHIPS	1,018.20	750.00	1,027.45	750.00	
578007 REIMB OF LICENSES	1,570.00	1,700.00	680.00	1,700.00	
<b>(0140152) DPW-ADMIN ORDINAR</b>	<b>699,498.01</b>	<b>813,450.00</b>	<b>656,926.75</b>	<b>811,450.00</b>	<b>-0.2%</b>
<b>TOTAL</b>	<b>1,221,298.6</b>	<b>1,369,104.0</b>	<b>1,101,785.52</b>	<b>1,385,281.00</b>	<b>1.2%</b>

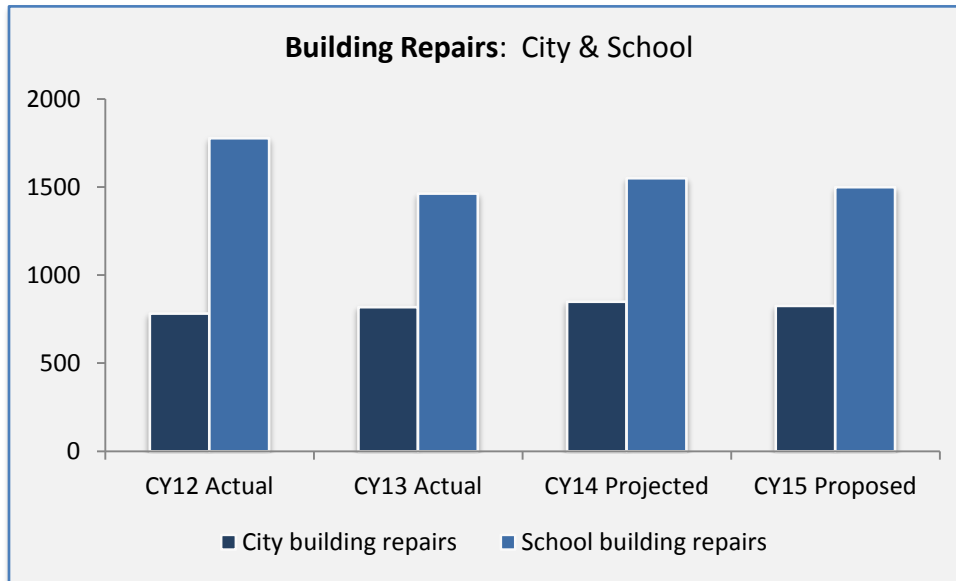
## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
DPW COMMISSIONER	KOTY, STANLEY	2,047.56	106,882.66	106,882.66
DIR OPERATIONS	WILLETTE, RICHARD	1,776.41	92,728.45	92,728.45
DIR ADMN & FINANCE	SANTOS, MICHAEL	1,275.00	66,555.00	66,555.00
ADMIN ASST	MORIN, CHRISTINE	1,144.64	29,989.57	60,780.85
		1,184.28	30,791.28	
ADMIN ASST	RINGER, DIANE	1,030.13	824.10	56,566.21
		1,050.43	53,992.10	
HEAD CLERK	COREY, JEAN	961.46	50,188.21	51,938.21
PRINCIPAL CLERK	FOSTER, SUSAN	894.21	46,677.76	47,527.76
SR CLERK	SPEZZAFERO, KIM	790.61	41,269.84	41,619.84
SR CLERK	COCHRAN, MEGAN	775.11	27,438.89	41,071.14
		790.61	13,282.25	

# DPW BUILDINGS AND GROUNDS

## MISSION STATEMENT:

To ensure the interiors and surroundings of all city buildings, as well as city parks and public spaces, are clean, secure, and well-functioning. The Department reacts to the needs of the community in preserving parks and buildings, but it has also begun to engage in preventive maintenance of these spaces. In responding to a myriad of requests, the Department continues to strive for increases in productivity and efficiency.



ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	2,276,156.35	2,096,848.00	2,072,503.00	-1.2%
ORDINARY MAINTENANCE	5,868,918.51	6,765,003.00	7,153,742.00	5.7%
GENERAL FUND EXPENDITURES	8,145,074.86	8,861,851.00	9,226,245.00	4.1%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## PREVIOUS YEAR REVIEW

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Maintain city-owned parks and open spaces, maximizing their utilization and functionality for residents.	

## DPW BUILDINGS AND GROUNDS

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Monitor facilities and perform preventive maintenance on city parks throughout the year.	Ongoing
	Complete park and island maintenance and beautification work prior to Spring events and warm weather.	Ongoing
	Partner with Police Department to enforce local animal control laws.	Ongoing
	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).	Ongoing
	Use the expertise of our new gardener to educate and inform present employees on care, maintenance, and upkeep of all green areas.	Complete
	To evaluate and address all issues at Nunziato and Argenziano Fields including re-seeding and re-sodding the existing conditions.	Ongoing
	Work closer with OSPCD to further enhance the city's landscape and to explore the use of more perennials.	New for FY15
	Work to further complete the changeover to LED lighting in city squares, islands, and celebrations.	New for FY15
	Install recycling barrels in City parks.	New for FY15
Maintain all city buildings, executing construction and renovation projects as needed.		
	Continue to increase the use of 'green' chemicals in all buildings.	Ongoing
	To increase the building based preventive maintenance program in conjunction with Capital Projects.	Ongoing
	Update the High School's HVAC (through a grant).	New for FY15
	Upgrade the camera system throughout all schools and city buildings.	New for FY15
	Work with the Sheriff's Department and city contractor to improve the appearance of city offices and buildings.	New for FY15
Continue to respond to 311 work orders and ensure 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.	Complete
	Maintain the percent completed on time of SLAs for 311 work orders.	Ongoing
	Use our new private vendors (electrical & plumbing contractors) to speed up the response time to 311 work orders.	Ongoing

### BUDGET:

BUILDINGS AND GROUNDS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	452,944.75	447,317.00	302,122.38	383,858.00	
511300 WAGES	1,329,053.5	1,161,371.0	859,117.17	1,197,400.00	
513000 OVERTIME	62,817.61	115,500.00	57,350.77	117,810.00	
513002 OVERTIME - LABOR	277,484.99	280,000.00	220,456.89	285,600.00	

# DPW BUILDINGS AND GROUNDS

BUILDINGS AND GROUNDS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
514006 LONGEVITY	6,100.00	8,300.00	3,450.00	6,575.00	
514009 LONGEVITY-LABOR	17,525.00	18,975.00	9,325.00	16,500.00	
514010 OUT OF GRADE-LABOR	2,959.29	4,000.00	2,504.99	4,080.00	
514015 OTHER DIFFERENTIALS	44,059.34	50,185.00	39,491.59	48,830.00	
515012 PERFECT ATTENDANCE	4,000.00	-	2,100.00	-	
519004 UNIFORM ALLOWANCE	11,200.00	11,200.00	10,500.00	10,850.00	
519013 OTHER LUMP SUM	68,011.83	-	2,600.00	1,000.00	
<b>(0140751) DPW-B&amp;G PERSONAL S</b>	<b>2,276,156.3</b>	<b>2,096,848.0</b>	<b>1,509,018.7</b>	<b>2,072,503.00</b>	<b>-1.2%</b>
521001 ELECTRICITY	2,271,496.0	2,700,000.0	2,185,000.0	2,749,239.00	
521002 NATURAL GAS	489,664.88	464,500.00	464,500.00	575,000.00	
521005 OIL	674,201.83	555,500.00	725,409.72	730,000.00	
524001 REPAIRS-BUILDINGS &	2,107.03	100,000.00	3,500.00	100,000.00	
524002 REPAIRS PARKS &	15,566.46	60,000.00	28,378.87	60,000.00	
524010 HVAC MAINTENANCE	966,724.92	1,069,553.0	1,063,485.8	1,069,553.00	
524013 REPAIRS-TOOLS &	15,227.88	15,000.00	21,251.98	15,000.00	
524017 R&M - OTHER EQUIPMENT	-	-	3,761.84	-	
524018 FENCE INSTALLATION &	52,183.07	80,000.00	66,314.38	80,000.00	
524019 INTERIOR BLDG MAINT	202,038.89	230,000.00	147,590.64	250,000.00	
524020 EXTERIOR BLDG MAINT	59,561.61	100,000.00	61,913.57	100,000.00	
524021 FIRE ALARM & EXT R&M	62,032.60	87,550.00	35,905.68	87,550.00	
524022 PROGRAM TIME CLOCKS	16,095.16	30,000.00	18,566.53	30,000.00	
524023 INTERCOM EQUIP R & M	-	-	230.00	-	
524024 ELEVATORS R & M	61,445.53	55,000.00	86,225.00	55,000.00	
524025 PLUMBING R & M	7,055.79	45,000.00	2,380.00	45,000.00	
524026 ROOFING R & M	163,047.00	75,000.00	41,167.49	75,000.00	
524027 FLOOR COVERING R & M	11,200.71	30,000.00	1,759.36	30,000.00	
524031 REPAIRS TO PARK	-	10,000.00	496.91	10,000.00	
524032 R&M - LIGHTING	-	-	92,150.00	-	
527001 RENTALS-BUILDINGS	7,085.69	30,000.00	7,593.85	30,000.00	
527014 RENTAL - TABLES & CHAIRS	4,278.75	6,000.00	4,498.75	6,000.00	
527015 RENTALS EQUIPMENT	3,548.70	5,000.00	4,264.30	5,000.00	
529009 ALARMS	67,286.36	68,400.00	62,774.03	68,400.00	

# DPW BUILDINGS AND GROUNDS

BUILDINGS AND GROUNDS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
530000 PROFESSIONL & TECHNCL	69,743.41	125,000.00	139,664.15	125,000.00	
538004 EXTERMINATION	38,865.33	75,000.00	39,001.00	75,000.00	
538008 MOVING SERVICES	34,777.88	30,000.00	114,684.14	30,000.00	
542005 OFFICE EQUIPMENT NOT	2,642.54	-	-	-	
542006 OFFICE FURNITURE	4,110.00	-	4,541.98	12,000.00	
542012 OTH EQUIPMENT NOT	-	-	7,800.00	-	
543002 PLUMBING SUPPLIES	63,875.38	45,000.00	55,394.08	45,000.00	
543006 ELECTRICAL SUPPLIES	37,056.86	50,000.00	20,067.97	50,000.00	
543007 PAINT	12,011.52	20,000.00	18,000.00	20,000.00	
543008 GLASS	15,307.21	15,000.00	12,284.98	15,000.00	
543011 HARDWARE & SMALL	52,093.90	10,000.00	55,602.24	10,000.00	
545000 SUNDRY MAINT SUPPLIES	196,745.30	277,500.00	210,656.44	300,000.00	
546000 GROUNDSKEEPING	17,004.39	65,000.00	23,825.96	65,000.00	
546003 LOAM	44,027.13	65,000.00	86,222.87	65,000.00	
548006 MOTOR PARTS &	429.19	-	1,000.00	-	
549000 FOOD SUPPLIES &	5,180.40	6,000.00	5,196.78	6,000.00	
551010 AUDIO VISUAL SUPPLIES	15,916.00	-	-	-	
553001 SIGNS AND CONES	7,498.00	1,000.00	4,223.00	1,000.00	
553004 LUMBER & WOOD	408.15	-	500.00	-	
558000 OTHER SUPPLIES	-	-	977.45	-	
558006 UNIFORMS	22,963.04	22,000.00	25,373.47	22,000.00	
558011 FLOWERS & FLAGS	37,165.00	67,000.00	23,037.39	67,000.00	
572000 OUT OF STATE TRAVEL	954.81	-	-	-	
578009 CHRISTMAS LIGHTING	38,294.20	75,000.00	42,378.00	75,000.00	
<b>(0140752) DPW-B&amp;G ORDINARY</b>	<b>5,868,918.5</b>	<b>6,765,003.0</b>	<b>6,019,550.6</b>	<b>7,153,742.00</b>	<b>5.7%</b>
<b>TOTAL</b>	<b>8,145,074.8</b>	<b>8,861,851.0</b>	<b>7,528,569.4</b>	<b>9,226,245.00</b>	<b>4.1%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SUPT BLDG & GROUNDS	WHITNEY, WALTER	1,681.86	87,792.89	87,792.89
PV SR BLDG CUSTODIAN	KOSLOFSKY, ALAN	901.09	47,036.90	50,318.75
JR BLDG CUSTODIAN	CURLEY, PAUL	886.48	46,274.26	49,531.27

## DPW BUILDINGS AND GROUNDS

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
JR BLDG CUSTODIAN + 10%	GAUDET, ROLAND	971.04	50,688.29	53,289.06
JR BLDG CUSTODIAN + 10%	KEATING, DAVID	971.04	50,688.29	53,939.06
JR BLDG CUSTODIAN + 10%	SILVA, JAMES	971.04	50,688.29	54,014.06
JR BLDG CUSTODIAN + 10%	LOGRIPPO, PATRICIA	971.04	50,688.29	53,289.06
PV PUBLIC BLDG FOREMAN	RODERICK, JAMES	1,403.12	53,318.56	78,282.84
		1,406.97	19,978.97	
PUBLIC BLDG FOREMAN	QUINN,STEVEN	1,337.38	66,066.57	73,899.38
		1,360.45	3,809.26	
DPW FOREMAN B&G	PANTANELLA, MARTHA	1,059.36	55,298.59	58,699.50
DPW FOREMAN B&G	SANTANGELO,FRANK	1,059.36	55,298.59	58,499.50
WKFM/PLUMBER/PWL	MCKENZIE, STEWART	995.31	51,955.18	55,247.21
WKFM/CARPENTER/PWL	FULCO, FRANK	969.03	50,583.37	53,430.72
WKFM1\SHMEO\PWL	ARDOLINO, MARK	940.04	49,070.09	51,868.16
PLUMBER	HARDY, STEPHEN	965.17	50,381.87	52,972.66
ELECTRICIAN	VACANT	900.00	46,980.00	48,860.00
CARPENTER PWL	MARSHALL, THOMAS	922.82	48,171.20	50,590.00
CARPENTER PLASTERER	WALSH, JOHN	922.82	48,171.20	50,690.00
PWMAINTMECH/PWL	CHAMBERS, JAMES	856.56	44,712.43	47,493.58
MECH EQUIP RPMN	MCDONOUGH, TIMOTHY	823.77	43,000.79	45,351.20
SHMEO/PWL	VACANT	829.09	43,278.50	41,721.95
SHMEO/PWL	FALAISE, JEAN CLAUDE	850.45	44,393.49	46,689.26
SHMEO/PWL	PELLIGRINI, EDWARD	840.26	43,861.57	46,290.01
HMEO/PWL	CORBETT, STEPHEN	840.25	43,861.05	46,489.48
HMEOPWL	KALTON, JOHN	840.25	43,861.05	46,614.48
HMEO/PWL	MCCOLLEM, RONALD	840.25	43,861.05	46,239.48
MAINTMECH PWL	OLIVEIRA, DAVID	850.25	44,383.05	46,678.48
HMEO/PWL	VACANT	781.18	40,777.60	39,331.60
PLUMBERS HELPER	MITRANO, STEPHEN	818.52	42,726.74	45,068.23
PUBLIC GROUNDS GARDENER	HUNT, ANDREW	802.46	28,407.08	43,872.23
		818.51	13,750.97	
PUBLIC GROUNDS MAINTENANCE MAN	MERCIER, ROBERT	802.46	34,345.29	43,753.46
		818.51	7,693.99	
PUBLIC WORKS LABORER	PREVAL, JAQUES	801.75	41,851.35	44,214.33

# SCHOOL CUSTODIANS

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	1,537,600.79	1,684,472.00	1,697,651.00	0.8%
ORDINARY MAINTENANCE	816,252.00	827,502.00	854,000.00	3.2%
GENERAL FUND EXPENDITURES	2,353,852.79	2,511,974.00	2,551,651.00	1.6%

## BUDGET:

SCHOOL CUSTODIANS	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	1,413,512.71	1,552,743.00	1,134,330.88	1,556,300.00	
511002 SALARIES - MONTHLY	15,000.00	15,000.00	15,000.00	15,000.00	
513000 OVERTIME	38,596.78	44,000.00	39,581.15	52,929.00	
514006 LONGEVITY	25,950.00	28,025.00	13,100.00	27,375.00	
514008 OUT OF GRADE	1,073.68	1,500.00	98.00	1,530.00	
514015 OTHER DIFFERENTIALS	3,933.79	4,300.00	4,299.48	4,334.50	
515004 HOLIDAYS	383.83	704.00	719.94	1,462.50	
515012 PERFECT ATTENDANCE	3,450.00	-	3,150.00	-	
519004 UNIFORM ALLOWANCE	700.00	700.00	700.00	700.00	
519013 OTHER LUMP SUM	35,000.00	37,500.00	35,000.00	38,020.00	
<b>(0141151) DPW-SCHL CUS PERSO</b>	<b>1,537,600.79</b>	<b>1,684,472.00</b>	<b>1,245,979.45</b>	<b>1,697,651.00</b>	<b>0.8%</b>
530000 PROF. & TECHNICAL SVC	816,252.00	827,502.00	827,502.00	854,000.00	
<b>(0141152) SCHL CUSTO ORDIN</b>	<b>816,252.00</b>	<b>827,502.00</b>	<b>827,502.00</b>	<b>854,000.00</b>	<b>3.2%</b>
<b>TOTAL</b>	<b>2,353,852.79</b>	<b>2,511,974.00</b>	<b>2,073,481.45</b>	<b>2,551,651.00</b>	<b>1.6%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
FACILITIES SUPERVISOR	BOWLER, MICHAEL	1,478.22	77,163.08	95,876.06
ASST SUPER OF NIGHT CUSTODIANS	MOORE, HARRY S.	1,071.50	55,932.30	58,953.85
SR CUSTODIAN 1	CAMPBELL, RUSSELL SR	981.84	51,252.05	54,102.05
SR CUSTODIAN 2	CONSOLO, JOSEPH	991.65	14,676.42	54,536.26
		1,010.90	37,807.66	
SR CUSTODIAN 2	CREMINS, DAVID	919.01	47,972.32	50,972.32
SR CUSTODIAN 2	LEGEE-VOSS, ROBIN	991.65	40,062.66	53,841.28
		1,010.90	11,928.62	
SR CUSTODIAN 2	ROGERS, MICHAEL	1,010.91	52,769.50	55,071.68

## SCHOOL CUSTODIANS

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SR CUSTODIAN 2	SHEA, STEPHEN	1,010.91	52,769.50	55,269.50
SR CUSTODIAN 1	WHITE, PAUL	931.47	48,622.73	50,472.73
JR BLDG CUSTODIAN	ANGIULO, ANTHONY JR.	837.71	43,728.46	46,396.00
JR BLDG CUSTODIAN	ANGIULO, ANTHONY SR.	837.71	43,728.46	46,378.46
JR BLDG CUSTODIAN	AULT, JOHN	921.48	48,101.26	50,601.26
JR BLDG CUSTODIAN	BLAIKIE, PETER	921.48	48,101.26	49,951.26
JR BLDG CUSTODIAN	COLMAN, RONALD	837.71	43,728.46	45,996.00
JR BLDG CUSTODIAN	COLLETTE, CHRISTOPHER	903.41	47,158.00	48,408.00
JR BLDG CUSTODIAN	FINIGAN, MICHAEL	921.48	48,101.26	49,951.26
JR BLDG CUSTODIAN	GRIFFIN, DAVID	837.71	43,728.46	46,998.46
JR BLDG CUSTODIAN	GUARINO, JASON	837.71	43,728.46	45,478.46
JR BLDG CUSTODIAN	HANSCOM, MARK	946.61	49,413.04	51,913.04
JR BLDG CUSTODIAN	HARDY, JOHN	921.47	48,100.73	50,135.03
JR BLDG CUSTODIAN	HODGDON, JAMES	837.71	43,728.46	45,628.46
JR BLDG CUSTODIAN	KENNEDY, JOHN	921.48	48,101.26	49,851.26
JR BLDG CUSTODIAN	LOGRIPPO, VINCENT	846.09	13,029.79	45,773.82
		851.19	31,323.79	
JR BLDG CUSTODIAN	LORENTI, ALEXANDER	921.48	48,101.26	49,901.26
JR BLDG CUSTODIAN	MCAID, THOMAS	837.71	43,728.46	45,828.46
JR BLDG CUSTODIAN	MCDONALD, ROY	921.48	48,101.26	49,851.26
JR BLDG CUSTODIAN	MITCHELL, MARK	921.48	48,101.26	50,385.55
JR BLDG CUSTODIAN	SHEA, JOHN	921.47	48,100.73	50,385.03
JR BLDG CUSTODIAN	VALENTE, COSMO	921.47	48,100.73	50,200.73
JR BLDG CUSTODIAN	VACANT	846.09	44,165.90	46,015.90
JR BLDG CUSTODIAN	WHITLOCK, JOSEPH JR.	837.71	43,728.46	45,703.46
JR BLDG CUSTODIAN	WILLEY, FRANCIS	946.61	49,413.04	52,363.04



## 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.

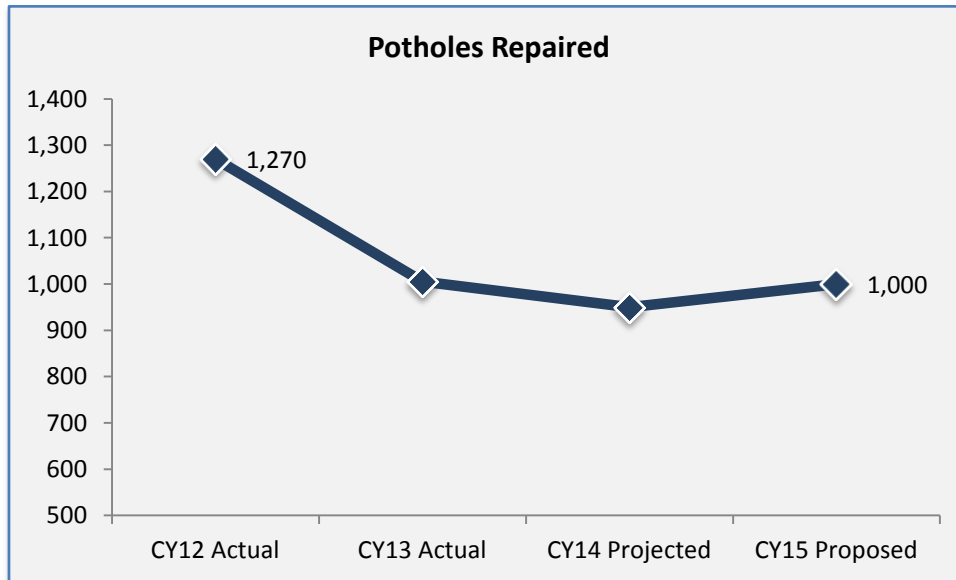
### BUDGET:

SANITATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
529003 RUBBISH REMOVAL	1,280,398.29	1,500,000.00	1,431,600.00	1,450,000.00	
529006 RECYCLING	37,025.74	100,000.00	50,000.00	100,000.00	
530000 PROF & TECHNCL SVC	2,208,241.73	3,300,000.00	2,970,678.81	3,015,000.00	
534003 POSTAGE	4,949.25	16,000.00	5,607.98	16,000.00	
542001 PRINTING & STATION	11,840.80	26,000.00	13,561.25	26,000.00	
553008 RECYCLING CARTS	3,076.07	5,000.00	15,000.00	-	
558014 PHOTOGRAPHIC	670.38	-	-	-	
<b>(0140652) DPW-SANITATION</b>	<b>3,546,202.26</b>	<b>4,947,000.00</b>	<b>4,486,448.04</b>	<b>4,607,000.00</b>	<b>-6.9%</b>

# DPW HIGHWAY

## MISSION STATEMENT:

To ensure the safety of the general public through the provision of efficient and effective street and highway maintenance services. The Department supports many different city departments, and its everyday functions include sidewalk work, tree maintenance, snow plowing and removal, and street maintenance. The Department is there for anything Mother Nature throws at the City, including blizzards, hurricanes, tornadoes, micro bursts, and even floods. The employees of the Highway Department pride themselves on their role in the provision of public safety and on their ability to accomplish tasks efficiently and effectively.



ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	1,979,155.49	2,139,675.00	2,244,425.00	4.9%
ORDINARY MAINTENANCE	622,129.62	1,259,845.00	953,845.00	-24.3%
GENERAL FUND EXPENDITURES	2,601,285.11	3,399,520.00	3,198,270.00	-5.9%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

# DPW HIGHWAY

## PREVIOUS YEAR REVIEW

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Maintain streets and sidewalks, including urban infrastructure		
	Increase the number of potholes repaired	Ongoing
	Remove graffiti on public property in a timely fashion	Ongoing
	Increase tree maintenance to conserve the City's canopy	Ongoing
	Install benches, barrels, planters, bollards and bike racks	Ongoing
	Remove snow and ice from city roads and sidewalks in a timely manner.	Ongoing
	Train and educate the concrete crew to be proficient in the use of 'smart levels' to meet new ADA standards when replacing sidewalk panels.	Ongoing
	Implement a marking system to identify changes in roadway configuration for plow drivers.	New for FY15
Increase frequency of cleaning and maintenance of city squares		
	Crew will clean all squares weekly	Ongoing. Recently initiated will continue.
	Create new standing work order for emptying barrels	Complete
	Increase the capacity for recycling pickup in city squares	New for FY15
Increase safety awareness in roadway		
	Training for the setup of a safe work area when in a roadway.	Ongoing
	Purchase cones and signs to warn motorists of workers in roadway.	Completed
	Have the tree crew trained and certified to work around wires to ensure their safety while performing their duties.	New for FY15
ADA Compliance		
	Work with the Engineering Department and the City ADA Coordinator to install HC ramps in sidewalks.	New for FY15
	Manage snow removal from the City's bus stops and ramps.	Ongoing

### BUDGET:

HIGHWAY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
511000 SALARIES	368,164.67	146,451.00	66,568.33	165,525.00	
511300 WAGES	1,169,619.62	1,576,761.0	1,143,938.07	1,652,576.0	

# DPW HIGHWAY

HIGHWAY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
513002 OVERTIME - LABOR	316,968.00	322,000.00	274,910.21	328,440.00	
514009 LONGEVITY-LABOR	17,975.00	22,150.00	11,950.00	23,100.00	
514010 OUT OF GRADE-LABOR	2,655.43	7,500.00	3,075.31	7,650.00	
514015 OTHER DIFFERENTIALS	39,981.11	53,263.00	47,977.00	54,511.00	
515011 HOLIDAYS - S.M.E.A.	-	-	-	1,073.00	
515012 PERFECT ATTENDANCE	1,500.00	-	900.00	-	
519004 UNIFORM ALLOWANCE	8,750.00	11,550.00	9,450.00	11,550.00	
519013 OTHER LUMP SUM	53,541.66	-	-	-	
<b>(0140551) DPW HIGHWAY PERS</b>	<b>1,979,155.49</b>	<b>2,139,675.0</b>	<b>1,558,768.92</b>	<b>2,244,425.0</b>	<b>4.9%</b>
524003 REPAIRS-VEHICLES	38,800.62	45,000.00	44,789.93	45,000.00	
524013 REPAIRS-TOOLS &	1,526.24	3,000.00	7,015.00	5,000.00	
524018 FENCE INSTALLATION &	3,718.00	5,000.00	5,000.00	5,000.00	
524029 REPAIRS-HIGHWAYS	1,254.00	5,000.00	1,000.00	5,000.00	
527015 RENTALS EQUIPMENT	-	-	-	-	
529003 RUBBISH REMOVAL	-	225,000.00	115,000.00	100,000.00	
529005 CARE OF TREES	15,581.00	50,000.00	31,749.28	50,000.00	
530000 PROF & TECHNCL SVC	287,575.08	508,500.00	452,437.08	350,000.00	
530008 EMPLOYEE TRAINING	-	3,000.00	-	3,000.00	
530011 ADVERTISING	610.00	1,000.00	-	1,000.00	
530021 TOWING	4,577.50	4,000.00	3,500.00	2,500.00	
530028 SOFTWARE SERVICES	-	35,000.00	1,789.00	15,000.00	
542000 OFFICE SUPPLIES	338.44	-	616.99	2,000.00	
542001 STATIONERY	3,024.00	5,000.00	4,055.00	5,000.00	
542006 OFFICE FURNITURE NOT	219.00	-	-	-	
542007 COMPUTER EQUIPMENT	1,061.80	-	-	-	
543003 TOOLS	6,025.56	9,500.00	3,450.00	9,500.00	
543007 PAINT	65.52	5,000.00	-	5,000.00	
543008 GLASS	4,411.20	4,000.00	4,000.00	4,000.00	
543011 HARDWARE & SMALL	10,686.68	5,000.00	10,154.28	5,000.00	
548004 TIRES AND TUBES	6,129.46	10,000.00	5,223.50	10,000.00	
548006 MOTOR PARTS &	126,538.32	130,000.00	129,372.72	130,000.00	

# DPW HIGHWAY

HIGHWAY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
553000 SAND AND GRAVEL	-	1,200.00	-	1,200.00	
553001 SIGNS AND CONES	3,600.00	2,100.00	811.50	2,100.00	
553002 BITUMINOUS SUPPLIES	25,247.33	80,000.00	28,744.94	75,000.00	
553003 READY MIX CONCRETE	74,750.37	110,000.00	90,444.26	110,000.00	
553004 LUMBER & WOOD	-	5,000.00	2,986.98	5,000.00	
558000 OTHER SUPPLIES	-	-	477.15	-	
558004 MAGS/SUBSCRIPTS/PUB	4,490.00	5,545.00	9,156.85	5,545.00	
558006 UNIFORMS	1,899.50	3,000.00	1,686.60	3,000.00	
<b>(0140552) DPW HIGHWAY</b>	<b>622,129.62</b>	<b>1,259,845.0</b>	<b>953,461.06</b>	<b>953,845.00</b>	<b>-24.3%</b>
<b>TOTAL</b>	<b>2,601,285.11</b>	<b>3,399,520.0</b>	<b>2,512,229.98</b>	<b>3,198,270.0</b>	<b>-5.9%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
HIGHWAY SUPT.	MACEACHERN, STEVEN	1,632.51	85,216.96	85,216.96
FLEET MANAGER	BONNEY, RONALD	1,538.46	80,307.61	80,307.61
HIGH'Y YARD FOREMAN	BARRY, THOMAS	1,386.16	34,654.00	76,772.59
		1,390.01	37,808.27	
MOTOREQUIPRPMNFOREMAN	BROWNE, MICHAEL	1,346.41	21,542.56	73,917.41
		1,350.26	48,879.41	
WASTE COLL INSP	MURPHY, BRIEN K	1,276.68	66,642.70	70,763.05
WASTE COLL INSP	O'CONNELL,JOHN	1,276.68	66,642.70	70,763.05
WASTE COLL INSP	ROCHE,CHARLES	1,276.68	66,642.70	70,413.05
WKFM1\SHMEO\TREE CLIMBER	ROSS, STEVEN	951.03	951.03	53,240.46
		972.39	49,786.37	
WKFM1\SHMEO\CEMENTFINISHER\PWL	DIFRAIA,JAMES M	995.31	51,955.18	55,247.21
WKFM1\SHMEO\CURBSETTER\PWL	CORBIN, FRANK	990.04	51,680.09	54,963.16
WKFM1\SHMEO\PWL	BUNKER, DAVID	940.04	49,070.09	51,868.16
WKFM1\SHMEO\PWL	STROSCIO,ANTHONY	940.04	49,070.09	52,268.16
MOTOREQUIPRPMN	PANTANELLA, ANTHONY	967.25	50,490.45	53,134.78
MOTOREQUIPRPMN	THORNTON, RICHARD	967.25	50,490.45	53,334.78
MOTOREQUIPRPMN	WINTER, KARL	967.25	50,490.45	52,734.78
SHMEO\CEMENTFINISHER\PWL	BARBIERE, JEFFREY	911.99	47,605.88	50,006.26
SHMEO\CEMENTFINISHER\PWL	DILL, ROBERT	895.09	46,723.70	48,595.35
SHMEO\CEMENTFINISHER\PWL	LAUDANO, JOSEPH	911.99	47,605.88	50,006.26

# DPW HIGHWAY

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SHMEO\CEMENTFINISHER\PWL	MCDEVITT, KEVIN	895.09	46,723.70	49,095.35
SHMEO\CEMENTFINISHER\PWL	VACANT	879.09	45,888.50	38,941.95
SHMEO\CURBSETTER\PWL	CHIARAVALLOTTI, GINO	922.29	48,143.54	50,561.43
SHMEO\CURBSETTER\PWL	FUCILE, JASON	922.19	48,138.32	50,556.04
SHMEO\CURBSETTER\PWL	HALLORAN, EDWARD	922.29	48,143.54	51,311.43
SHMEO\CURBSETTER\PWL	WOOD, JAMES	922.83	48,171.73	51,490.54
SHMEO\TREE CLIMBER\PWL	NURSE, RICHARD	905.75	47,280.15	49,669.93
SHMEO\TREE CLIMBER\PWL	VACANT	884.45	46,168.29	44,483.86
SHMEO\PWL+10%	HOGAN, THOMAS	948.18	49,495.00	51,706.90
SHMEO\PWL +10%	HARDY, EDWARD	948.18	49,495.00	51,956.90
SHMEO\PWL+10%	MCCAIN, JOSEPH	911.99	9,667.09	51,341.67
		929.60	38,671.36	
SHMEO\PWL	O'REGAN, CORNELIUS	829.09	20,893.07	45,486.91
		845.09	22,817.43	
SHMEO\PWL	STANTON, MATTHEW	829.09	11,773.08	46,173.15
		845.09	32,113.42	
SHMEO\PWL	VACANT	829.09	43,278.50	36,746.95
HMEO\PWL	HARDY, DANIEL	840.26	43,861.57	46,140.01
TEMP LABORER	CASSESSO, CHRIS	802.46	41,888.41	44,152.59
WATCHMAN	RIDDLE, MARGARET	801.75	41,851.35	44,964.33

# DPW ELECTRICAL

## MISSION STATEMENT:

To ensure electrical systems under the Department's purview, including fire alarm pull boxes, publicly displayed information systems (i.e. blue lights, traffic speed message boards, etc.), and the City's radio system, are well maintained, safe, and comply with all relevant regulations. The Department also strives to respond to requests and concerns from residents, including wire concerns and Dig Safe compliance requests, in a timely, courteous, and safe manner.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	384,677.18	312,858.00	291,079.00	-7.0%
ORDINARY MAINTENANCE	93,036.91	229,000.00	229,000.00	0.0%
GENERAL FUND EXPENDITURES	477,714.09	541,858.00	520,079.00	-4.0%

## CHANGES BETWEEN FY2014 AND FY2015:

- Lights and lines no longer has wire inspectors; they were transferred to ISD.
- Due to transfer, there is a vacant electrician position.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## PREVIOUS YEAR REVIEW

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Provide safe environment for pedestrians, bicyclists, and motorists		
	Replace traffic signals at Washington St. @ Dane/Sycamore St. @ Medford St.	Complete
	Work with SafeStart, StreetStat, and other cross-departmental groups to ensure the safety of all modes of travel.	New for FY15
	Continue to install safety bollards around schools	Ongoing
	Install wireless emergency call boxes along the bike path	Ongoing
	Combined in-house and contractor to make upgrades to traffic signals	Ongoing
	Work in conjunction with Traffic and Parking to install new solar stop signs.	New for FY15
	Install Solar School zone flashing speed signs	New for FY15
Install Radio Boxes In All City Buildings		
	Work with in-house/contractor to make installation	Ongoing
	Radio box repeaters on city buildings	New for FY15
Training for Setting Up Safe Work Area When in Roadway		
	Purchase cones and signs to warn motorists of workers in the roadway	Ongoing
Identify energy efficient and cost effective lighting opportunities		

# DPW ELECTRICAL

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Increase the number of LED lights throughout the City, including the replacement of all 24 street lights on Temple St. with LED lighting.	Ongoing
	Replace street lights on island of Broadway with solar lights. If there should be a power outage, the roadway will remain lit.	New for FY15
	Manage the LED conversion contract	New for FY15
Upgrade electronic systems and devices		
	Require businesses to change their fire alarm systems to radio boxes	Ongoing
	Request an ordinance change concerning fire alarm systems in businesses located in the City.	New for FY15

## BUDGET:

ELECTRICAL	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511300 WAGES	306,055.61	235,849.00	139,397.77	211,929.00	
513002 OVERTIME - LABOR	56,551.59	59,257.00	45,229.01	61,200.00	
514009 LONGEVITY-LABOR	4,700.00	3,450.00	1,475.00	3,100.00	
514010 OUT OF GRADE-LABOR	1,656.27	4,000.00	1,823.10	6,000.00	
514015 OTHER DIFFERENTIALS	8,146.74	7,802.00	5,320.14	6,900.00	
515012 PERFECT ATTENDANCE	717.05	-	500.00	-	
519004 UNIFORM ALLOWANCE	1,750.00	1,400.00	1,400.00	1,400.00	
519013 OTHER LUMP SUM	4,000.00	-	-	-	
519015 AUTO ALLOWANCE	1,099.92	1,100.00	91.66	550.00	
<b>(0140251) DPW-ELEC PERSONAL</b>	<b>384,677.18</b>	<b>312,858.00</b>	<b>195,236.68</b>	<b>291,079.00</b>	<b>-7.0%</b>
524004 REPAIRS-TRAFFIC	6,845.50	25,000.00	15,884.00	25,000.00	
524006 REPAIRS-COMMUN.	8,842.80	20,000.00	19,998.35	20,000.00	
524021 REPAIRS-FIRE ALARM	9,060.50	25,000.00	10,495.00	25,000.00	
524032 REPAIRS TO LIGHTING	17,787.96	80,000.00	7,500.00	80,000.00	
530000 PROF. & TECHNCL SVC	33,668.90	67,000.00	58,987.84	67,000.00	
542001 STATIONERY	50.00	-	-	-	
542007 COMPUTER EQUIPMENT	1,061.50	-	-	-	
542008 BOOKS & BOOKBINDING	-	2,000.00	1,499.45	2,000.00	
542009 TELECOM. EQUIP NOT	13,973.20	-	-	-	
543006 ELECTRICAL SUPPLIES	1,746.55	5,000.00	2,624.44	5,000.00	
543007 PAINT	-	1,500.00	1,500.00	1,500.00	



## DPW ELECTRICAL

543011 HARDWARE & SMALL	-	2,000.00	1,915.72	2,000.00	
553001 SIGNS AND CONES	-	1,500.00	-	1,500.00	
<b>(0140252) DPW-ELEC ORDINARY</b>	<b>93,036.91</b>	<b>229,000.00</b>	<b>120,404.80</b>	<b>229,000.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>477,714.09</b>	<b>541,858.00</b>	<b>315,641.48</b>	<b>520,079.05</b>	<b>-4.0%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
PV FOREMAN	DEVELLIS, VINCENT	1,424.07	53,545.03	79,113.58
		1,427.92	20,847.63	
ELECTRICAN	VACANT	900.00	46,980.00	49,410.00
SIGNAL MAINTAINER	GOODE, JOSEPH	867.39	45,277.76	47,752.32
SIGNAL MAINTAINER	CALI, KRISTOFER	867.39	45,277.76	47,602.32

# DPW ENGINEERING

## MISSION STATEMENT:

To maintain City infrastructure and engineering plans in order to increase efficiency and to provide for optimal service delivery, including (but not limited to) street acceptance plans, sewer plans, drain plans, and water distributions plans. The Department also manages the street opening permit program, which includes enforcing the requirements of the newly implemented Permit Manual, written and developed by this office in 2013. Engineering also reviews private development site plans to ensure compliance with City standards and sound engineering practices. The Department works closely with state and federal agencies such as the MBTA, MassDOT, DEP, EPA, MassDEP, and the MWRA, and manages street reconstruction in compliance with ADA standards.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	112,167.45	150,706.00	156,834.00	4.1%
ORDINARY MAINTENANCE	122,928.82	256,100.00	207,100.00	-19.1%
GENERAL FUND EXPENDITURES	235,096.27	406,806.00	363,934.00	-10.5%

## CHANGES BETWEEN FY2014 AND FY2015:

- No significant changes. Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## PREVIOUS YEAR REVIEW

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Manage infrastructure/roadway improvement projects.		
	Manage construction of the East Broadway Streetscape /Utility Improvement Project.	Ongoing
	Manage design and construction of Beacon Street utility improvements.	Construction began 5/14
	Manage reconstruction of retaining wall and drainage improvements along the bike path outside Davis Square.	Ongoing. Final design due April 1, 2014
	Manage reconstruction of roads and sidewalks as part of Chapter 90 funded improvements.	Ongoing
	Incorporate permit tracking into Citizenserve.	New for FY15
	Development of a pavement management system to assist in the maintenance of the approximately 106 undivided roadway centerline miles maintained by the City.	On-going
	Continue to implement a permit manual for licensed drainlayers. This manual provides guidelines and expectations for work performed on	On-going

# DPW ENGINEERING

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	the City's infrastructure.	
	Work with the SafeStart, StreetStat, and other cross-departmental groups to ensure the safety of all modes of travel.	New for FY15
	Development and implementation of standard construction specifications and details.	New for FY15
Improve pedestrian accessibility throughout the City.		
	Oversee construction associated with any new sidewalks and curb ramps throughout the City to ensure compliance with ADA/AAB regulations.	Ongoing
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.	Ongoing
	Reduce quantity of storm water currently entering the combined sewer system.	Ongoing
Implement and update City GIS database and systems.		
	Obtain new flyover data to improve GIS database information.	Postponed until April 2015 due to weather.
	Development of a web-based GIS viewer to assist in increasing the office's efficiency.	New for FY15
Manage the City's sewer infrastructure.		
	Utilize a retrofitted JetTruck to accommodate a degreasing system, which would liquefy grease and remove it from the system.	New for FY15
	Administer a root reducing agent to pipes in the City where roots continue to be a problem.	New for FY15
	Create a 10 year I/I removal plan through the MWRA's I/I Local Financial Assistance Program.	Consultant selected and work commenced 4/14

## BUDGET:

ENGINEERING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	103,388.16	136,758.00	84,988.80	140,308.00	
513000 OVERTIME	5,253.95	7,700.00	5,864.01	10,200.00	
514006 LONGEVITY	200.00	500.00	100.00	500.00	
514015 OTHER DIFFERENTIALS	1,481.14	4,048.00	1,636.77	4,126.00	
515012 PERFECT ATTENDANCE	-	-	200.00	-	
519004 UNIFORM ALLOWANCE	240.00	600.00	240.00	600.00	
519013 OTHER LUMP SUM	1,164.28	-	-	-	
519015 AUTO ALLOWANCE	439.92	1,100.00	366.60	1,100.00	

# DPW ENGINEERING

ENGINEERING	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
<b>(0140351) DPW-ENGINEER PS</b>	<b>112,167.45</b>	<b>150,706.00</b>	<b>93,396.18</b>	<b>156,834.00</b>	<b>4.1%</b>
524007 REPAIRS OFFICE EQUIP	-	1,000.00	-	1,000.00	
524034 R&M - SERVICE	-	-	679.00	-	
530000 PROFESSIONAL &	117,419.00	150,000.00	107,653.12	150,000.00	
530008 EMPLOYEE TRAINING	-	-	-	1,000.00	
530028 SOFTWARE SERVICES	-	101,100.00	9,175.00	50,000.00	
542000 OFFICE SUPPLIES	4,173.82	3,000.00	1,118.95	3,000.00	
542001 PRINTING &	230.00	-	-	-	
542007 COMPUTER	328.50	-	2,171.96	500.00	
543011 HARDWARE & SMALL	-	-	-	600.00	
558004 MAG/SUBSCRIPTS/PUB	45.00	-	-	-	
573000 DUES & MEMBERSHIPS	732.50	1,000.00	417.50	1,000.00	
<b>(0140352) DPW-ENGINEER OM</b>	<b>122,928.82</b>	<b>256,100.00</b>	<b>121,215.53</b>	<b>207,100.00</b>	<b>-19.1%</b>
<b>TOTAL</b>	<b>235,096.27</b>	<b>406,806.00</b>	<b>214,611.71</b>	<b>363,934.00</b>	<b>--10.5%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ACTING DIR. OF ENGINEERING	MIGUEL, MELISSA	1,673.69	87,366.71	34,946.68
ASST DIR OF ENGINEERING	VACANT	1,287.79	67,222.64	21,738.06
GIS ANALYST	JOHNSON, KEITH	1,262.50	65,902.50	32,951.25
SR. CIVIL ENGINEER	LIBARDONI, RICHARD	1,365.62	71,285.36	29,782.77
TEMP JR. CIVIL ENGINEER	BELIZAIRE, PIERRE	1,061.19	55,394.12	23,419.26

# SNOW REMOVAL

## BUDGET:

SNOW REMOVAL	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
529002 SNOW REMOVAL	1,487,769.47	650,000.00	2,049,352.55	900,000.00	
530018 POLICE DETAIL	36,496.78	-	46,954.00	36,000.00	
<b>(0140452) DPW-SNOW REM</b>	<b>1,524,266.25</b>	<b>650,000.00</b>	<b>2,096,306.55</b>	<b>936,000.00</b>	<b>44.0%</b>

# WEIGHTS & MEASURES

## MISSION STATEMENT:

To protect consumers in Somerville with a variety of measures, including the sealing of cab meters, oil truck meters, marketplace scales, gas station pumps, cash registers, truck scales, apothecary scales, and automatic scanners in different businesses. All these devices serve as the front line in fairness for buyers and sellers of commodities. The City Sealer is the watchdog for state laws regarding these devices.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	100,111.19	91,373.00	119,554.00	30.8%
ORDINARY MAINTENANCE	635.41	2,790.00	2,790.00	0.0%
GENERAL FUND EXPENDITURES	100,746.60	94,163.00	122,344.00	29.9%

## CHANGES BETWEEN FY2014 AND FY2015:

- Adding part-time 960 employee (retiree) to train the new Sealer of Weights & Measures to ensure consistency.

## PREVIOUS YEAR REVIEW

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	Protect the interests of buyers and sellers of commodities and ensure that equity and fairness prevail in the marketplace.	
	Ensure weighing and measuring devices are accurate and functioning properly.	Ongoing. Complied with state laws regarding the measuring of weights and seals.

## BUDGET:

WEIGHTS AND MEASURES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	90,320.23	82,958.00	66,091.32	110,495.00	
513000 OVERTIME	4,546.22	5,000.00	1,615.95	5,100.00	
514006 LONGEVITY	1,400.00	1,500.00	700.00	1,250.00	
514015 OTHER DIFFERENTIALS	2,494.74	1,565.00	2,733.67	2,359.00	
519004 UNIFORM ALLOWANCE	350.00	350.00	350.00	350.00	
519013 OTHER LUMP SUM	1,000.00	-	-	-	
<b>(0142951) DPW-W&amp;M PS</b>	<b>100,111.19</b>	<b>91,373.00</b>	<b>71,490.94</b>	<b>119,554.00</b>	<b>30.8%</b>
524013 REPAIRS-TOOLS &	-	1,000.00	-	1,000.00	

## WEIGHTS & MEASURES

WEIGHTS AND MEASURES	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
530024 TUITION	50.00	250.00	50.00	250.00	
543011 HARDWARE & SMALL	435.41	1,000.00	291.71	1,000.00	
571000 IN STATE TRAVEL	-	200.00	128.46	200.00	
571001 IN STATE	75.00	100.00	75.00	100.00	
573000 DUES AND	75.00	150.00	130.00	150.00	
578007 REIMB OF LICENSES	-	90.00	-	90.00	
<b>(0142952) DPW-W&amp;M OM</b>	<b>635.41</b>	<b>2,790.00</b>	<b>675.17</b>	<b>2,790.00</b>	<b>0.0%</b>
<b>TOTAL</b>	<b>100,746.60</b>	<b>94,163.00</b>	<b>72,166.11</b>	<b>122,344.00</b>	<b>29.9%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SEALER OF WEIGHTS & MEASURES	HALLORAN, JAMES	1,462.48	76,341.46	80,777.67
960 HOURS - 16 HRS PER WEEK	STEPHEN BURGESS	576.00	30,067.20	30,067.20

## DEBT SERVICE

This allotment is to finance the debt service on all City bonds with the exception of Water, Sewer, and Ice Rink Enterprise debt issues. Funds to cover Enterprise debt service are included in the respective Enterprise Fund Budgets. Funds budgeted in the cost codes below cover debt on a wide variety of projects, including Schools, equipment, street improvements, renovations to public buildings, and improvements to the City's many recreational facilities.

In March, 2014, Standard & Poor's conducted a credit review and upgraded the City's rating two notched to AA+, the highest rating City history and one notch shy of AAA. The City rating from Moody's which was last reviewed in October 2013, is AA2, also the highest rating in City history. Both rating agencies cite the City's "strong budget performance", "strong reserves" and "ongoing redevelopment efforts".

### PRINCIPAL ON LONG TERM DEBT

This allotment covers the cost of principal payments on the City's existing bonded debt with the exception of Enterprise debt service, which is included in their respective budgets.

### INTEREST

The interest the City pays on BAN and bond issues is determined primarily by market conditions, the City's credit rating, the maturity schedule of the issue, and the supply of bonds at the time of the issue. The overall market interest rates have remained near historic lows for some time, and coupled with the City's strong credit rating have benefited the City with very favorable rates.

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. The current legal debt margin is \$354,224,319.

### BUDGET:

DEBT SERVICE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
591000 PRINCIPAL ON LNG TRM	6,921,187.12	6,914,320.00	5,712,105.00	7,757,384.72	
591500 INTEREST ON LTD	2,735,365.46	2,598,404.00	2,156,901.61	2,723,569.65	
592500 INTEREST ON NOTES-	104,707.86	150,000.00	26,490.21	150,000.00	
593000 INTEREST ON TAX	31,006.50	10,000.00	37,638.26	25,000.00	
<b>(0170059) DEBT SERVICE</b>	<b>9,792,266.94</b>	<b>9,672,724.00</b>	<b>7,933,135.08</b>	<b>10,655,954.37</b>	<b>10.2%</b>



## 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 latest version of the FY2015 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 is 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	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
563100 SPECIAL EDUCATION	8,120.00	8,282.00	6,212.00	17,160.00	
563600 RETIRED EMPLOYEE	-	2,700.00	2,283.00	-	
564000 AIR POLLUTION CONTL	20,808.00	21,899.00	16,425.00	21,932.00	
564100 METROPOLTN	23,865.00	24,462.00	18,347.00	38,552.00	
564600 RMV NON-RENEWAL	298,420.00	298,420.00	150,498.00	193,680.00	
565001 CHARTER SCHOOL	6,029,631.00	-	-	-	
565002 SCHOOL CHOICE	4,950.00	-	-		
565003 CHARTER SCH	-	7,189,113.00	3,989,161.00	8,265,662.00	
565004 SCH CHOICE SENDING	-	6,559.00	4,959.00	6,700.00	
566100 MBTA ASSESSMENTS	4,802,268.00	4,854,347.00	3,640,761.00	4,922,554.00	
566200 BOSTON METRO	1,001.00	1,039.00	780.00	1,039.00	
<b>(0182052) STATE &amp; COUNTY</b>	<b>11,189,063.00</b>	<b>12,406,821.00</b>	<b>7,829,46.00</b>	<b>13,467,279.00</b>	<b>7.8%</b>

# HEALTH INSURANCE, LIFE INSURANCE AND MEDICARE PAYROLL

This budget organization provides a centralized cost center for several employee and retiree benefits.

**HEALTH INSURANCE:** The City participates in the Commonwealth of Massachusetts Group Insurance Commission (GIC). The GIC offers a number of health maintenance (HMO), preferred provider (PPO), and indemnity health plan options to employees and retirees delivered through Tufts Health Plan, Harvard Pilgrim, and Unicare. The City currently funds 82.5% of the premium costs for HMO and PPO plans and 75% of the premium costs for indemnity plans; the subscribers contribute 17.5% and 25% respectively. The budgetary item is the City's share of health insurance costs and does not represent the full cost of health insurance. The full cost of health insurance is financed through a combination of city appropriations, employee and retiree contributions, grant reimbursements, and reserves from the Health Claims Trust Fund. In FY 2015, the City will tap all of these sources to meet its obligation to fund 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	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
517003 HEALTH INSURANCE	22,660,232.86	21,938,830.00	17,789,124.00	20,251,677.00	
517050 GIC HEALTH OPT OUT	-	-	63,832.85	150,000.00	
<b>(0190151) HEALTH INS. PS</b>	<b>22,660,232.86</b>	<b>21,938,830.00</b>	<b>17,852,956.85</b>	<b>20,401,677.00</b>	<b>-7.0%</b>
530000 PROF. & TECHNCL SVC	25,003.02	58,500.00	27,545.00	41,000.00	
578032 MEDICARE PENALTIES	-	-	-	240,000.00	
<b>(0190152) HEALTH INS. OM</b>	<b>26,519.63</b>	<b>58,500.00</b>	<b>27,545.00</b>	<b>281,000.00</b>	<b>380%</b>
<b>TOTAL HEALTH INSURANCE</b>	<b>22,686,752.49</b>	<b>21,997,330.00</b>	<b>17,880,501.85</b>	<b>20,682,677.00</b>	<b>-6.0%</b>

## BUDGET:

LIFE INSURANCE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
517005 FLEX SPEND BENEFIT	-	9,000.00	12,184.00	20,000.00	
517600 LIFE INSURANCE	-	79,727.00	58,983.06	79,727.00	
<b>(0190251) LIFE INS &amp; FLEX BEN</b>	<b>-</b>	<b>88,727.00</b>	<b>71,167.06</b>	<b>99,727.00</b>	<b>12.4%</b>

# HEALTH INSURANCE, LIFE INSURANCE AND MEDICARE PAYROLL

## BUDGET:

MEDICARE		FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
	(517900) MEDICARE TAX	-	1,250,000.00	1,138,150.10	1,400,000.00	
	<b>TOTAL PERSONAL SERVICES</b>	-	<b>1,250,000.00</b>	<b>1,138,150.10</b>	<b>1,400,000.00</b>	<b>12.0%</b>

## 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	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
511000 SALARIES	63,681.87	63,927.00	51,435.30	63,927.00	
512100 WORKERSCOMP REEMPLOY	-	-	21,809.07	20,000.00	
517001 WORKER'S COMPENSATION	271,119.28	350,000.00	277,285.07	360,000.00	
<b>(0191051) WORKERS COMP</b>	<b>334,801.15</b>	<b>413,927.00</b>	<b>350,529.44</b>	<b>443,927.00</b>	<b>7.2%</b>
530000 PROFESSIONL & TECHNCL	5,248.90	20,000.00	7,450.00	20,000.00	
530001 MEDICAL & DENTAL	97,616.91	125,000.00	113,499.76	130,000.00	
530008 EMPLOYEE TRAINING	-	4,500.00	-	25,000.00	
530010 LEGAL SERVICES	34,209.11	25,000.00	25,000.00	30,000.00	
542000 OFFICE SUPPLIES	-	250.00	-	-	
542006 OFFICE FURNITURE	-	-	650.00	650.00	
550000 MEDICAL/DENTAL SUPPLIES	3,209.23	2,000.00	173.77	1,600.00	
571000 IN STATE TRAVEL	508.55	1,100.00	-	1,100.00	
576000 JUDGEMENTS/SETTLMT OF	47,047.15	100,000.00	30,481.77	110,000.00	
<b>(0191052) WORKERS COMP</b>	<b>187,839.85</b>	<b>277,850.00</b>	<b>177,255.30</b>	<b>318,350.00</b>	<b>14.6%</b>
<b>TOTAL</b>	<b>522,641.00</b>	<b>691,777.00</b>	<b>527,784.74</b>	<b>762,277.00</b>	<b>10.2%</b>

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
SAFETY & TRAINING MANAGER	RENEE MELLO	1,273.64	66,483.80	66,483.80

## 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.

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### BUDGET:

UNEMPLOYMENT COMPENSATION	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(517002) UNEMPLOYMENT COMP	94,392.77	200,000.00	81,043.60	125,000.00	
<b>TOTAL PERSONAL SERVICES</b>	<b>94,392.77</b>	<b>200,000.00</b>	<b>81,043.60</b>	<b>125,000.00</b>	<b>-37.5%</b>

## PENSIONS

The Somerville Retirement System is one of 105 contributory retirement systems for public employees in Massachusetts. A Retirement Board governs each system, and all boards, although operating independently, are bound together under one Retirement Law –Chapter 32 of the Massachusetts General Laws. Chapter 32 establishes benefits, contribution requirements, and an accounting and funds structure for all systems. The Somerville Retirement Board is the Administrator of the Somerville Retirement System. The Public Employee Retirement Administration Commission (PERAC) is the state regulatory authority that oversees all retirement systems in the Commonwealth.

PERAC is required by Chapter 32 to oversee an actuarial valuation of each retirement system every three years. Actuarial funding determines the annual cost to fund a retirement system’s cost of benefits that accrue during the current year (normal cost) as well as the costs associated with any past service liability (unfunded actuarial accrued liability). The funding schedule derived from the actuarial valuation determines the series of payments to pay the annual normal cost as well as to amortize the unfunded accrued liability over a period of years. In accordance with Chapter 32, each retirement system’s unfunded accrued liability must be fully paid off by 2040. The City is required to pay into the Retirement System the actuarially determined contribution. The budgeted appropriation is the actuarially determined contribution for FY2015.

The Non-Contributory Pension Appropriation funds the pension costs for city retirees predating the adoption of Chapter 32 and for special situations requiring home-rule exemption from Chapter 32.

### BUDGET:

PENSION NON CONTRIB	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
(578008) REIMB/ALLOWANCE	6,533.80	10,155.00	6,375.14	6,375.00	
(578020) PENSIONS/NON-CONTRIB	225,465.13	218,470.00	190,069.34	268,252.00	
<b>TOTAL ORDINARY MAINT.</b>	<b>231,998.93</b>	<b>228,625.00</b>	<b>196,444.48</b>	<b>274,627.00</b>	<b>39.8%</b>

PENSION ACCUMULATION FUND	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHNGE
(517004) RETIREMENT FUND	11,084,131.00	11,457,093.00	11,457,093.00	12,324,940.00	
<b>TOTAL PERSONAL SERVICES</b>	<b>11,084,131.00</b>	<b>11,457,093.00</b>	<b>11,457,093.00</b>	<b>12,324,940.00</b>	<b>7.6%</b>

## 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.

### DAMAGES BUDGET:

DAMAGES TO PERSONS AND PROPERTY	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(576000) SETTLEMENTS	87,190.49	175,000.00	73,765.19	175,000.00	
<b>TOTAL ORDINARY MAINT.</b>	<b>87,190.49</b>	<b>175,000.00</b>	<b>73,765.19</b>	<b>175,000.00</b>	<b>0.0%</b>

### BUILDING INSURANCE BUDGET:

BUILDING INSURANCE	FY2013 ACTUAL	FY2014 BUDGET	FY14 THRU MAY 1	FY2015 APPROVED	% CHANGE
(574001) BLDG INSURANCE	271,000.00	500,000.00	475,794.06	460,000.00	
<b>TOTAL ORDINARY MAINT.</b>	<b>271,000.00</b>	<b>500,000.00</b>	<b>475,794.06</b>	<b>460,000.00</b>	<b>-8.0%</b>



## 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. The City also maintains a Wage and Salary Stabilization Fund for similar purposes.

### BUDGET:

CONTINGENCY	FY2013 ACTUAL	FY2014 BUDGET	BALANCE OF ACCT. on 5/1	FY2015 APPROVED	% CHANGE
(511000) SALARIES	718,634.60	173,347.00	159,630.00	170,000.00	
(515012) PERFECT ATTENDANCE	1,559.61	80,000.00	80,000.00	80,000.00	
(519005) SICK LEAVE BUY BACK	61,138.73	47,513.00	33,709.00	50,000.00	
(519021) FURLOUGH REIM	161,526.16	-	-	-	
<b>SUBTOTAL PERSONAL SERVICES</b>	<b>942,859.10</b>	<b>300,860.00</b>	<b>273,339.00</b>	<b>300,000.00</b>	<b>-0.3%</b>

# 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:

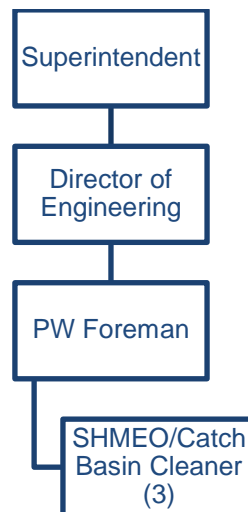
To maintain the City's sewer and drain collection system and to improve it by increasing capacity and reducing back-ups. The Department is also responsible for marking out sewer utility locations as part of the Dig Safe process. The staff is involved in the inspection of work being done by contractors and homeowners to ensure proper construction techniques are used. Routine maintenance includes catch basin cleaning to minimize flooding and increasing system capacity. Decisions and improvements are made in a fiscally responsible manner, using state of the art technology.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
SEWER PERSONAL SERVICES	310,062.51	359,635.00	362,704.00	0.8%
SEWER ORDINARY MAINTENANCE	223,031.81	617,364.00	812,941.00	31.7%
SEWER CAPITAL OUTLAY	1,234,818.71	2,000,000.00	2,049,000.00	2.4%
SEWER DEBT SERVICE	675,766.29	824,045.00	804,493.00	-2.4%
SEWER SPECIAL ITEMS	14,385,601.00	15,193,379.00	15,356,054.00	1.1%
TOTAL ENTERPRISE FUND	16,829,280.32	18,994,423.00	19,385,192.00	2.1%

## CHANGES BETWEEN FY2014 AND FY2015:

- Increase Professional and Technical Services budget line for the design of the sewer retention tanks and flood mitigation interventions related to the Nunziato Park reconstruction.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## DEPARTMENT ORGANIZATION:



# SEWER

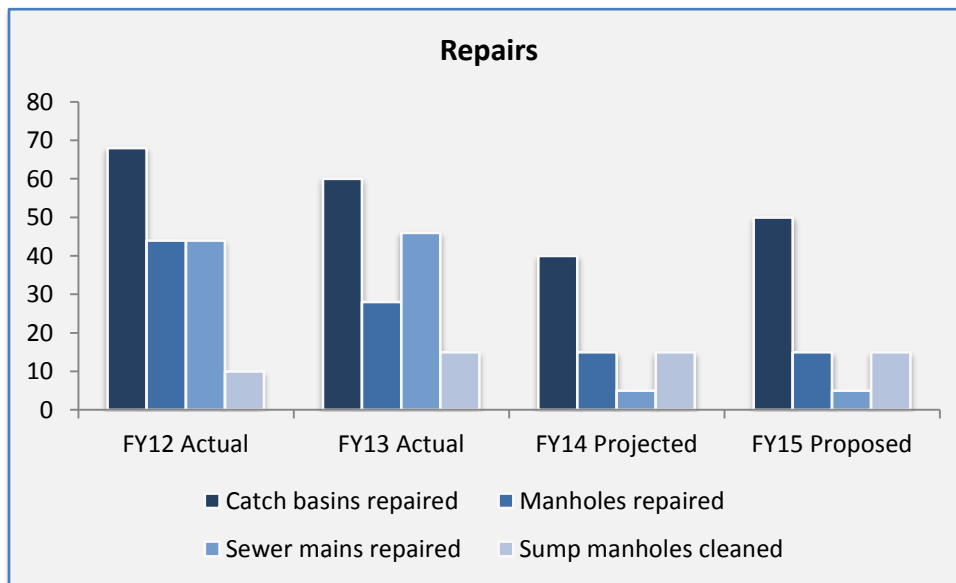
## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Performed heavy cleaning and TV inspection in Washington St. /Medford St. areas removing 220 tons of debris.
- Developed specs, awarded contract, and began design of sewer separation project to alleviate flooding at Cedar & Hall Streets.

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Public and private catch basins cleaned	2,600	2,600	2,600	2600
311 requests responded to	~500-600	~400-500	500	500
Catch basins repaired	68	60	40	50
Manholes repaired	44	28	15	15
Sewer mains repaired	44	46	5	5
Sump manholes cleaned	10	15	15	15



# SEWER

## GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
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	Slated for summer 2014
	Begin training in on-site plan reading	New for FY15
Evaluate the 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	Complete
	Clean and video inspect sewer and drainage system in Washington Street corridor	Complete
Illicit Discharge Detection and Elimination Program		
	Conduct a review of outfalls 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.	Ongoing
	Research and investigate a sewer lateral assistance program	Ongoing. 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	Ongoing
Improve capacity in existing combined sewer system		
	Clean/maintain sump manholes throughout the city	Ongoing
	Clean, line and replace approximately 6,000 LF of sewer and drainage as part of the East Broadway Improvement Project	Ongoing
	Begin updating available GIS data in an effort to complete a digital map of the sewer and drainage collection system	Ongoing
	Retrofit the Jet truck to aid in grease removal	New for FY15
	Purchase a root control agent to increase capacity	New for FY15

## BUDGET:

SEWER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
511000 SALARIES	77,541.11	94,554.00	99,462.00	
511004 SALARY CONTINGENCY	-	15,000.00	16,684.00	
511300 WAGES	188,546.07	200,945.00	200,911.00	
513000 OVERTIME	2,444.94	5,000.00	5,000.00	

# SEWER

SEWER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
513002 OVERTIME - LABOR	23,652.46	30,000.00	25,000.00	
514006 LONGEVITY	150.00	150.00	150.00	
514008 OUT OF GRADE-LABOR	2,331.36	1,500.00	3,000.00	
514009 LONGEVITY-LABOR	2,050.00	2,775.00	2,700.00	
514015 OTHER DIFFERENTIALS	5,789.57	7,801.00	7,887.00	
515012 PERFECT ATTENDANCE	100.00	-	-	
519004 UNIFORM ALLOWANCE	1,580.00	1,580.00	1,580.00	
519013 OTHER LUMP SUM PAYMENTS	5,547.00	-	-	
519015 AUTO ALLOWANCE	330.00	330.00	330.00	
<b>(640051) SEWER PERSONAL SERVICES</b>	<b>310,062.51</b>	<b>359,635.00</b>	<b>362,704.00</b>	<b>.8%</b>
524003 REPAIRS-VEHICLES	2,193.10	20,000.00	20,000.00	
524013 REPAIRS-TOOLS & EQUIPMENT	666.75	500.00	500.00	
527001 RENTAL - BUILDINGS	-	120,000.00	-	
527006 LEASE - PHOTOCOPIER EQUIP	4,313.64	4,314.00	4,361.00	
529003 RUBBISH REMOVAL	19,020.00	25,000.00	25,000.00	
529012 DISPOSAL C BASIN SPOILS	-	85,000.00	85,000.00	
530000 PROFESSIONL & TECHNCL SVC	70,807.91	125,000.00	450,000.00	
530008 EMPLOYEE TRAINING COURSES	450.00	900.00	1,300.00	
530018 POLICE DETAIL	59,832.82	60,000.00	60,000.00	
530026 BANK CHARGES	1,919.55	2,000.00	2,000.00	
534006 EXPRESS/FREIGHT	-	-	-	
542000 OFFICE SUPPLIES	479.56	500.00	500.00	
542001 PRINTING & STATIONERY	350.00	1,000.00	1,000.00	
542006 OFFICE FURN. NOT CAPITALIZ	-	2,500.00	-	
542009 TELECOM. EQUIP NOT CAPITAL	2,583.00	4,500.00	-	
543002 PLUMBING SUPPLIES	339.00	500.00	-	
543003 TOOLS	821.84	2,000.00	2,000.00	
543007 PAINT	168.00	1,000.00	1,000.00	
543011 HARDWARE & SMALL TOOLS	5,506.43	7,000.00	7,000.00	
548001 MOTOR GAS AND OIL	14,945.97	37,950.00	37,950.00	
548006 MOTOR PARTS & ACCESSORIES	488.80	10,000.00	10,000.00	
553000 PUBLIC WORKS SUPPLIES	-	500.00	-	
553001 SIGNS AND CONES	729.76	-	-	
553002 BITUMINOUS SUPPLIES	10,272.39	25,000.00	25,000.00	
553003 READY MIX CONCRETE	-	10,000.00	10,000.00	
553005 PIPE FITTINGS	-	20,000.00	20,000.00	
553006 MASONRY SUPPLIES	17,402.38	25,000.00	25,000.00	
553007 FOUNDRY PRODUCTS	8,178.82	25,000.00	25,000.00	

# SEWER

SEWER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
558006 UNIFORMS	1,442.09	1,500.00	-	
573000 DUES AND MEMBERSHIPS	-	500.00	-	
578007 REIMB OF LICENSES	120.00	200.00	330.00	
<b>(640052) SEWER ORDINARY MAINTENA</b>	<b>223,031.81</b>	<b>617,364.00</b>	<b>812,941.00</b>	<b>31.7%</b>
580010 CAPITAL PROJECTS/IMPROVE	(24,900.00)	150,000.00	200,000.00	
582003 BUILDING IMPROVEMENTS	-	25,000.00	10,000.00	
585000 EQUIPMENT	-	-	14,000.00	
585001 VEHICLES	(4,740.00)	-	-	
588002 STREET REPAIRS	-	75,000.00	75,000.00	
588007 SEWER CLEANING/REPAIRS	1,264,458.71	1,750,000.00	1,750,000.00	
<b>(640058) SEWER CAPITAL OUTLAY</b>	<b>1,234,818.71</b>	<b>2,000,000.00</b>	<b>2,049,000.00</b>	<b>2.4%</b>
591000 PRINCIPAL ON LNG TRM DEBT	588,627.63	746,043.00	736,111.00	
591500 INTEREST ON LTD	87,138.66	78,002.00	68,382.00	
<b>(640059) SEWER DEBT SERVICE</b>	<b>675,766.29</b>	<b>824,045.00</b>	<b>804,493.00</b>	<b>-2.4%</b>
523003 MWRA ASSESSMENT	13,887,278.00	14,695,056.00	14,857,731.00	
596010 INDIRECT COST SUBSIDY	498,323.00	498,323.00	498,323.00	
<b>(640060) SEWER SPECIAL ITEMS</b>	<b>14,385,601.00</b>	<b>15,193,379.00</b>	<b>15,356,054.00</b>	<b>1.1%</b>
<b>(6400) SEWER ENTERPRISE FUND</b>	<b>16,829,280.32</b>	<b>18,994,423.00</b>	<b>19,385,192.00</b>	<b>2.1%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
ACTING DIR. OF ENG.	MIGUEL, MELISSA	1,673.69	26,210.01	26,210.01
ASST DIR OF ENG.	VACANT	1,287.78	20,166.63	20,166.63
SR. CIVIL ENG.	LIBARDONI, RICHARD	1,365.62	21,385.61	22,337.08
JR CIVIL ENG	BELIZAIRE, PIERRE	1,061.19	16,618.24	17,564.44
GIS ANALYST	JOHNSON, KEITH	1,262.50	16,475.63	16,475.63
PUBLIC WORKS FOREMAN	HUSSEY, THERESA	1,331.22	47,923.92	73,415.13
		1,335.07	21,628.13	
SHMEO/CATCH BASIN CLEANER	ISCHIA, LOUIS	873.24	45,583.13	48,017.64
SHMEO/CATCH BASIN CLEANER	VACANT	834.45	43,558.29	42,010.86
SHMEO/CATCH BASIN CLEANER	DEVITA, ANTHONY	872.29	45,533.54	48,216.43

# WATER

**MISSION STATEMENT:**

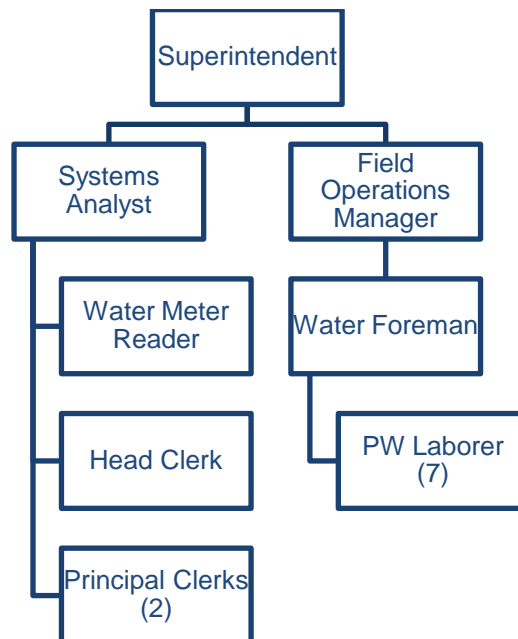
To maintain and improve the City’s potable water distribution system in order to ensure high quality and dependability in a fiscally responsible manner and using state of the art technology. The Department also ensures adequate fire protection flows throughout the system to ensure public safety.

ACCOUNT	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
PERSONAL SERVICES	926,388.86	1,024,268.00	995,032.00	-2.8%
ORDINARY MAINTENANCE	292,346.37	657,850.00	492,550.00	-25.1%
CAPITAL OUTLAY	1,560,385.98	2,412,000.00	2,275,000.00	-5.7%
DEBT SEVICE	1,840,310.81	1,841,246.00	1,723,935.00	-6.4%
SPECIAL ITEMS	6,774,955.00	7,059,218.00	7,505,521.00	6.3%
TOTAL ENTERPRISE FUND	11,394,387.02	12,994,582.00	12,992,038.00	0.02%

**CHANGES BETWEEN FY2014 AND FY2015:**

- Eliminated vacant meter reader position.
- Differences in salaries are due to negotiated collective bargaining agreements and merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

**DEPARTMENT ORGANIZATION:**





# WATER

## PREVIOUS YEAR REVIEW

### FY2014 ACCOMPLISHMENTS:

- Replaced 34 fire hydrants
- Repaired 33 water main leaks
- Repaired/replaced 70 water gate valves
- Flushed 161,730ft (30.6 miles) of water main

### PERFORMANCE METRICS:

MEASURE	FY12 ACTUAL	FY13 ACTUAL	FY14 PROJECTED	FY15 PROPOSED
Water mains replaced (feet)	1,000	2,000	6,600	3,350
Lead services replaced	87	65	23	25
Percent of bills based on actual readings	99.9%	99.9%	99.9%	99.9%
Conservation kits distributed	40	48	42	50
Critical consumption alerts on city property	N/A	5	17	15
Trainings attended	3	5	4	5
Gates repaired or replaced	50	95	50	50
Weeks gate exercising performed	6	23	20	20

### GOALS REVIEW:

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
Ensure clean, potable water is available to the City		
	Replace older water mains (FY15 goal 3,350 ft)	ONGOING
	Replace lead services for city pipes in conjunction with street reconstruction program	Ongoing
	Clean and line older water mains (FY15 goal 8,800 ft)	New for FY15
Provide exceptional customer service		
	Provide industry specific training for various water quality programs using best practices	Ongoing
	Train front office staff on MUNIS before implementation	New for FY15
	Train front office staff on AquaHawk alerting system to assist customers seeking to utilize the customer service interface	New for FY15
	Provide field staff with training focused on valve maintenance and trench safety	New for FY15
	Implement AquaHawk alerting service, enabling customers to access consumption data in near real-time	Ongoing; should roll-out before end of FY14.

# WATER

GOAL	STRATEGIC OBJECTIVE	STATUS (Complete, Incomplete, Ongoing, New for FY15)
	environment	
Support citywide environmental goals to reduce energy consumption		
	Distribute conservation kits and water conservation tips to customers	Ongoing
	Monitor water usage at city owned buildings once daily to detect leaks and reduce usage and unaccounted for water	Ongoing
	Distribute water conservation kits and tips to customers	Ongoing
	Monitor water usage at city owned properties once daily to detect leaks and reduce usage and unaccounted for water	Ongoing
	Reduce paper record keeping by developing paperless job orders with auto-notification and enhanced tracking to monitor performance metrics	New for FY15
Ensure ability to minimize impact during shut downs		
	Maintain a gate valve exercising program	Ongoing
	Repair/replace gate valves (up to 50 per year) as problems are detected during exercising program	Ongoing
Develop performance metrics of day-to-day operations		
	Devise tracking system for job orders, emergency calls, mark-outs, inspections, etc.	Complete
Increase public awareness of Water Department services		
	Update website with departmental forms, increased links to affiliated agencies, informational brochures	Ongoing; web page updated with all current forms and information
	Increase social media presence with assistance from City's New Media/ResiStat Coordinator	Ongoing
	Continue dialogue with 311 and Communications Departments, notifying them of emergency and planned field work that may impact constituents	Ongoing
	Assume responsibility for Water Department web page ensuring real-time updates	New for FY15
	Working with Communications Department, increase social media and online presence, utilizing these resources to market service of the Water Department	New for FY15

# WATER

## BUDGET:

WATER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
511000 SALARIES	493,284.05	526,813.00	494,401.00	
511004 SALARY CONTINGENCY	-	47,000.00	45,898.00	
511300 WAGES	291,362.36	323,997.00	331,540.00	
513000 OVERTIME	9,283.15	15,000.00	15,000.00	
513002 OVERTIME - LABOR	74,288.01	75,000.00	77,000.00	
514006 LONGEVITY	3,825.00	4,650.00	4,100.00	
514008 OUT OF GRADE-LABOR	2,569.45	7,500.00	5,000.00	
514009 LONGEVITY-LABOR	3,550.00	3,225.00	3,750.00	
514015 OTHER DIFFERENTIALS	9,270.22	14,923.00	13,433.00	
515012 PERFECT ATTENDANCE	800.00	-	-	
519004 UNIFORM ALLOWANCE	3,680.00	4,730.00	4,030.00	
519013 OTHER LUMP SUM PAYMENTS	33,138.36	-	-	
519015 AUTO ALLOWANCE	1,338.26	1,430.00	880.00	
<b>(600051) WATER PERSONAL SERVICES</b>	<b>926,388.86</b>	<b>1,024,268.00</b>	<b>995,032.00</b>	<b>-2.85%</b>
524003 REPAIRS-VEHICLES	-	2,500.00	2,500.00	
524013 REPAIRS-TOOLS & EQUIPMENT	393.37	2,500.00	2,500.00	
524017 R&M - OTHER EQUIPMENT	23,500.00	25,000.00	25,000.00	
524034 MAINT CONTRACT-OFFC EQUIP	312.52	1,000.00	1,000.00	
527001 RENTAL - BUILDINGS	-	130,000.00	-	
527018 POSTAGE MACHINE RENTAL	-	800.00	800.00	
529003 RUBBISH REMOVAL	14,470.00	35,000.00	35,000.00	
530000 PROFESSIONL & TECHNCL SVC	61,982.30	150,000.00	150,000.00	
530008 EMPLOYEE TRAINING COURSES	1,350.00	3,000.00	3,700.00	
530011 ADVERTISING	-	500.00	250.00	
530018 POLICE DETAIL	79,894.34	75,000.00	75,000.00	
530026 BANK CHARGES	945.44	1,200.00	1,200.00	
534003 POSTAGE	190.00	20,000.00	2,000.00	
534008 WEB SITE COSTS	10,000.00	24,000.00	15,000.00	
542000 OFFICE SUPPLIES	2,018.02	2,000.00	2,000.00	
542001 PRINTING & STATIONERY	22,025.51	42,500.00	42,500.00	
542005 OFFICE EQUIP NOT CAPITALIZ	475.00	3,000.00	3,000.00	
542006 OFFICE FURNITURE	-	2,500.00	2,500.00	
542009 TELECOM. EQUIP NOT CAPITAL	-	4,500.00	-	
543002 PLUMBING SUPPLIES	-	500.00	-	
543003 TOOLS	2,987.65	4,000.00	4,000.00	
543007 PAINT	540.00	1,500.00	1,500.00	
543011 HARDWARE & SMALL TOOLS	4,660.54	7,500.00	7,500.00	
545000 SUNDRY MAINT SUPPLIES	924.52	2,500.00	2,500.00	

# WATER

WATER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
546003 SAND/GRAVEL/LOAN	-	2,500.00	1,500.00	
548001 MOTOR GAS AND OIL	27,216.57	37,950.00	37,950.00	
548004 TIRES AND TUBES	2,977.94	3,000.00	3,000.00	
548006 MOTOR PARTS & ACCESSORIES	1,043.78	2,500.00	2,500.00	
551004 BOOKS	499.69	-	500.00	
553001 SIGNS AND CONES	492.00	1,000.00	1,000.00	
553002 BITUMINOUS SUPPLIES	10,271.09	25,000.00	25,000.00	
553003 READY MIX CONCRETE	-	12,500.00	12,500.00	
553004 LUMBER & WOOD PRODUCTS	1,927.40	2,000.00	2,000.00	
553007 FOUNDRY PRODUCTS	-	-	-	
558006 UNIFORMS	1,594.02	1,000.00	750.00	
569000 PAYMENTS TO STATE	18,050.86	28,000.00	25,000.00	
571000 IN STATE TRAVEL	-	100.00	100.00	
572000 OUT OF STATE TRAVEL	898.81	-	-	
573000 DUES AND MEMBERSHIPS	336.00	800.00	800.00	
578007 REIMB OF LICENSES	84.00	500.00	500.00	
578010 RECORDINGS	285.00	-	-	
<b>(600052) WATER ORDINARY MAINTENA</b>	<b>292,346.37</b>	<b>657,850.00</b>	<b>492,550.00</b>	<b>-25.1%</b>
580010 CAPITAL PROJECTS/IMPROVE	-	200,000.00	200,000.00	
582003 BUILDING IMPROVEMENTS	-	25,000.00	15,000.00	
585001 VEHICLES	(6,250.00)	-	-	
588002 STREET REPAIRS	(6,474.95)	500,000.00	350,000.00	
588005 SIDEWALK REPAIR - SOM AVE	(52,726.00)	-	-	
588501 WATER METERS & PARTS	38,130.67	57,000.00	70,000.00	
588502 HYDRANTS	21,777.34	20,000.00	25,000.00	
588503 LEAK DETECTION PROGRAM	-	15,000.00	20,000.00	
588504 PIPE FITTINGS	69,369.87	75,000.00	75,000.00	
588505 WATER SERVICE REPLACEMENT	1,484,241.53	1,500,000.00	1,500,000.00	
588508 WATER METER INSTALLATION	12,317.52	20,000.00	20,000.00	
<b>(600058) WATER CAPITAL OUTLAY</b>	<b>1,560,385.98</b>	<b>2,412,000.00</b>	<b>2,275,000.00</b>	<b>-5.7%</b>
591000 PRINCIPAL ON LNG TRM DEBT	1,640,012.05	1,671,675.00	1,572,269.00	
591500 INTEREST ON LTD	200,298.76	169,571.00	151,666.00	
<b>(600059) WATER DEBT SERVICE</b>	<b>1,840,310.81</b>	<b>1,841,246.00</b>	<b>1,723,935.00</b>	<b>-6.4%</b>
523003 MWRA ASSESSMENT	6,167,896.00	6,452,159.00	6,898,462.00	
596010 INDIRECT COST SUBSIDY	607,059.00	607,059.00	607,059.00	
<b>(600060) WATER SPECIAL</b>	<b>6,774,955.00</b>	<b>7,059,218.00</b>	<b>7,505,521.00</b>	<b>6.3%</b>

# WATER

WATER ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
<b>(6000) WATER ENTERPRISE FUND</b>	<b>11,394,387.02</b>	<b>12,994,582.00</b>	<b>12,992,038.00</b>	<b>-0.02%</b>

## PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
WATER SUPERINTENDENT	BARRETT, MARGUERITE	1,584.61	82,716.84	82,716.84
WATER/SEWER SYSTEMS ANALYST	ANGIULO, JEAN	1,261.39	65,844.53	65,844.53
FIELD OPERATIONS MANAGER	LAWHORNE, MARK	1,268.75	66,228.75	66,228.75
HEAD CLERK	BROWN, KIM	942.62	1,696.72	51,354.30
		961.46	48,457.58	
PRINCIPAL CLERK 1	MELARAGNI, PAMELA	894.21	46,677.76	47,877.76
PRINCIPAL CLERK - PC II	PEFINE, DARLENE	879.22	45,895.28	47,645.28
WATER METER READER	CUSACK, BARBARA	818.52	42,726.74	45,868.23
ACTING DIR. OF ENG.	MIGUEL, MELISSA	1,673.69	26,210.01	26,210.01
ASST DIR OF ENG.	VACANT	1,250.00	19,575.00	19,575.00
SR. CIVIL ENG.	LIBARDONI, RICHARD	1,365.62	21,385.61	22,337.08
TEMP JR CIVIL ENG	BELIZAIRE, PIERRE	1,061.19	16,618.24	17,564.44
GIS ANALYST	JOHNSON, KEITH	1,262.50	16,475.63	16,475.63
PV WATER FOREMAN	NOLAN, MARK	1,303.52	68,043.74	71,859.73
WFSHMEO/WSCFTSMN	QUINN, JOHN	923.13	48,187.39	50,956.71
SHMEO/WSMM/PWL	SYLVAIN, JUDE	860.66	44,926.45	47,389.57
SHMEO/PWL	VACANT	829.09	43,278.50	45,037.95
SHMEO/PWL	CAMPOS, LUCAS	850.56	44,399.23	46,695.18
HMEO/PWL	PACHECO, JASON	781.18	19,685.74	44,149.83
		823.77	22,241.79	
HMEO/PWL	KALIA, KRISHAN	781.18	40,777.60	42,455.60

# VETERAN'S MEMORIAL & FOUNDERS ICE RINKS

## REVENUE:

ICE RINK ENTERPRISE REVENUES	FY2013 ACTUAL	FY2014 BUDGET	FY2015 PROPOSED	% CHANGE
432000 FEES	377,421.75	482,676.00	604,000.00	
432001 ADVERTISING FEES	-	-	35,000.00	
436000 RENTAL INCOME	-	-	900.00	
437015 CONCESSION STAND FEES	-	-	9,000.00	
482000 INVESTMENT INCOME	-	-	-	
497001 TRANSFER FROM GEN FUND	-	-	150,000.00	
497002 TRANSFERS FROM SPEC REV	6,353.59	150,000.00	-	
FUNDING FROM RETAINED EARNINGS			14,271.00	
<b>(66004) TOTAL ICE RINK REVENUES</b>	<b>383,775.34</b>	<b>632,676.00</b>	<b>813,171.00</b>	<b>28.5%</b>

## BUDGET:

ICE RINK ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
511000 SALARIES	210,131.86	136,849.00	136,849.00	
512000 SALARIES & WAGES TEMPOR'Y	5,769.25	75,000.00	55,000.00	
<b>(660051) ICE RINK PERSONAL SERVICES</b>	<b>215,901.11</b>	<b>211,849.00</b>	<b>191,849.00</b>	<b>-9.4%</b>
521001 ELECTRICITY	201,796.80	264,583.00	215,500.00	
521002 NATURAL GAS	52,989.80	63,000.00	75,000.00	
523000 NON-ENERGY UTILITIES	2,330.58	2,500.00	2,500.00	
524002 R&M - REC	2,294.84	2,500.00	2,500.00	
524013 R&M - TOOLS & EQUIPMENT	594.20	1,000.00	1,000.00	
530000 PROFESSIONAL & TECHNCAL	15,914.74	15,000.00	15,000.00	
530011 ADVERTISING	-	-	-	
540000 SUPPLIES	5,049.42	5,000.00	5,000.00	
545000 CUSTODIAL & MAINT SUPPLIES	-	3,000.00	3,000.00	
558006 UNIFORMS	1,078.44	1,500.00	1,500.00	
574000 INSURANCE PREMIUMS	23,567.00	54,000.00	31,500.00	
<b>(660052) ICE RINK ORDINARY MAINTEN</b>	<b>305,615.82</b>	<b>412,083.00</b>	<b>352,500.00</b>	<b>-14.5%</b>
582001 NEW BUILDING CONSTRUCTION	(33,638.28)	-	-	
582003 BUILDING IMPROVEMENTS	(15,291.00)	-	-	
<b>(660058) ICE RINK CAPITAL OUTLAY</b>	<b>(48,929.28)</b>	<b>-</b>	<b>-</b>	
591000 PRINCIPAL ON LNG TRM DEBT	-	-	168,256.00	
591500 INTEREST ON LTD	-	-	99,782.56	
592500 INTEREST ON NOTES-BAN	-	57,118.00	-	
<b>(660059) ICE RINK DEBT SERVICE</b>	<b>-</b>	<b>57,118.00</b>	<b>268,038.56</b>	<b>369.3%</b>

## VETERAN'S MEMORIAL & FOUNDERS ICE RINKS

ICE RINK ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
596010 INDIRECT COST SUBSIDY	6,209.00	6,209.00	-	
<b>(660060) ICE RINK SPECIAL ITEM</b>	<b>6,209.00</b>	<b>6,209.00</b>	-	<b>-100.0%</b>
<b>TOTAL ICE RINK ENTERPRISE FUND</b>	<b>478,796.65</b>	<b>687,259.00</b>	<b>812,387.56</b>	<b>18.2%</b>

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
RECREATION FACILITIES MANAGER	HOGAN, MICHAEL	1,300.00	67,860.00	67,860.00
ASST. RECREATION FACILITIES MANAGER	CURLEY, JOHN	1,099.40	57,388.54	37,009.87
RINK LABORER	PACHECO, RICHARD	693.27	36,188.82	36,188.82

# DILBOY FIELD

## REVENUE:

DILBOY FIELD ENTERPRISE REVENUES	FY2013 ACTUAL	FY2014 BUDGET	FY2015 PROPOSED	% CHANGE
432000 FEES	147,000.00	170,000.00	170,000.00	
432001 ADVERTISING FEES	-	-	27,750.00	
437015 CONCESSION STAND FEES	-	-	1,250.00	
482000 INVESTMENT INCOME	-	-	-	
497001 TRANSFER FROM GEN FUND	29,395.00	-	-	
<b>(65004) TOTAL DILBOY REVENUE</b>	<b>176,395.00</b>	<b>170,000.00</b>	<b>199,000.00</b>	<b>17.1%</b>

## BUDGET:

DILBOY FIELD ENTERPRISE FUND	FY2013 ACTUAL	FY2014 BUDGET	FY2015 APPROVED	% CHANGE
512000 SALARIES & WAGES TEMPOR'Y	119,056.00	105,000.00	105,000.00	
<b>(650051) DILBOY FIELD PERSONAL SERV</b>	<b>119,056.00</b>	<b>105,000.00</b>	<b>105,000.00</b>	<b>0.0%</b>
521001 ELECTRICITY	22,998.26	86,000.00	90,000.00	
524013 R&M - TOOLS & EQUIPMENT	-	-	-	
530000 PROFESSIONAL & TECHNICAL	597.00	-	-	
540000 SUPPLIES	4,000.00	4,000.00	4,000.00	
558005 RECREATION SUPPLIES	664.37	-	-	
<b>(650052) DILBOY FIELD ORDINARY</b>	<b>28,259.63</b>	<b>90,000.00</b>	<b>94,000.00</b>	<b>4.4%</b>
<b>(6500) TOTAL DILBOY FIELD</b>	<b>147,315.63</b>	<b>195,000.00</b>	<b>199,000.00</b>	<b>2.1%</b>



## 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		
	FY2014	FY2015
CABLE TELECOMMUNICATIONS	\$820,099	\$855,904
SOMERSTREETS	\$5,000	\$3,000
CONSERVATION	\$2,000	\$2,000
PLANNING AND ZONING	\$28,000	\$28,000
COUNCIL ON AGING	\$130,000	\$130,000
ENVIRONMENTAL - COMPOST BINS	\$5,000	\$7,000
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
SPECIAL EVENTS REVOLVING	\$10,000	\$10,000

# REVOLVING FUNDS: CABLE TELECOMMUNICATIONS

## FUNDING SOURCE:

The Cable Telecommunications Revolving Fund is funded by cable franchise fees provided to the City of Somerville as provided by the Cable Franchise Agreements with RCN and Comcast as stipulated by the federal Cable Communications Policy Act.

## ESTABLISHED PURPOSE:

Payment of salaries, professional and technical services, and equipment for the following purposes: Program and administer the City's two municipal cable television channels; regulate the license agreements with COMCAST and RCN; promote and support city events; communicate information to the public about city programs, services, and events, via print and electronic media; design and maintain the City's website for public information purposes.

## RECEIPTS CREDITED:

Cable Franchise Fees

## AUTHORIZED OFFICER:

Director of Communications

## FY2015 NOTES:

- This budget includes a one-time allocation of \$135,000 being carried over from FY2014 for a full redesign of the website to among other needed updates will ensure ADA accessibility, improve access to information, and ensure usability on mobile devices.
- This budget also includes an increase of \$12,750 to cover additional staff and freelance hours for the part-time SomerViva immigrant outreach program, and includes decreases elsewhere to offset this investment in this high-demand program.
- Differences in salaries are due to merit increases for non-union salaries based on annual performance reviews as outlined by the 2013 Collins Center guidelines.

## CABLE TELCO BUDGET:

CABLE TELCO		FY2014 BUDGET	FY2015 APPROVED	% CHANGE
511000	SALARIES	464,666	476,948	
512000	SALARIES & WAGES TEMPORARY	9,240	21,990	
515000	FRINGE BENEFITS	44,453	45,295	
519000	OTHER PERSONAL SERVICES	0	1,250	
519013	PERSONAL SERVICES CONTINGENCY	0	0	
<b>TOTAL PERSONAL SERVICES</b>		<b>518,359</b>	<b>545,484</b>	<b>5.2%</b>
524000	REPAIRS AND MAINTENANCE	21,825	21,500	
527015	RENTALS A/V	1,050	995	
530000	PROFESSIONAL & TECHNICAL SERVICES*	233,513	252,139	
530008	EMPLOYEE TRAINING COURSES	3,500	3,500	

## REVOLVING FUNDS: CABLE TELECOMMUNICATIONS

530010	LEGAL SERVICES	15,000	7,000	
530011	ADVERTISING	600	600	
534011	LICENSING FEES	2,500	3,500	
540000	COMMUNITY EVENTS SUPPLIES	4,900	1,000	
542000	OFFICE SUPPLIES	1,575	2,475	
542001	PRINTING & STATIONERY	3,566	3,500	
549000	FOOD & REFRESH	1,200	1,200	
551010	AUDIO VISUAL SUPPLIES	9,000	9,000	
558004	MAG/NEWS	1,481	1,481	
571000	IN STATE TRAVEL	100	200	
573000	DUES AND MEMBERSHIPS	1,730	2,130	
578015	AWARDS	200	200	
<b>TOTAL ORDINARY MAINTENANCE</b>		<b>301,740</b>	<b>310,420</b>	<b>2.9%</b>
<b>TOTAL TELECOMMUNICATIONS BUDGET</b>		<b>820,099</b>	<b>855,904</b>	<b>4.4%</b>

### CABLE TELCO PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
EXECUTIVE DIRECTOR	TAYLOR, DENISE	1,900.00	99,179.83	99,179.83
DEPUTY DIR. OF COMMUNICATIONS	ROSSETTI, JACLYN	1,236.28	64,533.77	64,533.77
CABLE MANAGER	DECARLO, STEVEN	1,255.27	65,524.90	65,524.90
SENIOR PROGRAM DIRECTOR	WOOD, GEORGE	1,143.80	59,706.23	59,706.23
YOUTH ARTS COORDINATOR	DEL PONTE, JAMES	1,338.80	69,885.58	69,885.58
JR. PROGRAM DIRECTOR	CONSTANTINE, JOSEPH	1,030.22	53,777.69	53,777.69
WEB MASTER	MOORE, DAN	961.54	50,192.39	50,192.39
COMMUNITY RELATIONS DIRECTOR	CAMPBELL HEGARTY, CARLENE	1,402.26	73,197.97	14,147.79

## SPECIAL REVENUE FUND: COMMUNITY PRESERVATION ACT FUND

The Community Preservation Act (CPA) Fund was established after the voters of Somerville adopted the CPA (M.G.L. Ch. 44b) by an astounding margin of 76% in November 2012. The CPA creates a new funding source for the City to invest in historic preservation, affordable housing, and open space and recreation projects. Key annual revenue sources for the Fund include a 1.5% surcharge on net property taxes, discretionary appropriations into the Fund by the City, and matching funds from the state. State matching funds are distributed in November of each year and match total local funding (surcharge revenue and City appropriation) for the previous fiscal year. Somerville will receive its first distribution in FY15, which will match FY14 local revenue. If approved, the request submitted to the Board of Aldermen to appropriate \$1,355,671 into the CPA Fund will maximize the matching funds the City receives from the state.

The Community Preservation Committee is responsible for implementing the CPA in Somerville, by working with the community to establish priorities for how CPA funding should be spent and making recommendations to the Board of Aldermen for specific projects to receive funding. The Committee also submits an annual budget to the Board of Aldermen which is determined in large part by the enabling state CPA legislation. In particular, the legislation allows communities to devote up to 5% of estimated annual CPA revenue to the administrative and operating expenses of the Committee. The salary of the Community Preservation Act Manager, who carries out all work related to the Act and the Committee, accounts for the majority of these expenses.

### FUND REVENUE:

REVENUE	FY14 ESTIMATED	FY14 THRU MAY 29	FY15 ESTIMATED	% CHANGE
SURCHARGE REVENUE	1,150,000	1,316,187	1,316,187	14.5%
CITY APPROPRIATION	0	1,355,671 (requested)	0	0%
ESTIMATED STATE MATCH OF PREVIOUS YEAR'S SURCHARGE REVENUE & CITY APPROPRIATION	0	0	662,621	N/A
<b>TOTAL</b>	<b>1,150,000</b>	<b>2,671,858</b>	<b>1,978,808</b>	<b>72%</b>

### BUDGET:

COMMUNITY PRESERVATION ACT FUND	FY2014 BUDGET	FY14 THRU MAY 29	FY2015 APPROVED	% CHANGE
ADMIN AND OPERATING EXPENSES OF COMMITTEE (5% OF ESTIMATED REVENUE)	57,500	54,231	98,940	72%

### PERSONNEL LIST:

POSITION	NAME	CURRENT BASE	FISCAL YEAR BASE	TOTAL
COMMUNITY PRESERVATION ACT MANAGER	MONEA, EMILY	1,471.16	76,794.35	61,435.48

# APPENDIX A-PERSONNEL CHART

Department	FY10	FY11	FY12	FY13	FY14	FY15	DIFFERENCE FY14-FY15
General Government							
Executive	5	5	5	5	5	5	-
SomerStat	5	5	5	7	5.15	5.15	-
Capital Projects	3	0	0	3	5	5	-
Somerville Promise Alliance	0	1.25	1.25	1.25	1.25	1.25	-
Council on Aging	5	5	5	5	6.5	6.5	-
Arts Council	2	2	2	2.5	4	4	-
Constituent Services	13	13	13	12	13	12.5	-0.5
Sustainability & Environment	2	2	2	2	2	2	-
Communications	1	1	1	1	4.5	6	1.5
Personnel	5.5	4.5	4	6.75	10.75	10.75	-
Information Technology	8	8	8	8	8	9	1
Elections	4	3	4	4	4	4	-
Veteran's Services	2	2	2	2	2	2	-
Treasurer	10.75	10.75	11	11	11.5	11.5	-
Auditing	13	13	13	13	10	11	1
Purchasing	5	5	5	6	6	6	-
Assessors	10	8	8	8	8	8	-
Internal Control	1	0	1	0	0	0	-
Grants Management	1.75	1.75	1.75	1.75	1.75	2	0.25
City Clerk	6.5	6.5	6.5	7	7	7	-
Law	7	7.25	7.25	7.25	7.25	8.25	1
OSPCD Administration	2.39	2.39	2	2.72	2.28	3.22	0.94
OSPCD Transportation	1.78	2.28	2.28	2.13	2.43	3.6	1.17
OSPCD Planning & Zoning	4.5	4.5	4	7	7.5	9	1.5
OSPCD Housing	0.35	0.35	0.35	1.35	1.62	3.4	1.78
OSPCD Economic Develop	2.98	2.98	2.98	1.29	2.59	3	0.41
OSPCD ISD	18	16	17	18	24	27	3
Emergency Management	0.5	0.5	0.5	0.5	0.5	0.5	-
Fire Department	156	156	157	157	157	158	1
Fire Alarm	10	9	9	9	9	10	1
Police Department	139	137	141.5	144	144	144	-
E-911	14	14	14	14	14	14	-
Animal Control	1.5	1.5	1.5	2	2	2	-
Traffic & Parking	54	53.5	49.5	50	50	50	-
Board of Health	20.6	22.25	22.5	22.5	24.5	26.5	2
Library	28	27	27	28	28	28	-

## APPENDIX A-PERSONNEL CHART

Department	FY10	FY11	FY12	FY13	FY14	FY15	DIFFERENCE FY14-FY15
Recreation & Youth	7.5	4	4	6	6	5	-1
DPW Administration	9.3	10	10	9	9	9	-
DPW Electrical	5	5	5	5	4	4	-
DPW Engineering	1.2	1.2	1.2	1.6	2.1	2.1	-
DPW Highway	32	31	31	34	35	35	-
DPW Buildings & Grounds	33	33	34	33	33	32	-1
DPW School Custodians	55	32	32	32	32	32	-
DPW Weights & Measures	1	1	1	1	1	1.4	0.4
<b>CITY TOTAL</b>	<b>708.1</b>	<b>670.45</b>	<b>675.06</b>	<b>695.59</b>	<b>714.17</b>	<b>729.62</b>	<b>15.45</b>
Administrators	53.5	54.1	53.1	54.1	54.1	57.1	
Teachers	461.7	468.8	469.8	470	480	489	
Paraprofessionals	122	125.8	127.8	139.2	146.2	148.2	
Clerical	43	43.4	43.4	43.5	42.5	42.5	
Food Services	42.8	38.8	38.8	39.2	39.2	39.2	
Other	100.3	111.9	111.9	145.6	146.2	147.8	
<b>SCHOOL TOTAL</b>	<b>823.3</b>	<b>842.8</b>	<b>844.8</b>	<b>891.6</b>	<b>908.2</b>	<b>923.8</b>	<b>15.6</b>
<b>GRAND TOTAL</b>	<b>1531.4</b>	<b>1513.25</b>	<b>1519.86</b>	<b>1587.19</b>	<b>1622.37</b>	<b>1653.42</b>	<b>31.05</b>

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

## APPENDIX B-FINANCIAL POLICIES

- 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 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.



## APPENDIX B-FINANCIAL POLICIES

- 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.

### 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

## APPENDIX B-FINANCIAL POLICIES

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

## APPENDIX B-FINANCIAL POLICIES

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.

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

# APPENDIX B-FINANCIAL POLICIES

## 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 principles (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 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

## APPENDIX C-BASIS OF ACCOUNTING AND BUDGETING

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.

Supplemental appropriations to the adopted budget may be made with the approval of the Mayor and the Board of Aldermen until such time the City files the Tax Rate Recapitulation Sheet with the Massachusetts Department of Revenue. The Tax Rate Recapitulation Sheet reflects the total revenues a community must raise through taxation and other sources to fund local appropriations. The recapitulation sheet is submitted to the state DOR by the Board of Assessors and upon its approval, the community may issue its property tax bills.

Interdepartmental transfer of funds between city departments may be made with the approval of the Mayor and the Board of Aldermen at any point throughout the fiscal year.

# APPENDIX D-BUDGET CALENDAR

FY15 Budget Timeline	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 Update sharepoint website with Departmental PS spreadsheets, explain Budget Timeline at the Department Head Meeting																								
2 Update FY15 Operating Budget Manual and distribute to Dept Heads																								
4 Mayor/Labor Team/Finance to discuss Out Contracts and determine appropriate Salary Contingency																								
5 Mayor/Finance/Labor Team to meet with School Superintendent regarding School Budget and Labor Negotiations																								
7 Online budget simulation promoted and responses received																								
8 Departmental Personal Services spreadsheets due from Dept. Heads																								
9 Departmental draft Goals and Narratives due																								
10 Community Budgeting Meetings																								
11 Departmental Ordinary Maintenance budget spreadsheets and new budget requests (via the Program Improvement Request forms) due																								
12 SomerStat and Mayor's Office to Review Goals & Narratives and schedule follow up meetings with Depts.																								
13 Revolving Funds & Enterprise Funds budget spreadsheets due																								
14 Budget Team to Meet with Departments to Review Program Improvement Requests and Revenue Projections																								
15 Departmental Revenue Projections due																								
16 Finalized goals & narratives are due from departments																								
18 Initial budget sent to Mayor																								
19 Review and Finalize Budget with Mayor's Office																								
20 Budget finalized-no budget number changes after April 30th																								
21 Quality control/review on budget doc																								
22 Budget sent to the printer																								
23 Budget doc disseminated to Aldermen & public																								
24 School Committee Budget Hearing																								
25 City Budget submitted and Mayor's presentation																								
26 Budget Hearings																								
27 Budget Passed																								



# APPENDIX E-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. The Fund Balance of the General Fund at June 30, 2014 was \$46,535,247.

**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. Retained Earnings for the Enterprise Funds totaled \$6,201,586 at June 30, 2014.

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.
- 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.

## APPENDIX E-FUND DESCRIPTIONS

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.

The total Fund Balance of all Special Revenue Funds at June 30, 2014 was \$14,199,839.

**Stabilization Funds:** The City has a total of fourteen 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. The total Stabilization Fund Balances at June 30, 2014 was \$15,495,452.

### 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 F-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. Important questions raised in the process include: Does the request reflect an interdepartmental planning

## APPENDIX F-CAPITAL INVESTMENTS

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
- Alleviation of an overtaxed/overburdened situation

### SOURCES OF FUNDING

## APPENDIX F-CAPITAL INVESTMENTS

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).
- 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.

## APPENDIX F-CAPITAL INVESTMENTS

- 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

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”

## APPENDIX F-CAPITAL INVESTMENTS

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 30<sup>th</sup> 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.

## APPENDIX F-CAPITAL INVESTMENTS

Project	FY15	FY16	FY17	FY18	TOTAL THRU FY21
515 Somerville Ave Acquisition	\$4,875,000				\$4,875,000
Street/Sidewalk Repairs	\$1,700,000	\$1,700,000	\$1,700,000	\$1,700,000	\$14,369,051
Union Square Streetscape & Utility Improvement	\$2,000,000	\$10,640,000	\$5,680,000	\$16,080,000	\$35,400,000
SHS Feasibility Study	\$2,000,000				\$2,000,000
SHS Design and Architecture				\$6,000,000	\$12,000,000
Streetlight LED Conversion	\$1,500,000				\$1,500,000
Union Square Phase I additional costs	\$1,500,000				\$1,500,000
Beacon Street Reconstruction	\$1,451,000				\$1,451,000
DPW Vehicles	\$1,250,000	\$750,000	\$750,000	\$500,000	\$4,250,000
ADA Curb Ramps, Sidewalks & Accessible Pedestrian Signals	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,500,000
Nunziato Field Improvements	\$500,000				\$500,000
Boathouse Renovation	\$500,000	\$2,500,000			\$3,000,000
Accessibility Improvements - Public Buildings & Communication	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000
Tree Planting	\$500,000	\$400,000	\$500,000	\$500,000	\$2,800,000
Assembly Urban Renewal Plan	\$500,000				\$500,000
Highland Ave Fire Station Renovation (Engine 7)	\$500,000	\$2,000,000			\$2,500,000
MUNIS Payroll/HRIS	\$490,000				\$490,000
Cap Proj/ISD/IT/T&P/Fire Vehicles - with GPS	\$470,000				\$470,000
Central Broadway Streetscape	\$400,000	\$2,400,000	\$6,400,000	\$4,000,000	\$13,400,000
Conway Retaining Wall	\$400,000				\$400,000
IT Virtualization	\$400,000				\$400,000
Citywide Mobility Plan	\$400,000				\$400,000
Hubway Bicycle Share (6 New Stations)	\$400,000				\$400,000
Draw Seven Park	\$350,000	\$3,500,000			\$3,850,000
Lincoln Park & Argenziano Field	\$325,000	\$2,200,000			\$2,525,000
City Hall Renovations	\$300,000	\$3,000,000			\$3,300,000
Powderhouse Rotary Signal Equipment	\$300,000				\$300,000
Otis Park Renovation	\$280,000				\$280,000
Hybrid Refuse Trucks (2) - DPW	\$260,000				\$260,000
Priority Bike/Pedestrian Upgrades	\$250,000	\$250,000	\$250,000	\$250,000	\$1,250,000



## APPENDIX F-CAPITAL INVESTMENTS

Capuano Field Lighting	\$185,000				\$185,000
Gilman Square Station Area Plan Implementation	\$150,000				\$150,000
Combined Emergency Dispatch System	\$134,741				\$134,741
SHS North Wall leakage repair	\$100,000	\$1,000,000			\$1,100,000
Healey School Playground	\$100,000	\$1,000,000			\$1,100,000
Electric DPW Vehicles & Charging Stations	\$85,000				\$85,000
Priority Corridor Lighting	\$80,000	\$1,000,000			\$1,080,000
Winter Hill Neighborhood Plan Implementation	\$75,000				\$150,000
Engine 7 Roof Replacement	\$75,000				\$75,000
Brown School Playground	\$30,000	\$300,000			\$330,000
Davis Square Streetscape Improvements	\$64,300	\$2,000,000	\$5,000,000	\$3,000,000	\$10,126,300
Wayfinding (Street Signage)	\$225,000	\$675,000			\$900,000
Civic Center Block Acquisitions			\$2,500,000		\$2,500,000
Roof Reinforcement on SCAT Building and Arts Beacon		\$540,000			\$540,000
Central Hill/City Hall Concourse Park		\$200,000	\$2,800,000		\$3,000,000
Skateboard Park		\$150,000	\$850,000		\$1,000,000
East Branch Library Remodel		\$2,700,000			\$2,700,000
Teele Square Fire Station (Engine 6) Renovation		\$1,000,000	\$2,000,000		\$3,000,000
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	\$1,000,000	\$2,750,000
New Fire Station		\$15,000,000			\$15,000,000
New Police Station		\$250,000		\$1,500,000	\$15,250,000
Somerville High School Reconstruction					\$25,000,000
New Somerville Library Central Branch					\$32,000,000
ArtFarm		\$400,000			\$400,000
Fire Pumper Replacement			\$564,375		\$564,375
Police Cruiser Replacements		\$265,000			\$265,000
Brown School Landscape Redesign		\$50,000			\$50,000
Gilman Square Revitalization Plan		\$300,000			\$300,000

## APPENDIX F-CAPITAL INVESTMENTS

Winter Hill Revitalization Plan		\$500,000			\$500,000
Brickbottom Revitalization Plan		\$300,000			\$300,000
Kennedy School Playground		\$500,000			\$500,000
Corbett McKenna Playground		\$300,000			\$300,000
<b>Total</b>	<b>\$26,605,041</b>	<b>\$60,028,800</b>	<b>\$32,494,375</b>	<b>\$38,530,000</b>	<b>\$249,214,267</b>

### 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.

	FY2015	FY2016	FY2017	FY2018	FY2019
<b>Total Actual, Projected &amp; Proposed Tax-Supported Debt Service</b>	10,480,953	10,373,165	12,009,105	13,292,729	17,018,587
<b>Incremental \$ Debt Service Increase Over Previous FY</b>	968,229	(107,788)	1,635,940	1,283,624	3,725,858
<b>Budgeted General Fund Expenditures (as in 5 year projection)</b>	203,458,136	211,479,897	220,761,540	230,188,295	242,694,285
<b>Net Actual, Projected &amp; Proposed Tax-Supported Debt Service as a % of General Fund Expenditures</b>	5.15%	4.91%	5.44%	5.77%	7.01%
<b>Total Actual Outstanding Principal</b>	72,594,873	65,484,250	58,232,127	52,601,504	48,125,881
<b>Total Projected Outstanding Principal</b>	81,481,873	90,983,250	110,336,127	164,733,504	192,751,881
<b>General Debt per Capita</b>	1033.98	1154.55	1400.13	2090.42	2445.97

### CAPITAL PLAN FINANCING STRATEGY

The City strives to expand its commercial tax base as a means to provide needed tax dollars to sustain and grow city services and implement the infrastructure improvements noted in the Ten year Capital Investment Plan. The City presents a robust Capital Plan with targeted investments in infrastructure enhancements with the goal of attracting new businesses and development.

## APPENDIX F-CAPITAL INVESTMENTS

In its Ten Year Operating Budget Forecast, the City has factored in substantial new commercial property tax revenue from new development in Union Square, Boynton Yards, Innerbelt, Brickbottom, and Green Line Extension (GLX) Comprehensive Planning Areas. New commercial property tax revenue will be the prime source of funding for General Fund Debt Service.

As demonstrated in the chart above, the City will exceed its 6% threshold in Fiscal Year 2019 if all of the planned projects are implemented as scheduled. Debt Service will increase by \$3.7 million in Fiscal Year 2019. The City plans to mitigate the rise in debt service by tapping a portion of the \$6 million in new building permit fees acquired in FY2015 from the Partners Health Care development at Assembly Square and build out of Block Six at Assembly Square by Federal Realty Investment Trust. The \$6 million in revenue was appropriated to the City's Stabilization Funds. Two new funds were created: The Facility Construction and Renovation Stabilization Fund and the Street Reconstruction Stabilization Fund. These two new funds, along with the existing Parks Stabilization and Capital Stabilization Funds, will be prime sources for debt service transfers to mitigate the rise in debt service for FY2019 and beyond. The addition of the \$6 million brings the total balance of the stabilization funds to over \$21 million.

It should be noted that the City expects substantial additional building permit revenue from other development areas in the next decade. The projected additional building permit revenue has been incorporated into the Ten Year Operating Budget Forecast. This additional revenue can in turn be appropriated to the Stabilization Funds to mitigate escalating debt service expenditures. The City has made a concerted effort over the past ten years to build up the Stabilization balances with the expectation of significant capital improvements needed in the FY2015-FY2025 time frame.

The designation of US2 as the Union Square Master Developer brings forward the possibility of a "public/private" partnership in the various infrastructure improvements in Union Square. Additionally, the City is considering a District Improvement Financing District for the Union Square area as a means to finance infrastructure improvements. The District Improvement Financing District at Assembly Square helped pave the way for significant capital investment at Assembly Square. The City hopes to do same in Union Square.

Another source of funds for the capital improvements is the Community Preservation Act. Adopted by the Somerville electorate in November 2012, the Community Preservation Act allows a 1.5% surcharge on net property taxes to fund the acquisition, creation, preservation, and support for affordable housing, historic preservation, open space, and outdoor recreation purposes. Distributions from the Commonwealth's Community Preservation Trust Fund match local funding on an annual basis, including surcharge revenue and dedicated additional municipal revenue. At present, over \$4.5 million is available to fund eligible projects. The City is presently engaged with the Community Preservation Committee to determine which projects on the Capital Improvements List may be funded with CPA revenues.

The City will continue its aggressive pursuit of federal and state funding which has resulted in \$80 million for transportation projects since 2007; \$2.3 billion for the Green Line Extension; and \$2 million for parks projects since 2011. Somerville continues to lobby the State Government for an increased allocation of Chapter 90 funds, a key source of street reconstruction and maintenance money.

Discussions are currently taking place regarding the feasibility of constructing a new police station, a new fire station, and the construction/rehabilitation of Somerville High School. Given the magnitude of the costs for these three proposed critical projects, a Proposition 2 ½ debt exclusion measure should be considered along with the other tools previously described. Proposition 2 ½ allows a community to raise funds for certain

## **APPENDIX F-CAPITAL INVESTMENTS**

purposes above the amount of its levy limit. A community can assess taxes in excess of its levy limit for the payment of debt service costs of capital projects for the life of the debt only. The debt exclusion requires approval by the voters by means of a ballot question.

## APPENDIX G-LONG TERM FINANCIAL FORECAST

	FY2016	FY2017	FY2018	FY2019	FY2020
<b>REVENUES:</b>					
<b>Real Estate &amp; Personal Property Taxes</b>	129,314,044	139,171,928	154,118,740	162,187,947	174,245,082
<b>Penalties &amp; Interest</b>	855,630	855,630	855,630	855,630	855,630
<b>Motor Vehicle &amp; Other Excise Taxes</b>	8,297,923	8,514,118	9,042,349	9,213,824	9,390,158
<b>Payments in Lieu of Taxes</b>	872,050	1,245,701	1,340,358	1,573,718	1,807,078
<b>Intergovernmental</b>	47,934,414	47,182,981	47,832,066	47,469,325	48,138,028
<b>Departmental Receipts</b>	7,850,071	8,395,004	8,222,092	6,653,163	9,726,524
<b>Investment Income</b>	205,000	210,000	220,000	230,000	240,000
<b>Fines &amp; Forfeits</b>	6,012,525	5,690,179	5,375,747	5,231,794	5,139,621
<b>Miscellaneous</b>	1,343,401	1,343,401	1,343,401	1,343,401	1,343,401
<b>TOTAL REVENUES</b>	<u>\$202,685,059</u>	<u>\$212,608,942</u>	<u>\$228,350,383</u>	<u>\$234,758,803</u>	<u>\$250,885,522</u>
<b>EXPENDITURES:</b>					
<b>General Government</b>	17,328,251	17,503,422	18,003,352	8,541,785	19,073,000
<b>Public Safety</b>	39,454,301	40,245,039	41,084,902	41,824,172	42,961,025
<b>Education</b>	63,333,061	66,499,714	69,824,700	73,315,935	76,981,732
<b>Public Works</b>	22,560,590	23,001,492	23,608,745	23,988,170	24,565,035
<b>Culture and Recreation</b>	2,903,224	2,951,632	3,009,228	3,063,645	3,141,082
<b>Pension Benefits</b>	13,494,739	14,202,984	14,645,781	15,104,267	14,993,701
<b>Employee Benefits</b>	25,962,315	27,878,380	29,942,843	32,698,579	35,740,072
<b>Claims and Judgments</b>	175,000	175,000	175,000	175,000	175,000
<b>State and County Charges</b>	13,736,625	14,011,357	14,291,584	14,577,416	14,868,964
<b>Debt Service</b>	10,398,790	12,035,371	13,319,651	17,046,182	19,809,342
<b>Other</b>	2,133,000	2,257,150	2,282,508	2,359,133	2,437,090
<b>TOTAL EXPENDITURES</b>	<u>\$211,479,897</u>	<u>\$220,761,540</u>	<u>\$230,188,295</u>	<u>\$242,694,285</u>	<u>\$254,746,043</u>
<b>OTHER FINANCING SOURCES:</b>					
<b>Parking Meter Receipts</b>	1,756,766	1,774,334	1,792,077	1,800,000	1,800,000
<b>Free Cash</b>	3,500,000	3,500,000	3,500,000	3,500,000	3,500,000
<b>Indirect Costs/ Enterprise</b>	1,138,543	1,172,700	1,207,881	1,244,117	1,281,441
<b>Overlay Surplus</b>	0	500,000	0	500,000	0
<b>Health Claims Trust</b>	1,357,250	1,357,250	1,357,250	1,357,250	1,357,250
<b>Mitigation Payments</b>			250,000	250,000	250,000
<b>TOTAL OTHER FINANCING SOURCES</b>	<u>\$7,752,559</u>	<u>\$8,304,283</u>	<u>\$8,107,208</u>	<u>\$8,651,367</u>	<u>\$8,188,691</u>
<b>PROJECTED SURPLUS/GAP:</b>	<u>\$(1,042,279)</u>	<u>\$151,685</u>	<u>\$6,269,296</u>	<u>\$715,885</u>	<u>\$4,328,170</u>

## APPENDIX G-LONG TERM FINANCIAL FORECAST

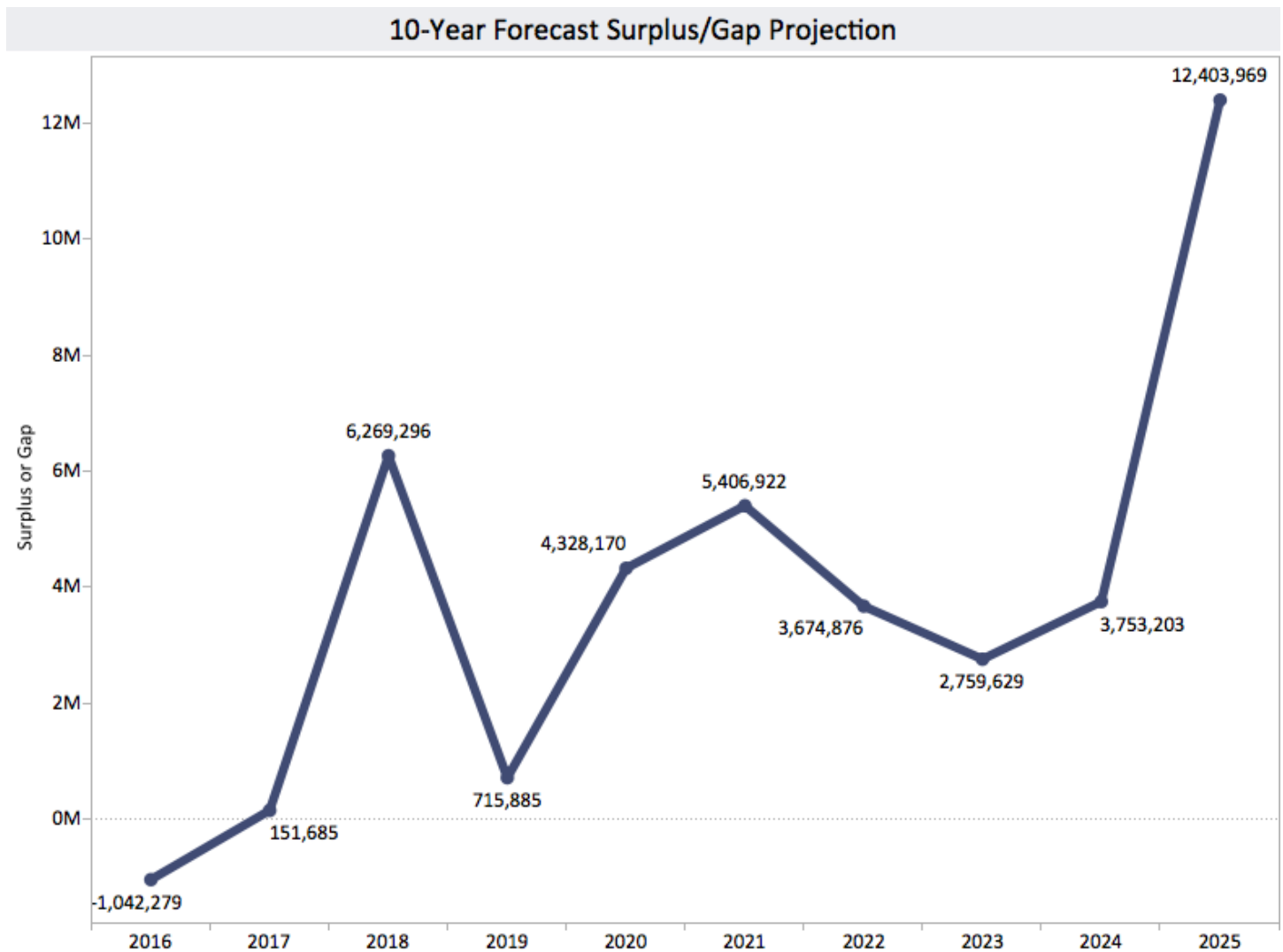
	FY2021	FY2022	FY2023	FY2024	FY2025
REVENUES:					
<b>Real Estate &amp; Personal Property Taxes</b>	188,249,489	198,943,612	209,749,105	225,988,930	244,543,491
<b>Penalties &amp; Interest</b>	855,630	855,630	855,630	855,630	855,630
<b>Motor Vehicle &amp; Other Excise Taxes</b>	9,571,545	9,758,188	9,950,296	10,148,089	10,351,793
<b>Payments in Lieu of Taxes</b>	1,841,437	1,876,570	1,912,492	1,949,223	1,986,781
<b>Intergovernmental</b>	48,816,762	48,370,185	49,069,434	49,480,375	50,200,758
<b>Departmental Receipts</b>	6,624,528	6,622,562	6,620,804	6,619,250	6,617,895
<b>Investment Income</b>	250,000	260,000	270,000	280,000	290,000
<b>Fines &amp; Forfeits</b>	5,049,190	4,960,469	4,873,422	4,788,016	4,709,218
<b>Miscellaneous</b>	1,343,401	1,343,401	1,343,401	1,343,401	1,343,401
<b>TOTAL REVENUES</b>	<u>262,601,983</u>	<u>272,990,617</u>	<u>284,644,584</u>	<u>301,452,913</u>	<u>320,898,966</u>
EXPENDITURES:					
<b>General Government</b>	19,553,917	19,857,945	21,539,087	21,811,327	22,261,093
<b>Public Safety</b>	44,106,250	45,327,616	46,615,355	47,877,313	49,124,177
<b>Education</b>	80,830,818	84,872,359	89,115,977	93,571,776	98,250,365
<b>Public Works</b>	25,082,108	25,690,509	26,235,569	26,789,518	27,357,919
<b>Culture and Recreation</b>	3,212,558	3,293,650	3,368,595	3,445,619	3,524,781
<b>Pension Benefits</b>	15,134,818	15,641,162	16,174,488	16,321,525	16,966,691
<b>Employee Benefits</b>	38,095,016	40,966,499	44,055,354	47,389,417	50,988,361
<b>Claims and Judgments</b>	175,000	175,000	175,000	175,000	175,000
<b>State and County Charges</b>	15,166,343	15,469,670	15,779,064	16,094,645	16,416,538
<b>Debt Service</b>	22,048,923	23,690,796	23,597,101	24,752,232	24,466,320
<b>Other</b>	2,516,444	2,597,266	2,679,630	2,713,612	2,749,294
<b>TOTAL EXPENDITURES</b>	<u>265,922,195</u>	<u>277,582,472</u>	<u>289,335,219</u>	<u>300,941,983</u>	<u>312,280,539</u>
OTHER FINANCING SOURCES:					
<b>Parking Meter Receipts</b>	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
<b>Free Cash</b>	3,500,000	3,500,000	3,500,000	0	0
<b>Indirect Costs/ Enterprise</b>	1,319,884	1,359,480	1,400,265	1,442,273	1,485,541
<b>Overlay Surplus</b>	500,000	0	500,000	0	500,000
<b>Health Claims Trust</b>	1,357,250	1,357,250	0	0	0
<b>Mitigation Payments</b>	250,000	250,000	250,000	0	0
<b>TOTAL OTHER FINANCING SOURCES</b>	<u>8,727,134</u>	<u>8,266,730</u>	<u>7,450,265</u>	<u>3,242,273</u>	<u>3,785,541</u>
PROJECTED SURPLUS/GAP:	<u>\$5,406,922</u>	<u>3,674,876</u>	<u>2,759,629</u>	<u>3,753,203</u>	<u>12,403,969</u>

# APPENDIX G-LONG TERM FINANCIAL FORECAST

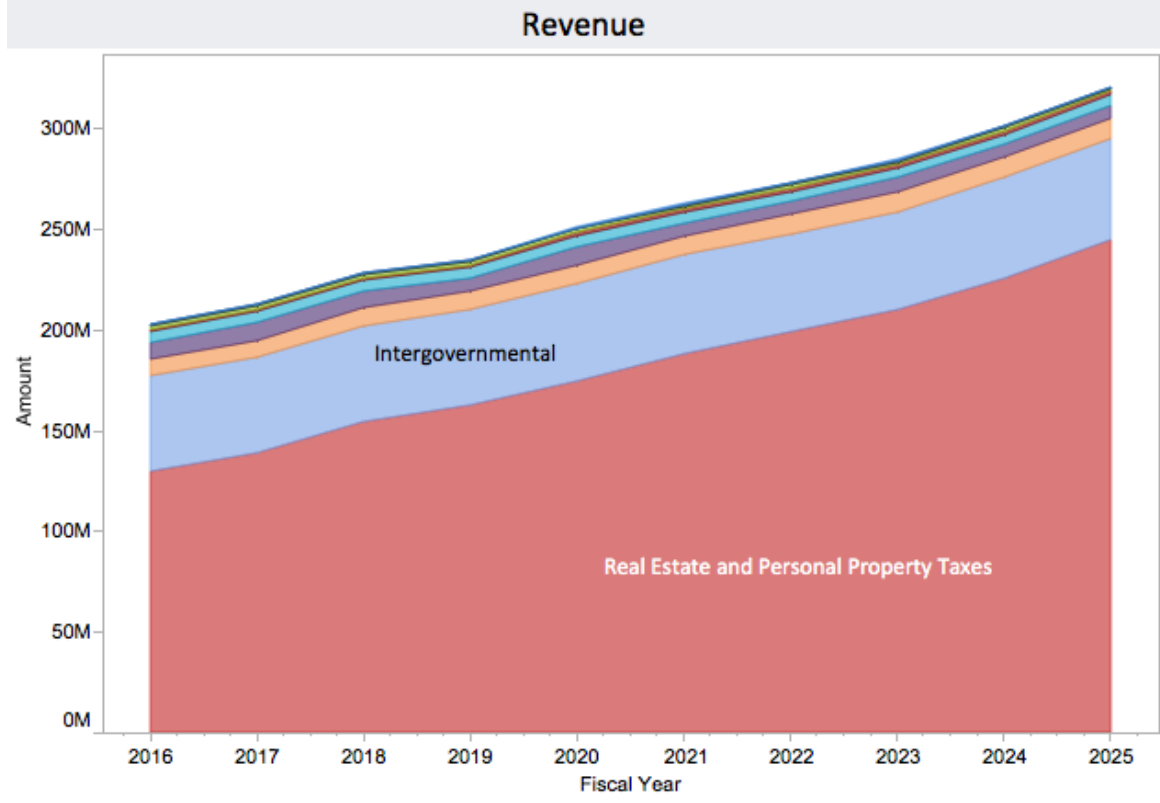
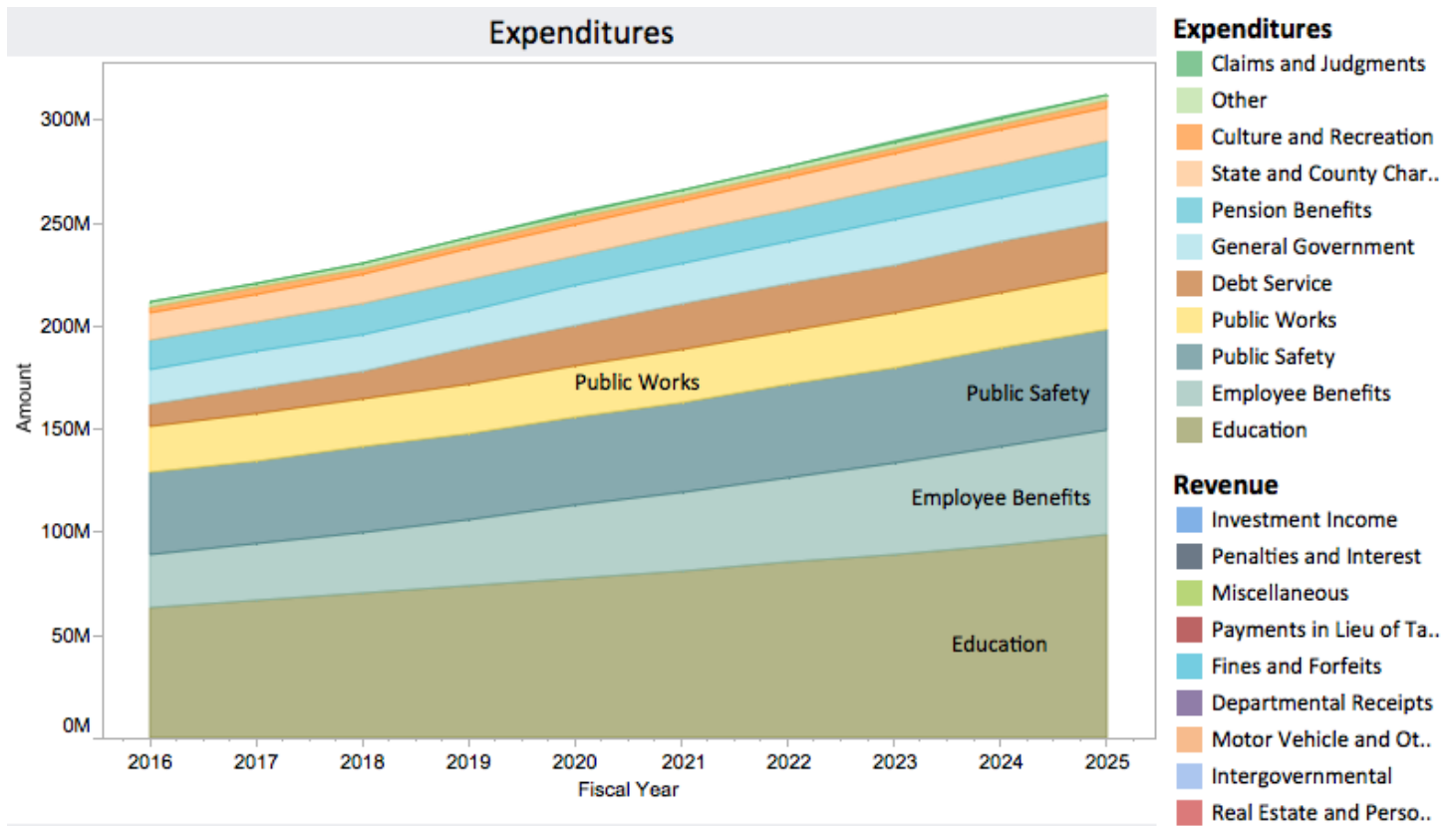
The table on the previous page summarizes the City’s 10 -year Operating Budget Forecast. As with all long-term forecasts, estimates are made with the best information available. Actual results could be significantly different than what is projected.

Our forecast assumes a “level-service” approach; meaning that all operating budget programs will continue at their existing level of service—no additions or eliminations. The forecast incorporates projected new economic development and the capital projects from the Ten Year Capital Investment Program.

The following pages illustrate a graphical representation of the table. As shown, the City expects an operating surplus based on current assumptions for fiscal year 2017 going forward.



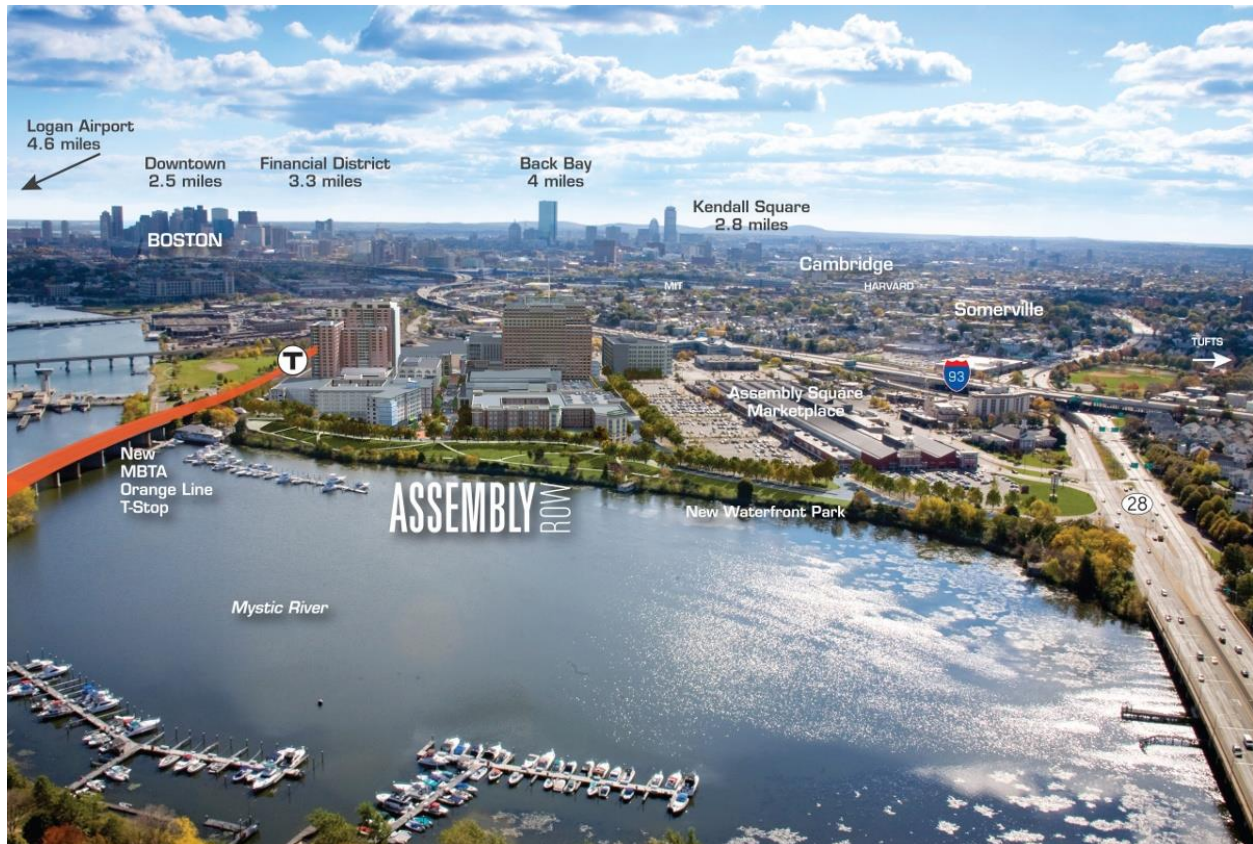
# APPENDIX G-LONG TERM FINANCIAL FORECAST





## APPENDIX H-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, adopting 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 H-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.

Since then, significant changes have occurred. Combined development on Blocks 1, 3, 4 and 10 represent nearly 1.3 million square feet of new development, with all four being complete or substantially complete. Within these buildings, there are 449 new apartments (approximately 56 of which will be permanently affordable), more than 200,000 square feet of restaurants and retail shops including one of the first LEGOLAND Discovery Centers in the United States, a twelve screen state of the art movie theatre and structured parking for more than 1400 parking spaces.

On May 1, 2013, FRIT broke ground on Block 2, a building comprised of approximately 100,000 square feet of speculative office space and 30,000 square feet of ground floor retail/restaurant space. This building is substantially complete. In October of 2014, FRIT announced a 35,000 square foot lease with SmartBear Software. Other commercial tenants are expected to be announced shortly.

In December 2013, Partners Health Care (“Partners”) announced its plans to consolidate and relocate much of its administrative and support activities, estimated at approximately 4,750 jobs, to Block 11 in Assembly Square, the same site where IKEA expected to develop.



In June 2014, the Planning Board voted to amend the Master Plan for Assembly Square to accommodate Partners’ development program. The amended plan for Assembly Square now includes up to 2.75 million square feet of office space and up to 527,000 square feet of restaurant/retail space.

In July 2014, the Planning Board approved Partners proposal to develop a mixed-use project on Block 11. The initial phase of Partners development includes a mixed-use building of approximately 875,000 square feet. Partners will occupy approximately 786,000 square feet of that building for its administrative and support functions. FRIT, through the creation of a commercial condominium, will occupy approximately 106,000 square feet of retail/restaurant space. Structured parking will service the uses planned for Block 11.

The Assembly Row 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.

## APPENDIX H-ASSEMBLY SQUARE DIF

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.

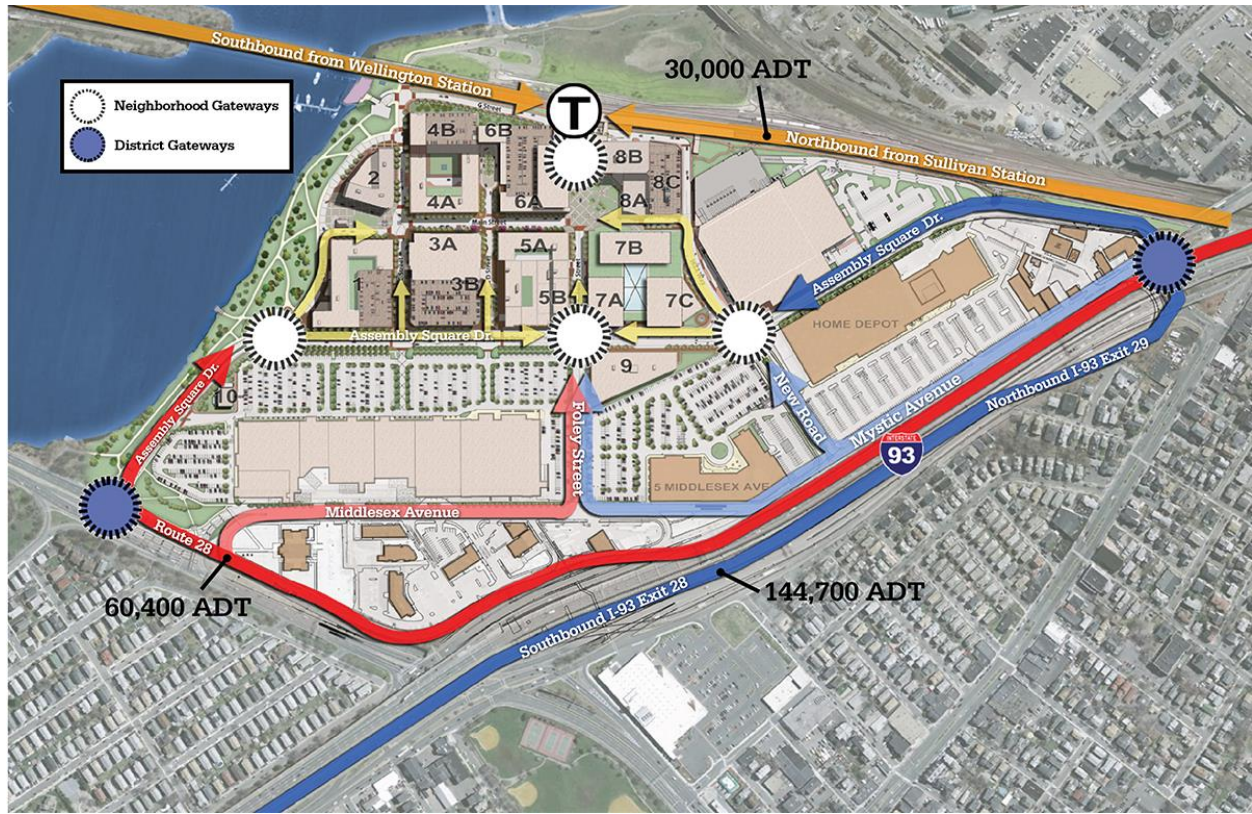
The municipality must define the district and document a development program describing, among other issues, how the DIF will encourage increased residential, commercial and industrial activity within that district. It must also detail the project improvements, financing plans and community benefits. 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:

- 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 construction of Blocks 1, 3, and 4 per the revised Master Plan.

# APPENDIX H-ASSEMBLY SQUARE DIF



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 more than what is necessary to pay debt service obligations for the foreseeable future.

FISCAL YEAR	DIF CAPTURED INCREMENT	DIF DEBT SERVICE	INCREMENT LESS DEBT	CAPITALIZED INTEREST	NET PROJECT BENEFIT
2012			\$36,258	\$750,000	\$786,258
2013	<b>374,134</b>	<b>\$538,325</b>	<b>-\$164,191</b>	\$0	<b>\$622,067</b>
2014	<b>1,167,460</b>	<b>\$541,333</b>	<b>\$626,128</b>	\$0	<b>\$1,248,196</b>
2015	2,021,723	\$903,533	\$1,118,170	\$0	\$2,366,366
2016	2,305,975	\$989,333	\$1,316,642	\$0	\$3,683,008
2017	2,356,185	\$992,233	\$1,363,952	\$0	\$5,046,961
2018	2,407,199	\$1,502,318	\$905,082	\$0	\$5,952,043

# APPENDIX I-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 I-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 I-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 I-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.