

City of Somerville, Massachusetts



Proposed Fiscal Year 2009

Municipal Budget

Mayor Joseph A. Curtatone

**CITY OF SOMERVILLE, MASSACHUSETTS
FISCAL YEAR 2009 BUDGET**

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CITY OF
SOMERVILLE
FISCAL YEAR 2009
PROPOSED
DEPARTMENT
APPROPRIATIONS

GENERAL FUND	PERSONAL SERVICES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	SPECIAL ITEMS	TOTAL BUDGET
GENERAL GOVERNMENT					
BOARD OF ALDERMEN	284,922	45,400			330,322
CLERK OF COMMITTEES	51,450	1,850			53,300
EXECUTIVE ADMINISTRATION	423,665	63,400		85,000	572,065
EXEC-SOMERSTAT	227,655	10,500			238,155
EXEC-CAPITAL PROJECT MGT.	259,954	4,500			264,454
EXEC-COUNCIL ON AGING	206,453	12,585		26,000	245,038
EXEC-ARTS COUNCIL	98,264	2,000			100,264
EXEC-CONSTITUENT SERVICES	597,633	14,050			611,683
OFFICE OF SUSTAINABILITY & ENVIRONMENT	126,751	37,675			164,426
COMMUNICATIONS	42,669	89,337			132,006
PERSONNEL	279,056	171,300		46,000	496,356
INFORMATION TECHNOLOGY	616,861	933,900			1,550,761
ELECTIONS	325,816	69,570			395,386
VETERAN'S SERVICES	107,369	188,104			295,473
FINANCE DEPT-TREASURER/COLL	605,965	294,900		25,000	925,865
FINANCE DEPT-AUDITING DIV	760,243	100,825			861,068
FINANCE DEPT-PURCHASING DIV	259,076	32,825			291,901
FINANCE DEPT-ASSESSING DIV	559,074	76,500			635,574
FINANCE DEPT- INTERNAL CONTROL	62,235	-			62,235
FINANCE DEPT-GRANTS MGT	104,524	6,900			111,424
CITY CLERK	374,915	110,132			485,047
LICENSING COMMISSION	6,530	-			6,530
LAW	535,210	147,450			682,660
OSPCD ADMINISTRATION	123,599	22,551			146,150
OSPCD TRANSPORTATION	151,849	5,212			157,061
OSPCD PLANNING	296,764	17,078			313,842
OSPCD HOUSING	37,383	2,600			39,983
REDEVELOPMENT AUTHORITY	10,833				10,833
OSPCD ECONOMIC DEVELOPMENT	185,451	5,317			190,768
INSPECTIONAL SERVICES	991,650	41,912			1,033,562
TOTAL GENERAL GOVERNMENT	8,713,819	2,508,373	-	182,000	11,404,192

PUBLIC SAFETY

EMERGENCY MANAGEMENT	18,792	5,700		24,492
FIRE	12,082,952	254,877		12,337,829
FIRE ALARM	812,694			812,694
POLICE-E911	635,756			635,756
POLICE-ANIMAL CONTROL	62,883	12,507		75,390
POLICE	12,467,417	365,741	16,500	12,849,658
TRAFFIC AND PARKING	2,058,782	756,700		2,815,482
BOARD OF HEALTH	1,069,490	127,002		1,196,492

TOTAL PUBLIC SAFETY	29,208,766	1,522,527	-	16,500	30,747,793
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CULTURE AND RECREATION

LIBRARIES	1,636,607	283,720		1,920,327
RECREATION	648,960	25,175		674,135

TOTAL CULTURE&RECREATION	2,285,567	308,895	-	-	2,594,462
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PUBLIC WORKS

DPW - ADMINISTRATION	531,797	846,898		1,378,695
DPW - ELECTRICAL	352,541	96,000	30,000	478,541
DPW - ENGINEERING	100,217	2,075		102,292
DPW - HIGHWAY	1,840,981	599,800		2,440,781
DPW- SNOW REMOVAL		500,000		500,000
DPW - SANITATION		3,784,000		3,784,000
DPW - BUILDING & GROUNDS	1,767,649	7,352,648		9,120,297
DPW-SCHOOL CUSTODIANS	2,428,500			2,428,500
WEIGHTS AND MEASURES	83,417	3,590		87,007

TOTAL PUBLIC WORKS	7,105,102	13,185,011	30,000	-	20,320,113
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PENSION & FRINGE

HEALTH INSURANCE	24,734,465	80,000			24,814,465
LIFE INSURANCE	105,000				105,000
PAYROLL TAXES	710,000				710,000
WORKER'S COMPENSATION	452,719	385,600			838,319
UNEMPLOYMENT COMPENSATION	130,000				130,000
PENSIONS/NON-CONTRIBUTORY		399,950			399,950
PENSION ACCUMULATION FUND	11,792,112				11,792,112
TOTAL PENSION & FRINGE	37,924,296	865,550	-	-	38,789,846

DEBT SERVICE

MUNICIPAL INDEBTEDNESS		7,733,562			7,733,562
TOTAL DEBT SERVICE	-	7,733,562	-	-	7,733,562

OTHER

DAMAGE TO PERSONS & PROPERTY		250,000			250,000
SALARY CONTINGENCY	4,161,180				4,161,180
BUILDING INSURANCE		310,692			310,692
					-
TOTAL OTHER	4,161,180	560,692	-	-	4,721,872

SCHOOL DEPARTMENT					48,785,700
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TOTAL MUNICIPAL- GENERAL FUND APPROPRIATIONS	89,398,730	26,684,610	30,000	198,500	165,097,540
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MEMO ITEMS

OVERLAY RESERVE				1,500,000	1,500,000
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STATE ASSESSMENTS

RETIRED EMPLOYEES HEALTH INSURANCE	13,392	13,392			
AIR POLLUTION DISTRICTS	18,788	18,788			
METROPOLITAN AREA PLANNING COUNCIL	21,852	21,852			
RMV NON RENEWAL SURCHARGE	352,500	352,500			
MBTA	4,507,642	4,507,642			
BOSTON METRO TRANSIT DISTRICT	1,060	1,060			
SPECIAL EDUCATION	35,464	35,464			
SCHOOL CHOICE SENDING TUITION	-	-			
CHARTER SCHOOL SENDING TUITION	5,230,758	5,230,758			
TOTAL STATE ASSESSMENTS	10,181,456	10,181,456			
GRAND TOTAL	89,398,730	26,684,610	30,000	11,879,956	176,778,996

**CITY OF
 SOMERVILLE
 FISCAL YEAR
 2009
 PROPOSED
 APPROPRIATIONS**

	PERSONAL SERVICES	ORDINARY MAINTENANCE	CAPITAL OUTLAY	DEBT SERVICE	SPECIAL ITEMS	TOTAL BUDGET
WATER ENTERPRISE FUND	1,168,187	419,600	1,776,000	1,336,938	5,934,618	10,635,343
SEWER ENTERPRISE FUND	365,481	349,990	954,938	1,013,301	12,037,009	14,720,719
TOTAL ENTERPRISE FUNDS	1,533,668	769,590	2,730,938	2,350,239	17,971,627	25,356,062

City of Somerville, Massachusetts

Revenue Summary and Revenue Estimates

Fiscal Year 2009

	Budget FY2008	Budget FY2009	FY2009 Increase (Decrease)	Percent Increase (Decrease)
Taxes:				
Real Estate & Personal Property	88,230,602	91,871,710	3,641,108	4.13%
Motor Vehicle Excise	4,400,000	4,550,000	150,000	3.41%
Urban Excise Tax - 121A	399,000	122,763	(276,237)	-69.23%
Local Option Room Excise	320,000	380,000	60,000	18.75%
In lieu of Tax Payments	186,968	147,794	(39,174)	-20.95%
Tax Revenue Total >	\$93,536,570	\$97,072,267	\$3,535,697	3.78%

Penalties & Interest on Taxes & Excises

Interest - Personal Property	8,500	8,500	-	0.00%
Interest - Real Estate	215,000	200,000	(15,000)	-6.98%
Interest - Vehicle Excise	20,000	20,000	-	0.00%
Penalties - Taxes & Excise	45,600	40,000	(5,600)	-12.28%
Interest Tax Liens	220,000	230,000	10,000	4.55%
Penalties - Tax Liens	14,900	215,000	200,100	1342.95%
Penalties-Excise Fees	-	-	-	
Penalties & Interest on Taxes & Excises Total>	\$524,000	\$713,500	\$189,500	36.16%

State Aid:

Chapter 70	20,255,639	20,597,265	341,626	1.69%
SBAB	3,736,376	4,281,137	544,761	14.58%
Charter School Tuition Assessment Reimbursement	1,369,921	1,654,032	284,111	20.74%
Additional Assistance	16,219,924	16,219,924	-	0.00%
Lottery	13,901,505	12,055,660	(1,845,845)	-13.28%
General Fund Supplement to Hold Harmless-Lottery		1,845,845	1,845,845	
Police Career Incentive	549,063	540,696	(8,367)	-1.52%
Veterans Benefits	62,631	106,784	44,153	70.50%
Elderly Abatement	76,806	71,786	(5,020)	-6.54%
Surv SPS Abatement	265,688	261,999	(3,689)	-1.39%
Reimbursement of COLA for Non-Contributory	25,000	25,000	-	0.00%
Reimbursement-Miscellaneous	-	20,000	20,000	
State Aid Total >	\$56,462,553	\$57,680,128	\$1,217,575	2.16%

Fines & Forfeits:

Towing Charges	30,000	37,500	7,500	25.00%
Parking Fines	6,931,366	7,086,133	154,767	2.23%
Parking Fines Surcharge	104,000	110,000	6,000	5.77%
RMV Non-Renewal Surcharge	66,000	66,000	-	0.00%
Court Fines	15,000	12,000	(3,000)	-20.00%
Moving Violations	300,000	300,000	-	0.00%

Restitution	4,000	4,000	-	0.00%
Tobacco Fines	1,600	1,000	(600)	-37.50%
Library - Fines	17,000	15,500	(1,500)	-8.82%
Ordinance Violations	100,000	315,000	215,000	215.00%
Landcourt/Recording Fines	1,000	1,500	500	50.00%
Chapter 148A, Sec. 5	2,500	2,500	-	0.00%

Fines & Forfeits Total >	\$ 7,572,466	\$7,951,133	\$378,667	5.00%
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Licenses & Permits:

Billiard / Pool / Bowling License	1,500	1,250	(250)	-16.67%
Automatic Amusement Devise	11,150	250	(10,900)	-97.76%
Taxi Cab Medallion	18,600	18,600	-	0.00%
Signs	1,000	2,000	1,000	100.00%
Lodging House License	12,000	12,000	-	0.00%
Outdoor Parking License	8,000	14,000	6,000	75.00%
Outdoor Seating	2,500	2,500	-	0.00%
Used Car Dealer License	12,000	18,000	6,000	50.00%
Taxi Stand License	1,500	3,000	1,500	100.00%
Junk Dealer License	1,000	1,000	-	0.00%
Raffle and Bazaar Permit	100	250	150	150.00%
Marriage Permit	13,750	19,250	5,500	40.00%
Hawker/Peddler License	800	800	-	0.00%
Dog Licenses	10,800	12,000	1,200	11.11%
Garage Permits	20,000	30,000	10,000	50.00%
Flammables Permit	22,000	23,400	1,400	6.36%
Sworn Weigher's License	200	200	-	0.00%
Constable's License	2,500	2,200	(300)	-12.00%
Drain Layers License	2,500	4,000	1,500	60.00%
Physicians, Osteopaths, Podiatrists	-	250	250	
Package Good Store License	48,000	45,600	(2,400)	-5.00%
Malt Beverage & Wine Store License	10,920	10,920	-	0.00%
Restaurant License - Liquor	148,000	130,200	(17,800)	-12.03%
Malt Beverage & Wine License - Restaurant	30,000	30,000	-	0.00%
Club Restaurant License - 7 Day	12,600	11,700	(900)	-7.14%
Malt & Wine Educational Institution License	2,400	2,400	-	0.00%
Special Alcohol License	180	300	120	66.67%
Common Victuallers License	22,500	30,000	7,500	33.33%
Innholder License	4,200	4,200	-	0.00%
Entertainment License	7,680	10,050	2,370	30.86%
Dance License	1,440	1,320	(120)	-8.33%
Grant of Location	4,000	6,000	2,000	50.00%
Explosive Storage - Flammables	15,000	12,000	(3,000)	-20.00%
Police Revolver Permit	4,000	5,000	1,000	25.00%
Resident Parking Permits	400,410	530,000	129,590	32.36%
Milk License	7,360	9,250	1,890	25.68%
Pub Swimming Pool License	9,800	34,636	24,836	253.43%
Funeral Director's License	600	525	(75)	-12.50%
Burial Permits	4,000	5,000	1,000	25.00%
Retail and Food Permit	95,340	105,850	10,510	11.02%
Dumpster Permit	15,163	15,663	500	3.30%
Sidewalk Opening Permit	13,680	38,419	24,739	180.84%
Builders License	1,000	350	(650)	-65.00%
Building Permit	1,268,400	2,538,603	1,270,203	100.14%
Inspection	22,055	18,280	(3,775)	-17.12%

Gas Permit	40,425	36,383	(4,042)	-10.00%
Plumbing Permit	67,820	64,429	(3,391)	-5.00%
Electrical Permit	165,000	181,500	16,500	10.00%
Occupancy Permit	27,135	23,967	(3,168)	-11.67%
Extended Retail Hours	2,000	3,000	1,000	50.00%
Sporting License	52	-	(52)	-100.00%
Dog Kennel	-	100	100	
Housing Certification	600	350	(250)	-41.67%
Physical Therapist License	4,400	5,600	1,200	27.27%
Open Air Vendor	-	100	100	
Moving Van/POD Permits		10,000	10,000	
Livery/Limousine		200	200	

Licenses & Permits Total >	\$2,598,060	\$4,086,845	\$1,488,785	57.30%
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Fees

Certificate of Liens	63,700	113,500	49,800	78.18%
Returned Check Fee	3,000	4,500	1,500	50.00%
Sanitation Fees (Commercial)	160,000	140,000	(20,000)	-12.50%
White goods	40,000	20,405	(19,595)	-48.99%
Royalty Income - Waste Management	269,000	269,000	-	0.00%
Residential Trash Fee (7 units & above)	80,000	90,000	10,000	12.50%
Curb Cut Fee	15,000	16,050	1,050	7.00%
Sealing Fees	15,000	17,000	2,000.00	13.33%
Miscellaneous – Fire	900	4,000	3,100	344.44%
Fire Alarm Reimbursement	50,000	56,000	6,000	12.00%
Smoke Detector Inspections	80,000	60,000	(20,000)	-25.00%
Fire Detail Surcharge	12,000	12,000	-	0.00%
Police Detail Surcharge	112,000	125,000	13,000	11.61%
Witness Fees	60	60	-	0.00%
False Alarm Fees	12,000	131,500	119,500	995.83%
Condo Application Fee	115,000	98,000	(17,000)	-14.78%
Board of Appeals Fees	15,000	58,719	43,719	291.46%
Copies of Records	80,000	78,000	(2,000)	-2.50%
Business Certificates	30,000	25,000	(5,000)	-16.67%
Clerk SPGA Certificate	842	500	(342)	-40.62%
Notarization Fee	500	300	(200)	-40.00%
Advertising Fees	600	600	-	0.00%
Newspaper Machine Fees	8,250	6,875	(1,375)	-16.67%
Commission on Vending Machines	600	900	300	50.00%
Bus Routes	-	50	50	
Bus Shelter Advertising	2,537	2,537	-	0.00%
Medical Registration	480	0	(480)	-100.00%
Removal/Transport of Garbage	2,500	3,300	800	32.00%
Miscellaneous Fees	305	300	(5)	-1.64%
Delayed/Amended/Out of State Records		875	875	
Reinstatement Fee for Late Applications		10,000	10,000	

Fees Total>	\$1,169,274	\$1,344,971	\$175,697	15.03%
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Miscellaneous Recurring

Medicaid Reimbursement	1,606,048	1,697,009	90,961	5.66%
DPW - Recycling	80,000	100,000	20,000	25.00%
Insurance Reimbursement	187,401	300,000	112,599	60.08%
Vendor Reimbursements	62,503	47,500	(15,003)	-24.00%
Waste Management-Recycling	40,000	40,000	-	
Proceeds from Auction	179	-	(179)	
Miscellaneous Receipts	692	-	(692)	

Miscellaneous Recurring Total >	\$1,976,823	\$2,184,509	\$208,557	10.55%
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Other Revenue Sources & Reserves:

Interest on Investments	1,000,050	900,000	(100,050)	-10.00%
Rental - Municipal	275,000	284,313	9,313	3.39%
Transfers-Special Revenue-Pkg. Meter Receipts	1,000,000	1,061,330	61,330	6.13%
Free Cash	3,500,000	3,500,000	-	0.00%
Overlay Surplus (Prior Years)	-	-	-	
Proceeds from Bond Premium	5,679	-	(5,679)	-100.00%
Sale of Vehicles	1,250	-	(1,250)	-100.00%

Other Revenue Sources & Reserves Total >	\$5,781,979	\$5,745,643	\$(36,336)	-0.63%
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Grand Total >	\$169,621,725	\$176,778,996	\$7,157,271	4.22%
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Somerville Program Budget Methodology

May 31, 2008

Overview of Process: The FY09 Program Budget is the fourth program-based budget submitted by Mayor Joseph Curtatone to the Board of Aldermen. Staff and interns in the SomerStat Office completed the budget, in collaboration with the Finance Department.

Every City department is broken out into major functional areas, called programs. In the program cost center summary at the top of each program there is a key output, representing the amount produced by that program, and an outcome measure, highlighting the program's performance. The cost center summary also contains a program cost, which is a combination of the total Personal Service and Ordinary Maintenance monies allocated to that program.

Methodology: The program costs were derived by estimating the percent of time staff spend in each program area and the percent of Ordinary Maintenance resources used on those program areas. These were largely done by estimating the percent of time worked or the percent of OM money spent in the functional areas, rather than by tracking exact hours worked or money spent.

Limitations of Model: The Program Budget submitted for FY08 does not yet present a complete cost for each service delivered by the City for the following reasons:

1. The budget does not allocate costs down to the activity level, but just to the higher-level program areas.
2. The program-level output, which is the divisor in the cost per output, is in some cases a combination of relatively dissimilar activity outputs. The best cost per output measure would be at the activity level.
3. The program budget does not include expenditures made with sources of funds other than City Appropriations. To get a total cost per City service, we would need to allocate spending from grants, revolving funds, and other special revenue sources to programs and activities.
4. This program budget has not allocated central administrative costs, such as the work of the City's Information Technology or Personnel Departments, to departments who use those central administrative services. To get a total cost per City service to the public, we would need to add those expenses to front-line service departments' costs, which we would then allocate to the cost of the final activity output. Additionally, the cost of some employee benefits are not allocated to the program level.

Next Steps: Throughout FY08, the program budget was used as a strategic plan for departments. The goals and objectives were reviewed in SomerStat meetings and reported on by departments. In FY09, this budget will continue to function as an analytic tool, allowing departments to implement more sophisticated data tracking and reporting mechanisms and guiding department management.

ResiStat Goals: In FY08, SomerStat piloted a new program called ResiStat. The initial pilot program was funded by grants from the Boston Foundation and the National Center for Civic Innovation and was implemented with support from the Boston Municipal Research Bureau. SomerStat staff collaborated with Aldermen to hold ResiStat meetings with multiple neighborhood and demographic groups. At these meetings, residents raised concerns, gave feedback on City initiatives, requested City information, and set priorities and goals for their neighborhood or demographic group. These resident goals appear in this program budget document as a part of each department's narrative.

Resident Report: These same resident goals will also appear in the City's first-ever Resident Report, which will serve as a smaller resident-centered companion document to this larger Program Budget. The Resident Report will be organized by ward and demographic group, rather than by department. Each section of the Resident Report will include the resident goals associated with each ward or demographic group, along with a narrative for each group. While those narratives do not appear in this Program Budget, the two documents will be linked by the resident goals.

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51115 SALARIES - MONTHLY	227,789	284,922	142,460	284,922
TOTAL P-ACCT 51000	227,789	284,922	142,460	284,922
P-ACCT 52000 ORDINARY MAINTENANCE				
52470 MAINT CONTRACT-OFFC EQUIP	139	500	197	500
53060 ADVERTISING	2,245	2,000	673	2,000
53190 STAFF DEVELOPMENT		2,200	1,540	2,200
53420 POSTAGE		100		100
53820 PHOTOGRAPHY				
54200 OFFICE SUPPLIES	555	800	87	800
54201 OFFICE EQUIPMENT	340	3,000		3,000
54210 PRINTING & STATIONERY	984	800	134	800
54240 BOOKS & BOOKBINDING	226	400		400
54900 FOOD SUPPLIES & REFRESHMT	1,395	500		500
55810 FLOWERS & FLAGS	302	600	50	600
57110 IN STATE CONFERENCES	30		30	
57801 DIRECT EXPENSE-BOA	32,494	34,500	17,250	34,500
TOTAL P-ACCT 52000	38,710	45,400	19,961	45,400
TOTAL ORG 1010 FUNDING REQUIRED	266,499-	330,322-	162,421-	330,322-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

BOARD OF ALDERMEN
1010

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
ALDERMAN AT LARGE	CONNOLLY, JOHN	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	DESMOND, BRUCE	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	SULLIVAN, DENNIS	2,083.33	24,999.96	24,999.96
ALDERMAN AT LARGE	WHITE, WILLIAM	2,083.33	24,999.96	24,999.96
ALDERMAN WARD I	ROCHE, WILLIAM	2,083.33	24,999.96	24,999.96
ALDERMAN WARD II	HEUSTON, MARYANN	2,083.33	24,999.96	24,999.96
ALDERMAN WARD III	TAYLOR, THOMAS	2,083.33	24,999.96	24,999.96
ALDERMAN WARD IV	PERO, WALTER	2,083.33	24,999.96	24,999.96
ALDERMAN WARD V	O'DONOVAN, SEAN	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VI	GEWIRTZ, REBEKAH	2,083.33	24,999.96	24,999.96
ALDERMAN WARD VII	TRANE, ROBERT	2,083.33	24,999.96	24,999.96
CLERK	LONG, JOHN	826.83	9,921.96	9,921.96
				284,921.52

ORG 1020 CLERK OF COMMITTEES

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51115 SALARIES - MONTHLY	40,953	40,975	22,062	51,450
TOTAL P-ACCT 51000	40,953	40,975	22,062	51,450
P-ACCT 52000 ORDINARY MAINTENANCE				
54200 OFFICE SUPPLIES	19	100		100
54210 PRINTING & STATIONERY		250		250
54900 FOOD SUPPLIES & REFRESHMT	1,830	1,500		1,500
TOTAL P-ACCT 52000	1,849	1,850		1,850
TOTAL ORG 1020 FUNDING REQUIRED	42,802-	42,825-	22,062-	53,300-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

CLERK OF COMMITTEES
1020

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
CLERK OF COMMITTEES	ROBERT McWATERS	1,787.49	21,449.88	21,449.88
ASST. CLERK OF COMMITTEES	CHARLES SILLARI	1,250.00	15,000.00	15,000.00
ASST. CLERK OF COMMITTEES	PETER FORCELLESE	1,250.00	15,000.00	15,000.00
				51,449.88

DEPARTMENT OVERVIEW

MISSION STATEMENT: The mission of Somerville’s municipal government is to provide the highest possible level of public service consistent with sound fiscal management, innovative and effective administrative practice, and the laws of our City, state and nation. The overarching goals of the City’s government are to promote a thriving economy, nurture a healthy community, provide a safe environment, create an attractive, sustainable quality of life, and to foster a vibrant sense of shared community based on maximum citizen participation in government.

DEPARTMENT ORGANIZATION: The Mayor’s Office proposal calls for, in addition to the Mayor, one Chief of Staff, two Administrative Aides and two Administrative Assistants.

FY08 ACCOMPLISHMENTS AND GOALS:

- **Promote Economic Development:**
 - Advanced Key Developments:
 - Assembly Square Project received conditional approval for Phase 1AA (IKEA.)
 - Worked with Governor Deval Patrick and legislative delegation to secure full funding of MBTA Green line expansion in the Governor’s Transportation Bond Bill.
 - Worked with Congressman Capuano to identify and secure federal funds for Orange Line MBTA expansion.
 - Issued RFP for boutique hotel in Davis Square as recommended by hotel marketing study.
 - Continued strategic planning process for the long-term redevelopment of the Inner Belt / Brickbottom area.
 - Submitted a joint application with FRIT for the I-Cubed State program to fund infrastructure in the Assembly Square district.
 - Created design review guidelines for Union Square and other historic areas.
 - Worked with stakeholders to develop a Union Square Zoning Amendment.
 - Researched and developed loan program for Historic Property owners.
 - Secured a \$100,000 grant to streamline permitting processes.
 - Held third annual Business Town Meeting in conjunction with Somerville Chamber of Commerce.

- **Maximized Return on Taxpayer Dollars:**
 - Established Charter Advisory Committee to examine and amend municipal charter to streamline and modernize City government.
 - Successfully negotiated to increase percentage of health care costs paid by union employees.
 - Developed new accounting structure for bonds and capital projects.
 - Executed vendor performance evaluation system.
 - Developed an online information database with responses to resident’s frequently asked questions.
 - Utilized in-house legal capacity for all litigation matters.

DEPARTMENT OVERVIEW

- **Improved City Performance by Using More Effective Management Tools and Demanding Accountability:**
 - Expanded 311 capabilities to enter work orders for Inspection Services Department.
 - Implemented regular SomerStat meetings with the Finance Department.
 - Carried out Stat meetings to track progress on responding to the East Somerville School fire and to track items before the Board of Aldermen.
 - Installed and staffed a welcome desk at the entrance of City Hall to direct residents and to complete transactions.
 - Implemented new customer relationship management system to increase accountability across City departments.
 - Continued to use mass-notification telephone alert system to provide emergency and time-sensitive municipal alert information.
 - Completed, distributed and implemented employee handbook.
 - Improved accuracy and efficiency of PCO ticket issuance by uploading detailed information regarding guest and other visitor permits to their handheld computers.
 - Upgraded City website to accept credit card payments for real estate and personal property tax bills.

- **Revolutionized Customer Service:**
 - Completed development and full implementation of a revamped protocol for assisting non-English speaking residents access City services (including services through 311.)
 - Connected Executive constituent management database with 311 CRM to maximize the City's ability to track trends and centralize service requests.
 - Implemented barcode technology for ticket payment at windows to improve efficiency and service.
 - Implemented and expanded mystery customer program.

- **Professionalized City Planning and Management:**
 - Developed a citywide GIS solution.
 - Worked with IT to upload the complete Minutes of the Board of Aldermen, back to 1980, on the City's website.
 - Created a business-licensing database for all business licenses to enhance City's licensing enforcement efforts and simplify compliance.
 - Established monthly LegiStat meetings to track relevant State-level issues.
 - Continued to conduct internal surveys of employees to identify areas of improvement.

- **Made Somerville an Exceptional Place to Live, Work, and Play:**
 - Completed construction of new Sloane Family Field House at Trum Field.
 - Continued to draft demolition by neglect ordinance in collaboration with the Law Department and Board of Alderman
 - Organized and analyzed a resident survey to gather residents input and feedback.

DEPARTMENT OVERVIEW

- Completed, on time and under budget, construction of Argenziano School.
 - Completed construction of Perry, Kemp Nut, and Stone Place Parks.
 - Completed the design of Central Hill Park.
 - Committed \$5.2 million in local, state and federal funds to build 319 affordable housing units over the next several years.
 - Installed solar-powered Big Belly trash receptacles throughout the City.
 - Installed recycling receptacles throughout the City.
 - Began installing signs in parks and playgrounds.
 - Oversaw state reconstruction of Somerville Avenue.
 - Installed bicycle lanes on Beacon Street and Broadway.
 - Implemented a modular newsrack program in major squares throughout the City to reduce trash and improve pedestrian safety.
 - Continued to expand A/V resources at libraries in response to patrons' interests.
- **Promoted Somerville Pride and Sense of Community:**
 - Launched the ResiStat program, which brings SomerStat-style meetings into neighborhoods.
 - Organized a successful Spring Clean-Up and SomerGreen Festival.
 - Organized community trip to Gaeta, Italy.
 - Established student exchange program with Gaeta, Italy.
 - Established Young Somerville Advisory Group and held first annual State of Young Somerville meeting.
 - Began Phase II of the Preservation Master Plan for the Milk Row Cemetery
 - Implemented use of graffiti removal machine allowing DPW to remove graffiti more efficiently and with less damage to the vandalized surface.
 - Continued to expand ResiStat program to neighborhoods and constituency groups.
 - Continued expanding community events such as the Memorial Day parade, fireworks at Trum Field, Family Fun Day, and Sunsetters performances.
- **Protected and Supported Families and Individuals:**
 - Hired Anthony Holloway as Chief of Police following nation-wide search.
 - Implemented state-of-the-art digital interrogation system.
 - Issued RFP for West Somerville police substation.
 - Leased 161 Broadway for East Somerville police substation.
 - Hired 12 new police officers and 7 new firefighters.
 - Integrated the Health Department's Emergency Preparedness plan with the City's Comprehensive Emergency Management Plan (CEMP).
 - Developed targeted marketing strategy to expand Shape Up Somerville to new populations.
 - Continued increasing seniors' access to online resources such as Medicare and other eligibility websites through computer placement in senior centers.
 - Established an in-depth continuous training program focused on best practices for all firefighters and fire alarm employees.
 - Expanded the summer youth program to 138 available jobs.

DEPARTMENT OVERVIEW

- Instructed all public school 6th, 7th, and 8th grade students on Gang Awareness, including the dangers of associating with or joining street gangs.
 - Continued to offer unique trainings for new sergeants and specialized officers such as sign language interpretation certification and courses offered by the Mass. Police Leadership Institute.
 - Provided opportunities for sports alternative activities for early release Wednesdays that nurture and develop self-expression through drama and the arts.
 - Replaced faded and damaged traffic and parking signs in the City.
 - Launched Web Registry Anti-Theft Program to deter theft of and simplify identification of portable electronic devices.
- **Promoted a Healthy Environment by Adopting Eco-Friendly Policies & Implementing Energy Efficient Initiatives:**
 - Targeted high-risk students with asthma and obtain Asthma Action Plan from physician or implement similar plan.
 - Planted 100 new trees.
 - Reduced citywide municipal energy consumption by 20 percent below FY2006 levels in FY09.
 - Obtained Renewable Energy Certificates (RECs) to offset 100% of City Hall electricity use.

FY09 DEPARTMENT PRIORITIES:

- **Promote Economic Development:**
 - Ensure progress in planned expansion of MBTA Green Line and Orange line through Somerville
 - Complete the Union Square Zoning Amendment.
 - Identify needed infrastructure and transportation improvements in Union Square and develop cost estimates for the work.
 - Initiate master planning process for the long-term redevelopment of the Inner Belt / Brickbottom area.
 - Begin the review and permitting of the Assembly Square development Phase IAA (IKEA) and 1A (mixed use residential).
 - Submit a joint application with FRIT for the I-Cubed State program to fund infrastructure in the Assembly Square district.
 - Create design review guidelines for Union Square and other historic areas.
 - Research and develop loan program for Historic Property owners.
 - Lead a permit streamlining initiative including relevant OSPCD divisions, community members, and the business community in the process.

- **Maximize Return on Taxpayer Dollars:**
 - Implement cost saving measures regarding health insurance
 - Assist in implementation of new integrated financial accounting software.
 - Execute vendor performance evaluation system.
 - Continue additional recertification and computerized cross-checks for residential exemption eligibility, the mailing and reviewing of Income & Expense

DEPARTMENT OVERVIEW

- data and the mailing and reviewing of the Form of List for Personal Property valuation.
 - Eliminate Novell Netware to realize cost savings on ongoing maintenance and support.
- **Improve City Performance by Using More Effective Management Tools and Demanding Accountability:**
 - Increase internal SomerStat meetings within Police Department
 - Implement a Legislative Tracking System to track and maintain BOA meetings and agenda.
 - Implement work order system to manage the task orders across different City departments, including DPW and constituent services.
 - Implement Kronos time and attendance system.
 - Improve accuracy and efficiency of PCO ticket issuance by uploading detailed information regarding guest and other visitor permits to their handheld computers.
 - Complete expert evaluation of Fire Department and implement suggested changes.
- **Revolutionize Customer Service:**
 - Build on first year of ResiStat by holding biennial ResiStat meetings with at least nine groups.
 - Re-launch City website on an open source platform with new features and develop a comprehensive intranet for City staff.
 - Continue to define and build on the ACE vision, by researching ways to allow residents to get information and complete transactions most easily.
 - Improve notifications to residents about public hearings for licensing matters near their property.
 - Complete the Licensing Commission's efforts to update forms and develop user-friendly instructions for all license applications, and place this information on the City's website
 - Expand mystery customer program.
 - Establish a water commission for disputes whose issues cannot be resolved within the established process.
 - Increase the number of on-line transactions.
 - Successfully transition all ISD calls to 311.
 - Install on-line kiosk at Traffic and Parking office.
- **Professionalize City Planning and Management:**
 - Form Charter Advisory Committee to modernize the City's organizing document.
 - Organize training seminars for employees and board members regarding legal services, requirements, and responsibilities.
 - Complete the installation of an agenda management/legislative tracking software application for the Board of Aldermen's documents, so users can track the progress of license applications and legislative initiatives

DEPARTMENT OVERVIEW

- Create a business-licensing database for all business licenses to enhance City's licensing enforcement efforts and simplify compliance.
- Continue the Somerville Historical Archives Restoration Project, to access stored records quickly and accurately, and help alleviate the space issues currently confronting many municipal departments
- Host an Affirmative Market Program/SOMWBA information session.

- **Make Somerville an Exceptional Place to Live, Work, and Play:**
 - Manage the design, bidding and contract administration for demolition and renovation projects in response to the fire at the East Somerville School.
 - Introduce weekend (Saturday) hours at branch libraries.
 - Complete the design and construction of new parks and playgrounds.
 - Assist in the planning for Magoun Square and the East Broadway reconstruction efforts.
 - Organize a street resurfacing program consisting of over forty streets.
 - Manage the Capuano School field turf project to replace 40,000 square feet of natural turf with an artificial surface to improve performance, durability and usable seasonal length for youth soccer and other activities.
 - Oversee a consultant to complete a study to review and assess potential renovation issues at the main library, West branch library, City Hall and Highland Avenue fire station.

- **Promote Somerville Pride and Sense of Community:**
 - Begin Phase II of the Preservation Master Plan for the Milk Row Cemetery
 - Implement use of graffiti removal machine allowing the DPW to remove graffiti more efficiently and with less damage to the vandalized surface.
 - Expand neighborhood advisory group program to incorporate the entire City
 - Continue expanding community events such as the Memorial Day parade, fireworks at Trum Field, Family Fun Day, and the Sunsetters performances.
 - Install 100 new barrels and 50 benches.
 - Promote Somerville's arts and design cluster based on findings from Rappaport Fellow research.

- **Protect and Support Families and Individuals:**
 - Begin implementation of a Rescue Company with additional firefighters funded by SAFER
 - Expand Shape Up Somerville to new populations via new events/programs.
 - Create and begin a low vision group for seniors that are losing their sight or have already lost their sight
 - Fund development of over 200 affordable housing units through HOME, CDBG and Trust funds.
 - Expand the summer youth program.
 - Create comprehensive manual for Tobacco Control Program
 - Renovate and implement new Police substation in East Somerville.

DEPARTMENT OVERVIEW

- **Promote a Healthy Environment by Adopting Eco-Friendly Policies & Implementing Energy Efficient Initiatives:**
 - Facilitate planting of 200 new trees.
 - Reduce Citywide municipal energy consumption by 20 percent below FY2006 levels in FY09.
 - Install a photovoltaic energy production system funded by a Massachusetts Technology Collaborative Grant at the Argenziano School.
 - Complete pilot test of single stream recycling and begin to move toward single stream recycling citywide after January 1st.
 - Increase recycling tonnage and participation.
 - Complete Green Building Education grant project funded by MTC
 - Install new bike lanes and crosswalks to promote safe, alternative means of transportation

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): This proposal calls for Mayor's Office staffing of a Chief of Staff, two aides, and two administrative assistants. Three additional items appear in the Special Items portion of the Executive Office budget. 1) The Charter Advisory Committee – will be charged with modernizing the City's organizing document. The members will study the structure of the City's administrative process, its elective and regulatory bodies and the procedures that govern current operations. 2) The Fire Evaluation Study follows the City's overwhelmingly successful experience conducting a blue-ribbon panel review of its Police Department. The Fire Study will similarly seek recommendations regarding implementation of the nation's best practices in regard to fire prevention, suppression, and rescue, as well as department administration. 3) Summer jobs funding – the City is committed to continued expansion of this critical program for local youth.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Ordinary maintenance expenditures were also allocated based on the percent of spending by each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

Many of the Mayor's Office goals involve lobbying State and Federal agencies to keep existing commitments already made to the City or to make new commitments regarding

DEPARTMENT OVERVIEW

funding, infrastructure improvements, housing developments, street renovations, and transit projects. A few other goals involve working with the State to negotiate local management of state properties, and local jurisdiction over City speed limits. Other goals involve soliciting public feedback on emerging issues like the Davis Square Hotel Project, taxis drivers advising Police on crime issues, and policies regarding off-leash dogs.

RESISTAT GOAL: BUSINESS DEVELOPMENT

Re-Zone Union Square. Update 5/19/08: Zoning will be submitted to the Board of Aldermen before 1/1/2009. (To Be Completed in FY09)

Help the State to find way to mitigate impact of a Green Line maintenance facility, including these options (a) find another location, (b) find a way to reduce noise from that yard (e.g. underground maintenance facility), or (c) failing that, offer other positive benefits to Brickbottom residents to offset the negative effects of the facility. Update 5/19/08: the Office of Strategic Planning and Community Development (OSPCD) and the Mayor's Office will monitor plans for this project and work to mitigate community impact and maximize development potential. (Some Progress Planned for FY09)

RESISTAT GOAL: CUSTOMER SERVICE

Post all commissions-related FAQs on website Update 4/28/08: 311 and the Health Department will address this goal once the Commissions are fully staffed. (Some Progress Planned for FY09)

RESISTAT GOAL: OUTREACH

Publicize "City of Hope" resolution in non-English press, and encourage people to report crime without worrying about their documentation status. (To Be Completed in FY09)

RESISTAT GOAL: PARKING

Determine if the part of the McGrath Highway known as the "Somerville Ave Extension" (along 120-160 McGrath Highway) is under City or State jurisdiction. If State, then residents request that State Police be informed that they are responsible for enforce parking restrictions (particularly parking on sidewalks) on the Somerville Ave Extension. Update 5/19/08: The Mayor's Office will investigate this question. (To Be Completed in FY09)

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Facilitate problem-solving meetings on dog issues in Lincoln Park. Update 5/15/08: SomerStat will look at coordinating this meeting with other departments. A part-time dog officer is planned for FY09 to address off-leash violations outside of the regular workday. (Some Progress Planned for FY09)

Negotiate with the State for City management of Foss Park and Veterans Memorial Ice Rink. Update 5/19/08: The City would like to assume management responsibilities of these facilities, but only after the State has made initial capital investments. (Some Progress Planned for FY09)

Push for the development of the Community Path between Cedar and Central Streets. Update 5/19/08: The State Executive Office of Transportation is mandated to do conceptual design for the location of the path as a part of the Green Line extension design. When this conceptual design is done, the City will be able to move ahead with full design and construction of the path extension. In the next few years, the developers of the former MaxPak site may use the Cedar-to-Lowell section of the MBTA right-of-way for their construction vehicles; if so, they will remove the old unused rails and ties first, and clear brush from the area. The City will complete a small portion of the path extension in 2008, as part of the construction of the park between Woodbine Street and Central Street. (Some Progress Planned for FY09)

Contact the MBTA to request complete replacement of the retaining wall along the bike path near Thorndike and Kingston Streets. (Outside of City Jurisdiction)

Contact the State Department of Conservation and Recreation (DCR) to facilitate painting the Foss Park pool mural to match the other three sides of the pool area. Update 5/12/08: Unless there is documented widespread resident or Board of Aldermen support for this, the City would prefer that this continue to be a resident-driven process with the State. (Outside of City Jurisdiction)

Push State Department of Conservation and Recreation (DCR) to address maintenance issues along Alewife Brook Parkway. (Outside of City Jurisdiction)

Work with the State Department of Conservation and Recreation (DCR), Som. Conservation Commission, and residents to develop a shoreline maintenance plan. Update 5/9/08: Per OSPCD, the Metropolitan Area Planning Council (MAPC) and the State Department of Conservation and Recreation (DCR) both have current studies working on this. The City serves on the Board of the MAPC Study. (Outside of City Jurisdiction)

ORG 1031: EXECUTIVE ADMINISTRATION

RESISTAT GOAL: POLICY

Form a Technical Advisory Group for the Davis Square Hotel and involve at least three individuals from the Davis Square community with a knowledge of dense urban development and a demonstrated commitment to the community. Update 5/15/08: The Office of Strategic Planning and Community Development (OSPCD) plans to seek public input as they move forward with working with developers for locating of a hotel. (To Be Completed in FY09)

Consider policy to reduce bottled water use. Update 5/12/08: Per the Office of Sustainability and the Environment (OSE), there is a policy written. However, the City needs to determine how to implement this policy. (Some Progress Planned for FY09)

Create more affordable housing developments Update 5/28/08: The City Housing Division is committed to creating 130 new affordable housing units this year, which is their present annual goal. The planned Union Square rezoning and development may lead to an increase in the number of total units over a longer period of time. (Some Progress Planned for FY09)

Create Senior Housing developments at Capen Court. Update 5/19/08: Design and construction will begin in FY09. (Some Progress Planned for FY09)

Develop strategy to discourage plastic bag use or encourage recycling. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will discourage plastic bag usage through educational outreach as a FY09 goal. The Board of Aldermen has also been exploring legislative options. Update 6/4/08: Law Dept. drafted an ordinance concerning plastic bag recycling, and responded to implementation issues. Ordinance will be submitted to BOA on 6/12/08. (Some Progress Planned for FY09)

Fill empty positions on all human services commissions. Update 5/28/08: The City is working on filling the City staff positions that support the commissions and then working on filling the empty volunteer positions on the commissions themselves. (Some Progress Planned for FY09)

Hold future ResiStat meetings in places where people from a particular language-speaking community are already meeting. Update 5/19/08: SomerStat will work on addressing this concern as it plans for ResiStat in FY09. (Some Progress Planned for FY09)

RESISTAT GOAL: SAFETY

Convene a meeting between Police leadership and Somerville's taxi drivers and explore ways that drivers can help spot crimes. (To Be Completed in FY09)

Lobby the State to replace lights over Shore drive under I-93. Update 4/15/08: This is part of a much larger Mass Highway project examining lighting along I-93 in this district. The City will request the planned timeline for the project and hold the State to that timeline. (Outside of City Jurisdiction)

Support Somerville Housing Authority (SHA) in getting more SHA Police for the Mystic Housing development, especially Haitian Officers. Update 5/19/08: The Mayor's Office will communicate this priority to the SHA. (Outside of City Jurisdiction)

RESISTAT GOAL: STREETS

Push State for timely repair of crumbling sidewalk on Elmer Bumpus Bridge (Washington Street by Argenziano School) Update 5/12/08: This sidewalk has been patched by the MBTA, who maintains the bridge. (Completed)

Resurface Washington Street from Charlestown to McGrath Hwy. Update 5/1/08: This is part of an ongoing funding negotiation between the City and Mass Highway. (Outside of City Jurisdiction)

Work with the State to ensure that steel plates on Mystic Ave are re-set and the culvert they cover is repaired. Update 4/24/08: The City has done a short-term re-setting of the plates. Longer term repairs and reinforcement may be part of more comprehensive work envisioned for this area. (Outside of City Jurisdiction)

RESISTAT GOAL: TRAFFIC ISSUES

Continue support of the process currently underway in the State legislature to lower default citywide speed limit from 30 to 25 mph. (Some Progress Planned for FY09)

Continue pushing the State to stay on track with the Green Line Extension. City staff, the Mayor, and the BOA regularly work with the state on this issue. (Longer-Term Goal)

Ask State Department of Conservation and Recreation (DCR) to extend walk signals at Broadway and McGrath Highway (Outside of City Jurisdiction)

Ask State Department of Conservation and Recreation (DCR): Are the traffic signals at Washington Street and McGrath Highway synchronized with the traffic signal at Linwood Street? Can they be adjusted to ensure that cars can exit Linwood more easily? (Outside of City Jurisdiction)

Lobby Mass Highway to pave MBTA bus stop at Temple Road (Outside of City Jurisdiction)

Push the State Department of Conservation and Recreation (DCR), Mass Highway, and the State Police to address traffic dangers, accidents, and red-light-running at Mystic Ave and Rt. 28 intersection. (Outside of City Jurisdiction)

Request a pedestrian signal at the crosswalk for crossing underneath and on both sides of the McGrath Highway at Linwood and Washington Streets. (Outside of City Jurisdiction)

Request a State police crossing guard at McGrath Highway and Broadway. (Outside of City Jurisdiction)

Request replacement of the worn-out non-standard signage and road striping in the Fitchburg Street underpass of McGrath. Update 5/5/08: The State Department of Conservation and Recreation (DCR) has been informed of this issue. The City and State are collaborating on short-term and long-term solutions in this area. (Outside of City Jurisdiction)

Request that the State Department of Conservation and Recreation (DCR) inspect the walk signal across McGrath highway at Rufo Road, and repair as necessary. (Outside of City Jurisdiction)

Request that the State explore the best way to improve pedestrian access from Brickbottom to Union Square via the Fitchburg Street underpass. This may require the State Executive Office of Transportation (EOT) to integrate such a pedestrian route into the design plans for the Green Line spur to Union Square. (Outside of City Jurisdiction)

Residents requested that the State Department of Conservation and Recreation (DCR) consistently clear snow from sidewalks and staircases along McGrath Highway between Fitchburg Street and Lechmere. The highway is Brickbottom residents' only pedestrian access to that T station. (Outside of City Jurisdiction)

Expedite the Somerville Ave Project. Update 5/1/08: The project is on schedule and even slightly ahead of schedule. (Not Planned)

ORG 1031: EXECUTIVE ADMINISTRATION

RESISTAT GOAL: TRASH

Lobby the Mass Highway to regularly clean trash under I-93 near Bailey Road. (Outside of City Jurisdiction)

Lobby the State Department of Conservation and Recreation (DCR) to place a trash barrel at Fellsway West and Shore Drive and to regularly empty it. (Outside of City Jurisdiction)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	379,267	359,973	173,430	423,665
TOTAL P-ACCT 51000	379,267	359,973	173,430	423,665
P-ACCT 52000 ORDINARY MAINTENANCE				
52470 MAINT CONTRACT-OFFC EQUIP	2,675	4,000	973	4,000
52760 RENTALS EQUIPMENT				
53000 PROFESSIONL & TECHNCL SVC	1,473	3,000	865	3,000
53060 ADVERTISING				
53420 POSTAGE	79	100		100
53820 PHOTOGRAPHY	1,175	2,500		2,000
54200 OFFICE SUPPLIES	3,498	3,000	484	3,000
54201 OFFICE EQUIPMENT	1,744			
54210 PRINTING & STATIONERY	3,648	3,000		3,000
54230 PHOTOCOPYING		300		300
54860 REIMB OF LICENSES				
54900 FOOD SUPPLIES & REFRESHMT	8,431	13,000	4,665	13,000
55810 FLOWERS & FLAGS	313	500	150	500
55820 BADGES, EMBLEMS, TROPHIES	3,059	1,500	1,405	1,500
55870 MAGAZINES, NEWS, SUBSCRIPTS		500		500
57110 IN STATE CONFERENCES	440	500		500
57200 OUT OF STATE TRAVEL			2,389	
57300 DUES AND MEMBERSHIPS	32,303	32,000	17,976	32,000
TOTAL P-ACCT 52000	58,838	63,900	28,907	63,400

P-ACCT 60000 SPECIAL ITEMS

61060	FIRE EVALUATION STUDY	50,000
61070	CHARTER REFORM STUDY	10,000
61090	SUMMER YOUTH EMPLOYMENT	25,000

TOTAL P-ACCT 60000 85,000

TOTAL ORG 1031 FUNDING REQUIRED 438,105- 423,873- 202,337- 572,065-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

EXECUTIVE ADMINISTRATION
1031

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
Mayor	Joseph Curtatone	2,403.85	125,480.97	125,480.97
Administrative Assistant	Michael Buckley	1,328.27	69,335.69	69,335.69
Administrative Assistant	Michael Lambert	1,321.22	68,967.68	68,967.68
Administrative Assistant	Jessie Baker	1,250.00	65,250.00	65,250.00
Administrative Aide	Nancy Aylward	908.98	47,448.76	47,448.76
Administrative Aide	Danielle Woodyshek	903.85	47,180.97	47,180.97
				423,664.07

ORG 1031: EXECUTIVE ADMINISTRATION

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Budgeted	FY08 Budgeted	FY09 Executive Proposal
DIRECT CONSTITUENT RELATIONS			
PERSONAL SERVICES	\$ 131,936.88	\$ 125,695.35	\$ 132,046.00
ORDINARY MAINTENANCE	\$ 79.00	\$ 100.00	\$ 100.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 132,015.88	\$ 125,795.35	\$ 132,146.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.70</i>	<i>1.70</i>	<i>1.80</i>
INTERNAL/ EXTERNAL LIASON			
PERSONAL SERVICES	\$ 114,926.62	\$ 116,430.44	\$ 167,679.00
ORDINARY MAINTENANCE	\$ 32,743.00	32,500	32,500
TOTAL APPROPRIATIONS TO PROGRAM	\$ 147,669.62	\$ 148,930.44	\$ 200,179.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.35</i>	<i>1.40</i>	<i>2.20</i>
PUBLIC RELATIONS AND EVENTS			
PERSONAL SERVICES	\$ 65,260.98	\$ 57,323.84	\$ 63,704.00
ORDINARY MAINTENANCE	\$ 13,714.00	\$ 19,000.00	\$ 18,500.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 78,974.98	\$ 76,323.84	\$ 82,204.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.85</i>	<i>0.80</i>	<i>0.90</i>
ADMINISTRATION			
	\$ 79,444.52	\$ 72,823.38	\$ 72,536.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.10</i>	<i>1.10</i>	<i>1.10</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 438,105.00	\$ 423,873.00	\$ 487,065.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>5.00</i>	<i>5.00</i>	<i>6.00</i>

ORG 1031: EXECUTIVE ADMINISTRATION

PROGRAM COST AND ACTIVITIES

PROGRAM: DIRECT CONSTITUENT RELATIONS

Description: Handle direct constituent relations and be the first point of contact with the public, provide a positive public face for the City of Somerville, and work to address the needs of the public.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of responses to constituents (FY07-FY09: Based on estimate based on phone calls, emails, in-person visits, and pieces of mail received [or will receive])	50,320	45,288	40,760
<u>Program Cost:</u>	\$132,015.88	\$125,795.35	\$132,146.00
<u>Cost per Output:</u>	\$2.62	\$2.77	\$3.24
<u>FTEs:</u>	1.70	1.70	1.80
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who believe that Somerville is moving in the right direction (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who believe that the quality of city government and city services is average or better (Resident Satisfaction Survey)			

PROGRAM FY09 GOALS

1. Expand/pilot routine communications with the public in a monthly electronic newsletter.
2. Increase direct email notifications to residents regarding events and updates.
3. Provide increasingly dynamic content on the Mayor's Office city website page.

PROGRAM FY08 GOAL REVIEW

1. Increase information outputs from the Mayor's Office through routine communications with the public in a monthly electronic newsletter (in-progress).
2. Connect Executive constituent management database with 311 CRM to maximize the City's ability to track trends and centralize service requests (complete).
3. Facilitate regular informal information channels with residents through ResiStat e-mail forums (complete).
4. Provide increasingly dynamic content on the Mayor's Office city website page (in-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Respond to Constituents	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50,320	45,288	40,760
<u>Description:</u>	<i>Respond to all calls, emails, visitors, and pieces of mail with sensitivity and ensure that the publics' voices are heard.</i>		
<u>Output:</u>	<i># of calls handled + # of emails + # of visitors + # of pieces of mail responded to (Admin Aides: 26,000 calls, 4,680 in-person inquiries, 8,424 pieces of mail, and 6,084 emails (Admin Aides' estimates based on a two-day sampling) plus External Liaison: 2,600 calls per year.)</i>		
Meet with Key Constituents	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	640	576	519
<u>Description:</u>	<i>Allow constituents - including all residents and groups - to interact with the Mayor.</i>		
<u>Output:</u>	<i># of constituents meeting with the Mayor and/or his administrative assistant. (Estimate based on small sampling)</i>		
Meet Others	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	520	468	422
<u>Description:</u>	<i>Allow non-constituent groups - ranging from developers to unions to special interest groups - to interact with the Mayor.</i>		
<u>Output:</u>	<i># of non-constituent group meetings with the Mayor and/or his administrative assistant. (Estimate based on small sampling)</i>		

ORG 1031: EXECUTIVE ADMINISTRATION

PROGRAM COST AND ACTIVITIES

PROGRAM: INTERNAL/ EXTERNAL LIAISON

Description: Serve as a liaison to both internal and external groups; represent the Mayor at events, and research issues for the Mayor.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of internal/external meetings (Based on: Number of meetings with department heads + number of meetings and events attended on behalf of the Mayor)	630	610	610
<u>Program Cost:</u>	\$147,669.62	\$148,930.44	\$200,179.00
<u>Cost per Output:</u>	\$234.39	\$244.14	\$328.16
<u>FTEs:</u>	1.35	1.40	2.20
<u>Outcome 1:</u> % of employees who understand the Mayor's priorities (Somerville staff survey)			
<u>Outcome 2:</u> % of department heads satisfied with access to the Mayor to discuss issues within my department (Department Head Survey)			

PROGRAM FY09 GOALS

1. Use intranet more for employee interactions -- use 311 as a model.
2. Implement online legislative tracking system.
3. Coordinate use of laptops at Aldermen meetings.
4. Create regular all city-staff meetings.
5. Require departments to have to internal staff meetings.

PROGRAM FY08 GOAL REVIEW

1. Use intranet more for employee interactions -- use 311 as a model (pending).
2. Establish monthly LegiStat meetings to track State-level issues (complete).
3. Run daily staff meetings to ensure accurate communication across departments (complete).

PROGRAM ACTIVITIES AND OUTPUTS

Interact with Municipal Elected Officials	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,088	2,088	2,088
<u>Description:</u> Ensure good communications and results between the City of Somerville and municipal elected officials.			
<u>Output:</u> # of contacts with municipal elected officials (Estimated based on eight contacts per business day.)			
Act as Liaison to Internal Departments	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	13,400	13,400	13,400
<u>Description:</u> Participate in regular meetings with City departments and gather information and updates from those departments. Communicate feedback on behalf of the Mayor.			
<u>Output:</u> # of meetings and contacts with department heads. (Estimate based on sample, with 262 meetings, 5,200 phone calls, and 7,938 e-mails)			
Represent Mayor at Events or Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	300	300
<u>Description:</u> Represent the City and act as a liaison to constituents and elected officials when the Mayor is unable to attend.			
<u>Output:</u> # of meetings and events attended (Based on 25 meetings per month)			
Monitor Issues or Events with State Delegation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	116	116	136
<u>Description:</u> Ensure good communications and results between the City of Somerville and the state of Massachusetts.			
<u>Output:</u> # of issues monitored (Based on one meeting with state delegations per month, and two contacts per week.)			

ORG 1031: EXECUTIVE ADMINISTRATION

PROGRAM COST AND ACTIVITIES

PROGRAM: PUBLIC RELATIONS AND EVENTS

Description: Aid the Communications Department with public relations, maintain a consistent message from the City of Somerville, and organize City of Somerville events.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of events organized (Based on: Events where 50% or more of the planning was the responsibility of the Mayor's Office)	24	24	24
<u>Program Cost:</u>	\$78,974.98	\$76,323.84	\$82,204.00
<u>Cost per Output:</u>	\$3,290.62	\$3,180.16	\$3,425.16
<u>FTEs:</u>	0.85	0.80	0.90
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who believe that city government in Somerville is important (Resident Satisfaction Survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who would recommend Somerville as a place to live for people like them (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Create centralized method in informing the public regarding public information.
2. Create comprehensive and centralized web calendar.
3. Increase overall number of public addresses.

PROGRAM FY08 GOAL REVIEW

1. Expand neighborhood advisory group program to incorporate the entire city (complete).
2. Hold "State of the City" addresses in two locations (in-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Organize Events for the City	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	24	24	24
<u>Description:</u> Ensure positive events and a good public face for the City.			
<u>Output:</u> # of events organized (Estimate)			
Handle "Crisis Communications"	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	12
<u>Description:</u> Ensure a positive message from the City when unexpected circumstances call for a response.			
<u>Output:</u> # of situations handled (Estimate)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The SomerStat Program supports collaboration and use of analytical tools to help City departments solve problems quickly, improve service delivery over time, and implement innovation. Also, SomerStat manages or supports multi-department projects that increase the City's ability to deliver high quality services. An increasing focus of SomerStat is to include front-line staff and residents in regular data-driven discussions on how to improve City operations so as to learn from their unique insights.

DEPARTMENT ORGANIZATION: One director and three senior analysts staff SomerStat. In addition to the four permanent staff, SomerStat works with a variety of paid and unpaid interns throughout the year. These interns have made significant contributions during their relatively brief stays. Our spring intern, Joshua Lund-Wilde, for example, has completed much of the work required to publish this year's Program Based budget. This year, we also worked with groups of students from the Kennedy School of Government and from Harvard Graduate School of Education to carry out data analysis projects for the School Department.

FY08 ACCOMPLISHMENTS: Building on its core function, SomerStat added weekly meetings for the Finance Department in FY08, added oversight meetings for the East Somerville Neighborhood School assessment and reconstruction process, and added bi-weekly LegiStat meetings to track issues coming before the Board of Aldermen. Currently, SomerStat works with the 16 departments that are the City's biggest drivers of spending and revenue (e.g. Police, T&P) or that play some of the most critical roles in maintaining City infrastructure (e.g. IT and Personnel). The only departments not currently tracked through SomerStat meetings, though included in the annual budget goal-setting process, are: Elections, Law, Veterans, Communications, Council on Aging, and Arts Council.

Outside of the Meetings Program, SomerStat managed or assisted with several key projects:

- *With the Mayor's Office and the Communications Department, Launched ResiStat:* Funded in part by grants from the Boston Foundation and from the National Center for Civic Innovation, we launched the ResiStat initiative. Over this past fiscal year, we've carried out meetings with 14 groups. For each group, we carried out between one and five meetings. Priorities identified in each meeting were then shared with departments in SomerStat meetings and, where possible, resolved immediately or placed on longer-term planning priority lists. Meetings this year will culminate in a Resident Report that we'll publish by the end of June. In the report, we will present SomerStat data that we have analyzed to provide an understanding of each ward or ResiStat special population group. This analysis, plus neighborhood-specific goals, will be included in the Resident Report. Each departmental budget will, as well, list ResiStat goals relevant to their operations.
- *Hosted Interested Parties:* This year, as in prior years, SomerStat, 311, and the Mayor's Office have had a remarkable number of inquires and visits from other municipalities or agencies who hope to start their own Stat programs or 311 call centers. Visitors in FY08 have included aides to Mayor Menino, a professor who is launching a Center for Public Management at UMass Boston, and staff or elected officials from Newton, Babylon NY, Springfield, Nashua NH, Canton OH, Indianapolis IN, Belmont, Worcester, the MBTA, Lowell, the US Army, and New Bedford. Furthermore, Mayor Curtatone, Stephanie Hirsch, and Jessie Baker have presented

DEPARTMENT OVERVIEW

on Stat models at a number of conferences, including the Ash Institute's Frontiers of Innovation Conference, Pioneer Institute's Middle Cities Conference, Governing Magazine's Managing Innovation Conference, KSG's Seminar on Transition and Leadership for Newly Elected Mayors, and a performance management series sponsored by the Rappaport Institute. SomerStat has received inquiries from Philadelphia, San Diego, Rockville MD, the State of Pennsylvania, Durham County, Lansing MI, the State of Kentucky, and many other cities, towns, and organizations.

- *Ran Monthly Department Head Meetings:* SomerStat manages monthly Department Head meetings, including setting the agenda and soliciting speakers. We also provide a SomerStat award each month to a department head or team of individuals who have carried out some work that embodies the principles of SomerStat.
- *Assisted with Department Oversight:* As part of SomerStat's support to the Mayor's Office, Stephanie Hirsch served as the Mayor's Liaison to Police, Fire, the Office of Sustainability and the Environment, Traffic and Parking, and Capital Projects. In FY09, these duties will be split between Jessie Baker and Mike Lambert.
- *Secured Awards/Honorable Mentions:* SomerStat received two grants in FY08 to launch the ResiStat initiative – a grant from the Boston Foundation and a grant from the National Center for Civic Innovation. The Boston Foundation grant was particularly noteworthy, as the Foundation rarely supports the work of municipalities, except for in cases that they perceive to be very innovative. Somerville was also selected as a semi-finalist for the prestigious Ash Innovation Award.
- *Expanded Mystery Customer Corps:* As part of the ACE initiative, spearheaded by SomerStat, 311, and the Mayor's Office, SomerStat has recruited and trained mystery customers and provided reports on mystery customer transactions to departments.
- *Managed Trum Field Oversight:* Jessie Baker from SomerStat assumed oversight over the Trum Field mid-year to ensure its successful completion.
- *Managed East Somerville Schools Oversight:* SomerStat has been holding regular stat-style meetings to oversee and track progress on next steps with the East Somerville School. This has been particularly helpful due to the cross-departmental nature of the project, for which meeting deadlines and making quick decisions has been critical.
- *Assisted with Schools Data Project:* Once again this year, we've worked with professors from Harvard, both the Kennedy School of Government and the School of Education, to carry out an applied data analysis and cost accounting project. For this year's project, a class in the fall and a separate class in the spring worked with administrators from the Schools and from the City to analyze available cost and operations data to provide recommendations to officials on topics including facilities maintenance, teacher recruitment and retention, and charter school costs.
- *Managed Recruitment of OSE Director:* SomerStat managed the search and screening for the Director of Sustainability and the Environment, who will fill the position recently vacated by Peter Mills.
- *Implemented Regular Sick-Time Monitoring:* Eric Friedman worked with the Personnel Department to create reports using Millennium data that flag individuals who meet certain criteria spelled out in the employee handbook.

DEPARTMENT OVERVIEW

- *Managed Second Resident Survey:* The City has contracted once again with Guideline Consulting to replicate the resident survey that was conducted two years ago. The results will be used to gauge where we've made improvements and where we need to focus our ongoing efforts.
- *Managed Parks Signs Replacement Project:* SomerStat spearheaded a team of people from different departments to design signs for parks and open space in the city. The first batch has been installed and all major parks will have signs by this summer.
- *Assisted with Purchase of Smart Car Fleet:* SomerStat researched the details of how smart cars could be purchased and used and then worked with departments and with Purchasing to develop an RFP to purchase smart cars.
- *Continued Responsibility for the Program Budget and Surveys:* As in FY08, SomerStat worked with the Finance Department to prepare the program-based budget. Additionally, we hosted a staff survey and will work with departments to implement improvements based on the results.

FY09 DEPARTMENT PRIORITIES: In our Meetings program, we plan to carry out at least biennial SomerStat meetings with the smaller departments that are not currently included in the SomerStat program. As part of the program, SomerStat will continue to assist with departments' implementation of citywide initiatives, such as ACE and sick-time monitoring.

In terms of projects, SomerStat will continue to work on and expand the projects we supported in FY08.

- *Continue ResiStat:* SomerStat will continue and build on our initial year's ResiStat work. We will carry out biennial meetings in each Ward and with each population group. The meetings will provide reports on all the goals identified in the Resident Report and provide updates on all projects relevant to the neighborhoods or groups (e.g. parks, transportation, etc.).
- *Carry out Biennial All-Staff Meetings:* As we've done with monthly Department Head meetings, SomerStat will develop a standard protocol for biennial all-staff meetings, including updates, recognitions, and reports on City policies and plans.
- *Grant-Writing Planning:* SomerStat will assist the Finance Department in ensuring departments use the new grantwriter to pursue new opportunities to solicit grant funding.
- *MassStat:* SomerStat will work with regional agencies, including Rappaport, MAPC, Pioneer, Worcester Regional Research Bureau, Boston Research Bureau, and MMA to help other municipalities develop Stat capacity. We hope to establish benchmarking relationships with other municipalities. Benchmarking, we believe, will allow us to find new ways to improve and will help municipalities work together to find regional solutions to problems.
- *Continue to Define and Pursue the ACE Vision:* SomerStat will work with 311 to continue to define the ACE vision. In FY08, 311 launched its first walk-in 311 center at City Hall. We will continue to research ways the City can allow residents to complete transactions and access information as easily as possible. Our goal is to allow residents to complete transactions by phone, as walk-ins, on-line, or by mail, in different languages, and at different times of the day.

DEPARTMENT OVERVIEW

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

SomerStat's priorities support the Mayor's priorities to:

- *"Improve City Performance by Using More Effective Demanding Accountability";*
- *"Revolutionize Customer Service";*
- *"Professionalize City Planning and Management."*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): We had some lag money in PS due to the time required to hire new staff.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUALS) TO FY09

(RECOMMENDED): Grant funding for the ResiStat position ends with the end of this fiscal year. We are going to roll the duties of the ResiStat analyst into the regular work of the SomerStat staff. To accommodate this increased workload and allow SomerStat to manage projects at the Mayor's request, we are requesting the creation of a third senior analyst position who will replace both the grant-funded ResiStat analyst and the junior analyst.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In addition to continuing to manage and improve the overall ResiStat program, SomerStat's goals include some projects involving data analysis, for which SomerStat is uniquely well suited.

RESISTAT GOAL: OUTREACH

Track cohort of children born to Somerville families and communicate with them to help retain them. Update 5/19/08: A SomerStat intern is currently entering data on one year's worth of children born to Somerville families. The City will contact these individuals to collect more information on them as part of a multi-year study of decisions families make. (Some Progress Planned for FY09)

RESISTAT GOAL: POLICY

Hold future ResiStat meetings in places where people from a particular language-speaking community are already meeting. Update 5/19/08: SomerStat will work on addressing this concern as it plans for ResiStat in FY09. (Some Progress Planned for FY09)

Share air-quality monitoring data. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will work with the Mystic View Task Force to share and present air-quality monitoring data. (Some Progress Planned for FY09)

			FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000	PERSONAL SERVICES					
51110	SALARIES		159,435	202,030	79,475	227,655
TOTAL P-ACCT 51000			159,435	202,030	79,475	227,655
P-ACCT 52000	ORDINARY MAINTENANCE					
53000	PROFESSIONL & TECHNCL SVC		2,388		5,138	
54200	OFFICE SUPPLIES		792	1,000	659	1,000
54201	OFFICE EQUIPMENT		677	500		500
54220	COMPUTER SUPPLIES			500		500
54900	FOOD SUPPLIES & REFRESHMT			1,000	94	
57863	NEIGHBORHOOD IMP. COUNCIL			8,500		8,500
57865	AWARDS		68	1,000		
TOTAL P-ACCT 52000			3,925	12,500	5,891	10,500
TOTAL ORG	1042	FUNDING REQUIRED	163,360-	214,530-	85,366-	238,155-

DEPARTMENT NAME SomerStat
GENERAL FUND ORG NUMBER 1042

Position	Name	Current Base	Fiscal Year Base	TOTAL
SomerStat Director	Stephanie Hirsch	1,399.68	73,063.37	73,063.37
SomerStat Senior Analyst	Vacant	846.15	44,169.03	44,169.03
SomerStat Senior Analyst	Eric Friedman	1,057.69	55,211.42	55,211.42
SomerStat Senior Analyst	Vacant	1,057.69	55,211.42	55,211.42
				227,655.24

ORG 1042: SOMERSTAT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
SOMERSTAT MEETINGS PROGRAM			
PERSONAL SERVICES	\$ 74,298.00	\$ 77,247.00	\$ 81,676.00
ORDINARY MAINTENANCE	\$ 2,712.00	\$ 750.00	\$ 750.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 77,010.00	\$ 77,997.00	\$ 82,426.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.70</i>	<i>1.80</i>	<i>1.80</i>
PROJECT MANAGEMENT AND CITY CAPACITY BUILDING			
PERSONAL SERVICES	\$ 85,137.00	\$ 85,136.00	\$ 94,246.00
ORDINARY MAINTENANCE	\$ 1,280.00	750	700
TOTAL APPROPRIATIONS TO PROGRAM	\$ 86,417.00	\$ 85,886.00	\$ 94,946.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.30</i>	<i>1.75</i>	<i>1.75</i>
SOMERSTAT OUTREACH			
PERSONAL SERVICES	\$ -	\$ 42,255.00	\$ 51,733.00
ORDINARY MAINTENANCE	\$ -	2,500	9,050
TOTAL APPROPRIATIONS TO PROGRAM	\$ -	\$ 44,755.00	\$ 60,783.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0</i>	<i>0.45</i>	<i>0.45</i>
ADMINISTRATION			
<i>FTE FROM APPROPRIATIONS</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 163,427.00	\$ 208,638.00	\$ 238,155.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>3.00</i>	<i>4.00</i>	<i>4.00</i>

PROGRAM COST AND ACTIVITIES

PROGRAM: SOMERSTAT MEETINGS

Description: Support compliance, reform, and innovation in SomerStat departments through regular review of available data, frequent SomerStat and bi-weekly meetings, and tracking of all follow-up steps in citywide task database.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # departments in program (Based on count for FY07 and FY08, and plans for FY09.)	14	16	22
<u>Program Cost:</u>	\$87,849.00	\$85,886.00	\$94,246.00
<u>Cost per Output:</u>	\$6,274.92	\$5,367.87	\$4,283.90
<u>FTEs:</u>	1.70	1.80	1.80
<u>Outcome 1:</u> % departments in program (Based on count for FY07 and FY08, and plans for FY09)	66%	81%	100%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Carry out at least twice annual Stat meetings with remaining smaller departments.
2. Launch SomerSPOT program, in which SomerStat staff identify and take pictures of issues for resolution.
3. Assist with implementation of a work order system in departments served by 311.

PROGRAM FY08 GOAL REVIEW

1. Expand SomerStat to at least three new departments (Expanded to two new departments, and Stated one project).
2. Regularly monitor benefit days used, providing monthly custom reports to department heads (Complete).
3. Regularly monitor implementation of customer service and other citywide initiatives at SomerStat meetings (Complete and ongoing).
4. Assist Web Coordinator in encouraging departments to shift transactions to website and to keep web content current (Done in each SomerStat meeting through web scorecard).
5. Broaden focus of Capital Projects meeting once Argenziano project is complete (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Conduct Departmental SomerStat Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	180	230	242
<i>Description: With Departments, plan, prepare for, and hold SomerStat meetings and bi-weekly meetings.</i>			
<i>Output: # of meetings held (Count for FY07 and FY08, and projected for FY08 and FY09.)</i>			
Maintain Citywide Task List	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	978	541	800
<i>Description: Maintain and update daily database of open tasks across 20 departments and for 59 individuals.</i>			
<i>Output: # of tasks entered (Count for FY07, count through 6/6/08 for FY08 and FY09.)</i>			
Maintain and Develop Data Warehouse	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	22	40	50
<i>Description: Capture data from administrative systems and maintain in formats, including GIS based, that can be easily accessible for use by SomerStat and departments.</i>			
<i>Output: # of administrative data sources made available (Count for FY07 and FY08, and projected for FY09.)</i>			
Research Special Topics	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	10	12
<i>Description: Conduct data collection or analysis, interviews, or other research in response to requests from departments or the public.</i>			
<i>Output: # of requests received and completed (Estimated for all years.)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: PROJECT MANAGEMENT AND CITY CAPACITY BUILDING

Description: Manage or support multi-department initiatives that build City's capacity for professional management and data-driven decision-making.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # projects managed (Based on count as of 5/1/08 and plans for FY09.)	3	13	10
<u>Program Cost:</u>	\$75,510.00	\$77,997.00	\$82,376.00
<u>Cost per Output:</u>	\$25,170.00	\$5,999.76	\$8,237.60
<u>FTEs:</u>	1.30	1.75	1.75
<u>Outcome 1:</u> % projects complete or on target (Based on count for FY07 and FY08, and plans for FY09)	90%	70%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Carry out bi-annual All Staff meetings.
2. Assist Finance Department in planning for departmental solicitation of grants.
3. Complete signs initiative, with the addition of signs and bulletin boards for parks and schools.
4. Wrap-up and transfer to Mayor's Office oversight of ESNS project.

PROGRAM FY08 GOAL REVIEW

1. Work with Personnel and Law to ensure that department heads receive management training (Personnel achieved goal).
2. Assist Personnel and the Mayor's Office with executive searches, as assigned (Complete, carried out search for new OSE director).

PROGRAM ACTIVITIES AND OUTPUTS

Manage Multi-departmental Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	5	5
<i>Description: Coordinate and monitor progress on special projects that span departments, particularly those related to capacity building for data-driven decision-making.</i>			
<i>Output: # of projects managed (Count for FY07, FY08, and plan for FY09.)</i>			
Monitor Resource Use and Service Delivery	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	14	16	22
<i>Description: Monitor all available service and financial data for SomerStat departments and flag issues of concern. (REMOVE?)</i>			
<i>Output: # of departments monitored (Count through 6/1/08 and projection for FY09..)</i>			
Attend Mayor's Staff meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	190	190	190
<i>Description: Brief Mayor on open tasks, issues raised in SomerStat meetings, and the status of ongoing projects.</i>			
<i>Output: # of meetings attended (Estimate based on daily meeting.)</i>			
Manage Department Head Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2	12	12
<i>Description: Coordinate agenda, speakers, awards, and training for meetings, and follow-up with survey.</i>			
<i>Output: # of department head meetings managed (Count for FY07 and FY08, and plan for FY09.)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: SOMERSTAT OUTREACH

Description: Extend SomerStat-style meetings to residents and front-line staff, to engage them in problem-solving discussions that provide feedback on how the City may improve its service delivery. Additionally, present to governmental entities who wish to learn about SomerStat.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of presentations made plus meetings held. (Based on count as of 6/1/08 and plans for FY09).	0	80	20
<u>Program Cost:</u>	\$0.00	\$44,755.00	\$60,783.00
<u>Cost per Output:</u>		\$559.43	\$3,039.15
<u>FTEs:</u>	0.00	0.45	0.45
<u>Outcome 1:</u> % of ResiStat goals planned for fiscal year completed (Target for FY09)			90%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Hold twice-annual ResiStat meetings for all wards and at least three special population groups.
2. Distribute Resident Report and regularly report on goal status.
3. Create on-line ResiStat forum with real-time data.
4. Work with regional agency to support benchmarking projects and MassStat model.

PROGRAM FY08 GOAL REVIEW

1. Establish at least 20 ResiStat groups, with at least bi-monthly meetings (established 18 groups).
2. Continue to expand mystery shopper corps (Complete).
3. Publish SomerStat data on the website (Pending new website launch).
4. Continue front-line employee "Stat" meetings (Complete and ongoing).
5. Recruit additional mystery customers (Complete and ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Plan for Regional Data Sharing	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	3	4
<u>Description:</u> Participated in regional planning group, funded by Sloan Foundation, working to establish regional benchmarking system.			
<u>Output:</u> # of meetings attend. (Count of meetings in FY07 and FY08, and plan for FY09.)			
Facilitate ResiStat Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	120	20
<u>Description:</u> Facilitate regular meetings with resident advisory groups in which SomerStat data gets shared, residents provide feedback, and follow-up items are tracked.			
<u>Output:</u> # of meetings (Count and projection of meetings.)			
Facilitate Front-Line Staff Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	12	12
<u>Description:</u> Facilitate monthly meetings with front-line staff representatives from each department to share SomerStat data, particularly related to customer service, and facilitate feedback.			
<u>Output:</u> # of meetings (Count and projection of monthly meetings.)			
Host Visitors/Make Presentations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	25	30
<u>Description:</u> Present to municipalities and other interested parties on SomerStat and 311 model.			
<u>Output:</u> # of presentations (Count of visitors and inquiries and projections for FY09.)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Capital Projects Management Department develops and oversees the design and construction of the City's major capital projects, including municipal building construction and renovation, and assists in parks reconstruction. Also, Capital Projects works with various other City departments to develop and maintain a comprehensive Capital Improvement Plan and to standardize and update capital bidding and contract documents.

DEPARTMENT ORGANIZATION: The Capital Projects Management Department was staffed in July 2004 with three full time positions – a Director and two Project Assistants. The Department has since added one Executive Assistant.

FY08 ACCOMPLISHMENTS: In FY08, Capital Projects worked with numerous City departments to develop a comprehensive five-year Capital Improvement Plan. This plan will be maintained and updated annually in response to changing capital needs and evolving capital funding levels.

The Department coordinated and oversaw the substantial completion of the Lincoln Park Community School project, now called the Dr. Albert F. Argenziano School at Lincoln Park, completing the construction of the 110,000 square foot elementary school. FY08 saw 99.75 percent completion of the construction phase, as well as 100% procurement and delivery for the new school's furnishings and equipment. As part of planning for the return of the temporarily relocated existing school administration to the new facility in September 2007, the Department has conducted a thorough surplus inventory survey of all furnishings and equipment in the Powder House, Cummings, Edgerly, and St. Anne's Schools for the purpose of re-distribution or disposal.

Concurrent with the construction of the project, the Department generated and submitted monthly reimbursement requests to the Massachusetts School Building Authority (MSBA) that have resulted in payments totaling \$19,407,719 to date. In addition, the Department provided the necessary documentation to the MSBA for the Authority's 2% loan program, resulting in \$8.7 million of low cost funding to the City of Somerville.

The Department has provided management assistance to a number of other City projects including Stone Place and Perry Park renovations, and managed the field work for the Sponsor-A-Spot program. The Department also completed \$3,346,306 in renovations to the Trum Field House to provide a new facility including a street level pavilion, fully accessible public restrooms, home and visitor team rooms, wheelchair access to the field level and improvement to the adjacent Broadway sidewalk area.

The Capital Projects Management Department conducted a Capital Needs Assessment for West Branch Library, City Hall, Main Library, Fire Station, and Highland Ave. to provide scope and cost estimates for potential future renovations and repairs. In addition, the Department managed a project to make repairs and address leaks and concrete deterioration at the Buena Vista Garage in Davis Square.

DEPARTMENT OVERVIEW

The Department's Director has worked closely with the Mayor's Task Force to address numerous issues related to the fire at the East Somerville Community School (ESCS). Specifically, the Department has overseen the cleaning of the School as well as the removal of damaged items from the school. Finally, the Department has managed the efforts of the City's architectural and structural assessment consultants.

The Department was responsible for initiating the design process for the installation of the synthetic field turf at the Capuano School; started the assessment and design of a replacement retaining wall at the Conway Park; and provided on-site management assistance to the City of Somerville's ESCO project and to the masonry reconstruction at the Main Library.

FY09 DEPARTMENT PRIORITIES: In FY09, the Capital Projects Management Department will be focused on continuing the development of the major capital projects that are in either design or construction phases.

The primary focus of the Department will be the management of the Argenziano School project to 100 percent completion, including all punch list and additional work items. Also at the Argenziano School, the Department will oversee the grant administration, design and installation of a 15 kilowatt photovoltaic array to produce renewable energy in accordance with a grant from the Massachusetts Technology Collaborative.

In FY09 the Department will also directly manage, monitor, and assist with the following projects:

- Implementation of the City-Wide ESCO project
- Complete the study to review and assess potential renovation issues at the Main Library, West Branch Library, City Hall and Highland Avenue fire station
- Manage the replacement of approximately 150 linear feet of retaining wall at Conway Park, including design, bidding and contract administration to completion
- Manage the Capuano School field turf project to replace 40,000 square feet of natural turf with an artificial surface to improve performance, durability and usable seasonal length for youth soccer and other activities
- Manage the design, bidding and contract administration for demolition and renovation projects in response to the fire at the East Somerville School

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

Capital Projects Management's priorities support the Mayor's priorities to:

- *"Make Somerville an Exceptional Place to Live, Work and Play"* by completing projects, renovating, and beautifying open spaces
- *"Professionalize City Planning and Management"* by continuing the capital planning processes.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): Capital Projects Management will be slightly below budgeted Ordinary

DEPARTMENT OVERVIEW

Maintenance spending. Capital Projects Management was budgeted for a staffing level of four people, three of whom have a percentage of their salaries funded by capital projects' bonds. In FY08, capital projects' bonds accounted for 18%, or \$45,000, of the Department's salaries.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): None

COST ALLOCATION METHODOLOGY: To allocate appropriations to projects, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries and ordinary maintenance costs.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

Capital Projects' goals are all goals that the City is already actively pursuing. The goals highlighted here are ones for which residents actively voiced support.

ORG 1043: CAPITAL PROJECTS MANAGEMENT

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Finalize work on the soccer field at Lincoln Park and address drainage issues. Update 5/19/08: Will be completed prior to this fall's playing season. (To Be Completed in FY09)

Update Capuano soccer field to turf. Update 5/19/08: Work will start this summer and the fields will be complete by fall 2008. (To Be Completed in FY09)

RESISTAT GOAL: POLICY

Rebuild East Somerville Community School. Update 5/12/08: The City and the Somerville Public Schools (SPS) are currently looking at options for renovation or new construction. This plan will be developed in FY09. Update 6/4/08: Law Department is providing legal support for insurance cost recovery, and school construction issues. (Longer-Term Goal)

ORG 1043 EXEC - CAPITAL PROJ MGMT

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	144,341	203,544	118,858	259,954
TOTAL P-ACCT 51000	144,341	203,544	118,858	259,954
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC	1,187	162,332	140,829	1,500
54200 OFFICE SUPPLIES	1,296	1,000		1,500
54201 OFFICE EQUIPMENT	1,169	1,500		1,500
54210 PRINTING & STATIONERY	887			
TOTAL P-ACCT 52000	4,539	164,832	140,829	4,500
P-ACCT 58000 CAPITAL OUTLAY				
58410 BUILDING IMPROVEMENTS	25,000			
58745 BUILDING RECONSTRUCTION	16,702		1,709	
TOTAL P-ACCT 58000	41,702		1,709	
TOTAL ORG 1043 FUNDING REQUIRED	190,582-	368,376-	261,396-	264,454-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Capital Projects Management
1043

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DIRECTOR CPMD	GERALD R BOYLE	1,538.46	80,307.61	80,307.61
EXECUTIVE ASSISTANT	DEBORA MITRANO	865.38	45,172.84	45,172.84
PROJECT ASSISTANT	EDWARD NUZZO	1,250.00	65,250.00	65,250.00
PROJECT ASSISTANT	JAMES ODOVANO	1,326.12	69,223.46	69,223.46
				259,953.91

ORG 1043: CAPITAL PROJECTS MANAGEMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
PROJECT OVERSIGHT			
PERSONAL SERVICES	\$144,341.00	\$203,544.00	\$259,954.00
ORDINARY MAINTENANCE	\$4,539.00	\$5,000.00	\$4,500.00
TOTAL APPROPRIATIONS TO PROGRAM	\$148,880.00	\$208,544.00	\$264,454.00
<i>FTE FROM APPROPRIATIONS</i>	4.75	4.25	4.00
ADMINISTRATION EXPENSE-ALL PROGRAMS	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	0	0	0
TOTAL APPROPRIATIONS TO DEPARTMENT	\$148,880.00	\$208,544.00	\$264,454.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	4.75	4.25	4.00

ORG 1043: CAPITAL PROJECTS MANAGEMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: PROJECT OVERSIGHT

Description: Assess, plan, and oversee the City's major capital projects.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Projects Completed (Actual Data)	2	2	6
<u>Program Cost:</u>	\$148,880.00	\$208,544.00	\$264,464.00
<u>Cost per Output:</u>	\$74,440.00	\$104,272.00	\$44,077.00
<u>FTEs:</u>	4.75	4.25	4.00
<u>Outcome 1:</u> % of plans completed on schedule			
<u>Outcome 2:</u> % of projects completed within budget			

PROGRAM FY09 GOALS

1. Complete Argenziano School construction to 100 percent.
2. Install a photovoltaic energy production system funded by a Massachusetts Technology Collaborative Grant at the Argenziano School.
3. Assist with the monitoring of the City-Wide ESCO project.
4. Oversee a consultant to complete a study to review and assess potential renovation issues at the main library, West branch library, City Hall and Highland Avenue fire station.
5. Replace approximately 150 linear feet of retaining wall at Conway Park, including design, bidding and contract administration to completion.
6. Manage the Capuano School field turf project to replace 40,000 square feet of natural turf with an artificial surface to improve performance, durability and usable seasonal length for youth soccer and other activities.
7. Manage the design, bidding and contract administration for demolition and renovation projects in response to the fire at the East Somerville School.

PROGRAM FY08 GOAL REVIEW

1. Maintain an up-to-date list of the City's capital needs including: timetables, cost estimates, and potential alternative funding sources. (Ongoing)
2. Complete Argenziano School construction to 100 percent. (In process)
3. Provide contract management assistance to OSPCD to complete the renovation of Stone Place, Perry, and Kemp Nut parks. (Complete)
4. Continue to provide staff resources to the development and implementation of the Municipal Property Review Committee's consolidation plan. (Complete)
5. Complete Trum Field House construction to 100 percent. (Complete)

PROGRAM ACTIVITIES AND OUTPUTS

Assess and Preplan for Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	10	3
<u>Description:</u> Prepare recommendations concerning whether projects should be initiated depending on the City's needs and means.			
<u>Output:</u> # of projects approved (Actual)			
Plan Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	8	2
<u>Description:</u> Develop plans, designs, and funding options for capital projects that meet the City's standards for efficiency and quality.			
<u>Output:</u> # of projects planned and designed (Actual)			
Bid and Award Contracts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	11	5	3
<u>Description:</u> Award contracts with external service providers, minimize costs, and ensure a quality level of services provided.			
<u>Output:</u> # of contracts awarded (Actual)			

ORG 1043: CAPITAL PROJECTS MANAGEMENT

PROGRAM COST AND ACTIVITIES

Manage Contracts

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
11	5	6

Description: *Ensure the implementation and oversight of capital projects are in accordance with regulations and approved project plans.*

Output: *# of contracts managed (Actual)*

Complete Projects and Closeout

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
2	2	6

Description: *Complete scope of work per plans and specifications, initiate all warranties, submit all regulatory and financial documentation, and make final payments to all vendors.*

Output: *# of projects completed (Actual)*

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Somerville Council on Aging (COA) provides comprehensive services that enhance the lives of the elderly and enrich the community at large. The COA is deeply committed to providing programming that reflects the diversity of our senior population. We promote and safeguard the health and independence of seniors by advocating for them in many areas, arranging for necessary services, and providing meaningful social and recreational options that enhance their lives. We provide informational, referral, and case management services in addition to coordinating homemaking, meals on wheels, and other support programs for the elders.

DEPARTMENT ORGANIZATION: COA has four City-funded full-time employees: an executive director, assistant director, social worker, and administrative assistant. Seven additional full- or part-time employees are grant-funded.

FY08 ACCOMPLISHMENTS: The COA has succeeded in accomplishing our stated goals for FY08:

- Continued the Shape Up Somerville Seniors program along with the You Can nutrition program with Somerville-Cambridge Elder Services (SCES). The COA expanded the outdoor walking group that runs from April to October and helped seniors lead healthier lifestyles by emphasizing the importance of exercise and healthy eating. The COA also took this one step further and incorporated an intergenerational program for health and wellness.
- Increased the number of programs and activities offered at the Centers.
- Increased the percentage of seniors involved in COA activities and programming through outreach and advertising and spending more time in senior buildings.
- Created activity logs to capture accurate statistics at all three centers for all programming.
- Held a Veteran's Breakfast and monthly meetings.
- Expanded the social work office by making available a mental health counselor.
- Created more rides for seniors other than to meal sites or medical appointments.

The Council on Aging has increased our productivity by creating more programs, trips, and social events, thereby providing Somerville seniors with more opportunities and activities than in recent years.

FY09 DEPARTMENT PRIORITIES: In FY09, the COA will continue to increase the number of health and wellness programs, including continuing and expanding programs for the baby boomers, through available grants. We have started to prepare programs for the baby boomers, such as continuing education and information about financial planning, retirement opportunities, travel, and cooking.

Additional FY09 priorities are:

- Expanding seminar, night, and weekend programs.
- Increasing the number of activities for low-vision seniors.
- Providing intergenerational programming through new grants funds.

DEPARTMENT OVERVIEW

- Continuing extensive outreach, both to conduct advocacy work and to educate the elderly population about the services available, especially low-vision and isolated seniors.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Council on Aging supports the Mayor's priorities to:

- *"Revolutionize Customer Service"* by ensuring that each senior in Somerville is given exceptional attention and that all service requests, small and large, are responded to in an efficient, timely, and professional manner.
- *"Protect and Support Families and Individuals"* by providing quality programming, support groups, and opportunities for social integration. The COA also achieves this goal by providing counseling and mental health services to meet the needs of elders and their caregivers.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED):

The Council of Aging and Finance Department successfully negotiated the Council of Aging's current building rent to a lower figure compared to previous years (\$167,030 to \$27,135). The Council of Aging is also requesting a Mental Health Coordinator to better serve our senior/elderly population.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time that staff spends on each program was estimated. Salaries were allocated based on these percents. Additional Personal Services' spending was divided according to percent of FTE's in each program. Ordinary Maintenance spending was also divided by percent to each program.

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	167,809	180,457	84,193	206,453
51200 SALARIES & WAGES TEMPOR'Y				
51520 AUTO ALLOWANCE				
TOTAL P-ACCT 51000	167,809	180,457	84,193	206,453
P-ACCT 52000 ORDINARY MAINTENANCE				
52068 INTERIOR BLDG MAINT				
52470 MAINT CONTRACT-OFFC EQUIP	417	800	135	800
52710 RENTALS-BUILDINGS				
52712 RENTAL - TABLES & CHAIRS	1,850	1,850		1,850
53000 PROFESSIONL & TECHNCL SVC		700		700
53060 ADVERTISING				
53190 STAFF DEVELOPMENT				
53420 POSTAGE				
53500 RECREATIONAL SERVICES				
53510 RECREATION-TRANSPORTATN.				
53540 RECREATION-EXPENSES				
54200 OFFICE SUPPLIES	1,121	1,135	335	1,135
54201 OFFICE EQUIPMENT				
54210 PRINTING & STATIONERY		250		250
54221 COMPUTER EQUIPMENT				
54900 FOOD SUPPLIES & REFRESHMT	7,539	7,850	653	7,850
55870 MAGAZINES,NEWS,SUBSCRIPTS				
55874 MAGAZINES & PUBLICATIONS				
TOTAL P-ACCT 52000	10,927	12,585	1,123	12,585
P-ACCT 60000 SPECIAL ITEMS				
62710 RENTAL - BUILDINGS	165,895	165,895	132,165	26,000
TOTAL P-ACCT 60000	165,895	165,895	132,165	26,000
TOTAL ORG 1034 FUNDING REQUIRED	344,631-	358,937-	217,481-	245,038-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Council on Aging
1034

Position	Name	Current Base	Fiscal Year Base	TOTAL
Executive Director	Cindy L Hickey	1,225.10	63,950.22	63,950.22
Assistant Director	Jennifer Querusio	855.07	44,634.65	44,634.65
Administrative Assistant	Concetta Lorenti	630.42	32,907.92	32,907.92
Geriatric Social Worker	Suzanne Norton	746.44	38,964.17	38,964.17
Mental Health Coordinator	Nancy O'Connor	746.44	38,964.17	25,996.11
				206,453.08

ORG 1034: EXECUTIVE COUNCIL ON AGING

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
EVENTS FOR SENIORS			
PERSONAL SERVICES	\$ 47,792.45	\$ 43,314.92	\$ 47,085.54
ORDINARY MAINTENANCE	\$ 10,064.00	\$ 10,277.00	\$ 10,277.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 57,856.45	\$ 53,591.92	\$ 57,362.54
<i>FTE FROM APPROPRIATIONS</i>	<i>1.03</i>	<i>0.98</i>	<i>1.08</i>
HEALTH AND WELLNESS PROGRAMS			
PERSONAL SERVICES	\$ 49,714.61	\$ 45,442.57	\$ 50,333.51
ORDINARY MAINTENANCE	\$ 644.00	\$ 577.00	\$ 577.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 50,358.61	\$ 46,019.57	\$ 50,910.51
<i>FTE FROM APPROPRIATIONS</i>	<i>1.08</i>	<i>1.03</i>	<i>1.18</i>
INFORMATION/REFERRAL/CASE MANAGEMENT			
PERSONAL SERVICES	\$ 82,949.94	\$ 74,246.04	\$ 93,046.10
ORDINARY MAINTENANCE	\$ 663.00	\$ 595.00	\$ 595.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 83,612.94	\$ 74,841.04	\$ 93,641.10
<i>FTE FROM APPROPRIATIONS</i>	<i>1.89</i>	<i>1.74</i>	<i>2.49</i>
ADMINISTRATION	\$ 167,030.00	\$ 184,483.47	\$ 43,122.85
<i>FTE FROM APPROPRIATIONS</i>	<i>0</i>	<i>0.25</i>	<i>0.25</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 358,858.00	\$ 358,936.00	\$ 245,037.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>4.00</i>	<i>4.00</i>	<i>5.00</i>

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

PROGRAM: EVENTS FOR SENIORS

Description: Organize events for seniors in order to increase social integration and reduce isolation among seniors.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of sessions organized (Based on total number of sessions held for each event)	770	921	1,138
<u>Program Cost:</u>	\$57,856.00	\$53,592.00	\$57,363.00
<u>Cost per Output:</u>	\$75.13	\$58.18	\$50.40
<u>FTEs:</u>	1.03	0.98	1.08
<u>Outcome 1:</u> % of Somerville seniors who would like to receive information regarding local volunteer opportunities (Based on Senior Citizen survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Expand night programming to prepare for the baby boomers.
2. Reactivate the suppers at the Holland Street site from May to Oct.
3. Create and begin a low vision group for seniors that are losing their sight or have already lost their sight.
4. Provide intergenerational activities.
5. Outreach to the community seniors to make them aware of the advocacy work that we do.
6. Create a hairdressing program.

PROGRAM FY08 GOAL REVIEW

1. Organize more night programming, including a health and wellness program (Complete, on-going).
2. Hold suppers on Thursday nights with an activity (28 this year April-October) (Complete).
3. Modify/expand transportation program (Complete).
4. Track the age bracket and attendance at events to find out who exactly we're serving (Complete).
5. Develop a call list that identifies groups for cancellations or weather (based on the system developed by Tom Champion) (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Organize Special and One Day Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,237	1,350	1,425
<u>Description:</u> Organize the annual picnic, bringing elders out of nursing homes and assisted living to enjoy an old fashioned picnic. Host an annual Grandchildren and Grandparents pizza party.			
<u>Output:</u> # of seniors who attend annual picnic (FY07: Actual; FY08: Projected from YTD actual; FY09: Estimates)			
Organize Information Sessions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	35	45	53
<u>Description:</u> Provide seniors with information about specific issues relevant to them and their families. Enable seniors to make more informed choices.			
<u>Output:</u> # of information sessions organized (35 information sessions (on average 24 to 25 participants at each session))			
Organize Birthday Parties for Seniors	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	14	25	36
<u>Description:</u> Organize a birthday party each month to celebrate all individuals birthdays.			
<u>Output:</u> # of birthday parties per year (Expanding birthday parties to new locations and to include 100-yr-olds (on average 15 participants per party))			
Organize Dances	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16	18	20
<u>Description:</u> Organize dances throughout the year in order to bring seniors into a social environment.			
<u>Output:</u> # of dances organized per year (16 dances in FY07 (at least 125 participants per dance -- increasing due to popularity))			

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

Organize Parties	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	22	40	49

Description: Increase social interaction and reduce isolation among seniors.

Output: # of parties organized per year (22 parties in FY07 -- increasing due to popularity (on average 35 participants per event))

Organize Trips and Restaurant Outings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	44	55	57

Description: Organize trips and monthly Restaurant Club Outings to allow seniors to engage with each other and learn about surrounding areas.

Output: # of trips per year + # of restaurant club outings (32 trips in FY07 -- increasing due to popularity; 12 restaurant outings)

Organize Bingo, Cribbage, and Crochet Classes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	628	632	650

Description: Hold bingo, cribbage, and crochet classes at multiple locations to allow seniors to play throughout the week and year.

Output: # of bingo, cribbage, and crochet sessions throughout the year (520 organized bingos, 4 super bingos, 52 sessions of cribbage, and 52 crochet classes (adding 32 sessions for FY08))

Provide Transportation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	129	130	145

Description: Provide transportation to Somerville seniors to allow them to make doctors appointments and other scheduled events.

Output: # of medical and non-medical appointments per year (XX medical and XX non-medical transports per year)

Organize Passport Days	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	10	16

Description: Organize passport days each month to encourage learning and social stimulation for seniors.

Output: # of passport days per year (One passport day per month -- This program will end with FY07, as other programs have taken its place)

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

PROGRAM: HEALTH AND WELLNESS PROGRAMS

Description: Offer services that improves seniors' physical and mental health.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of breakfasts and lunches served (FY07 & FY08: Based on the number of breakfasts/lunches served to seniors; FY09: estimate)	11,453	11,750	12,200
Program Cost:	\$50,359.00	\$46,020.00	\$50,911.00
Cost per Output:	\$4.39	\$3.91	\$4.17
FTEs:	1.08	1.03	1.18
Outcome 1: % of Somerville seniors who would like to be contacted regarding becoming part of the Somerville-Cambridge Advocacy Network to increase support for issues that are important to them (Based on Senior Citizen survey)			
Outcome 2:			

PROGRAM FY09 GOALS

1. Hold a quarterly event for the walking group in association with the Executive of Elder Affairs
2. Expand the intergenerational health and wellness program
3. Provide low vision support group with eye exams.
4. Operate blood pressure clinic.

PROGRAM FY08 GOAL REVIEW

1. Expand the Shape Up Somerville program for Seniors -- had a very successful pilot and will expand for next year (Complete).
2. Extend Walk Across America program to year-round (Complete).
3. Continue expanding and developing RUOK program (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Host Nutrition Classes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	48	48	48
<i>Description: Provide Somerville seniors with cooking classes, recipes, shopping tips, healthy products. Classes taught by a licensed nutritionalist and homeopathic.</i>			
<i>Output: # of sessions held (On average 15 participants per session)</i>			
Host a Veteran's Group	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	23	23
<i>Description: Provide Somerville veterans with the opportunity to meet one another and share their experiences.</i>			
<i>Output: # of veteran's groups (On average 2-3 participants per session)</i>			
Host Senior Discussions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	50	50
<i>Description: Provide elderly men and women the opportunity to participate in an open group discussion.</i>			
<i>Output: # of sessions (On average 15 participants per session)</i>			
Organize Men's and Women's Breakfast	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,690	1,750	1,775
<i>Description: Promote social integration, improve diets among seniors, and offer information on various issues to seniors.</i>			
<i>Output: # of breakfasts served (FY06 and FY07 actual # of breakfasts served)</i>			
Organize a Women's Group	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	48	48	50
<i>Description: Provide group counseling for older women aimed at improving their mental health.</i>			
<i>Output: # of women's groups meetings held per year (17 participants per meeting)</i>			

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

Organize Physical Exercise Sessions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	232	250	250
<i>Description: Provide exercise services and help seniors maintain and improve their physical health.</i>			
<i>Output: # of exercise sessions held (Actual number of exercise sessions held)</i>			
Provide Lunch on Weekdays	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	9,763	10,000	11,700
<i>Description: Serve nutritious meals to the elderly and distribute brown bag lunches once per month</i>			
<i>Output: # of lunches served (Actual number of lunches served)</i>			
Organize the RUOK Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	38	38	75
<i>Description: Manage the RUOK program that calls seniors to ensure they are well.</i>			
<i>Output: # of seniors receiving calls (Actual number of seniors receiving calls)</i>			

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

PROGRAM: INFORMATION/REFERRAL/CASE MANAGEMENT

Description: Provide information, referral, and case management services to seniors in order to meet their needs.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of seniors who received in-person assistance (Based on actual number of seniors who received assistance with housing and tax forms)	335	425	450
<u>Program Cost:</u>	\$83,613.00	\$74,841.00	\$93,641.00
<u>Cost per Output:</u>	\$249.59	\$176.09	\$208.09
<u>FTEs:</u>	1.89	1.74	2.49
<u>Outcome 1:</u> % of seniors who would like to be on the Council on Aging mailing list and receive the COA newsletter and other materials (Based on Senior Citizen survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Set up a computer at the Holland Street center for access to Medicare and Part D
2. Hold a quarterly seminar on legal, medical and educational issues
3. Outreach to community elders for information on the advocacy work that the COA does
4. Increase by 10% the number of SHINE clients that we see

PROGRAM FY08 GOAL REVIEW

1. Continue increasing Seniors' access to online resources such as Medicare and other eligibility websites through computer placement in senior centers (Complete).
2. Hold two luncheon seminars per year to inform people about Medicare Part D (prescription plan) and other elder benefits (Complete).
3. Continue to expand the offerings around estate management for seniors -- provide in-home information sessions and hold legal sessions hosted by the Women's Bar Association to help elders with legal forms (Complete, on-going).
4. Capture and track SHINE cases and calls (Complete, on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Assist Seniors with Legal Forms	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	212	248	278
<u>Description:</u> Assist seniors in completing their tax forms and with estate management.			
<u>Output:</u> # of seniors assisted (FY07: Actual number of seniors who received assistance with tax forms and estate management)			
Offer Advice and Information Referrals	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,302	6,500	7,680
<u>Description:</u> Offer guidance and advice to seniors on issues of relevance.			
<u>Output:</u> # of calls answered (Estimate based on an average of XX calls per day for FY05, FY06, and FY07)			
Provide Housing Assistance and Advice	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	157	200	240
<u>Description:</u> Assist seniors who require adjustments with their housing situation.			
<u>Output:</u> # of people assisted (Actual number of individuals who were assisted in person)			
Produce Monthly Newsletter	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,000	6,000	6,000
<u>Description:</u> Inform seniors about events, services, and issues of interest.			
<u>Output:</u> # of newsletters written and distributed per year (Actual number of newsletters written and distributed)			

ORG 1034: EXECUTIVE COUNCIL ON AGING

PROGRAM COST AND ACTIVITIES

Produce Monthly Cable TV Show	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	12

Description: Inform seniors about upcoming events, services, and other relevant issues.

Output: # of shows aired per year (Actual number of shows aired - 1 per month)

Advertise Events and Services	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	88	88	88

Description: Inform seniors about events and services of interest.

Output: # of advertisements posted (mainly in newsletter, newspaper, and talk show) (Actual number of advertisements)

Provide Emergency Shelter	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	15	5	6

Description: Provide emergency shelter to Somerville seniors under extreme temperature conditions (winter/summer) and under other emergency conditions.

Output: # of times emergency shelters were provided (Estimate -- actual # can vary dramatically depending on the weather)

Attend Neighborhood Impact Team Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	52	52	52

Description: Attend NIT meetings and provide follow-up when appropriate.

Output: # NIT meetings attended (NIT meetings occur once a week)

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Executive Office of the Arts Council (Arts Council) is responsible for making the arts an integral part of life in Somerville. In order to celebrate and build community, the Council strives to sponsor quality programming that is accessible to all community members. In addition, the Arts Council is active in supporting local artists and cultural organizations and contributing to economic development and City planning efforts. Overall, the Arts Council serves as both a resource and an advocate for the promotion of arts.

DEPARTMENT ORGANIZATION: The Arts Council is staffed with two and a half full-time employees, two of whom are funded through City appropriations. We also hire numerous contract employees and work with approximately 250 volunteers each year.

FY08 ACCOMPLISHMENTS: In FY08, the Council continued the ArtsUnion cultural economic project for a third year. Supported by a \$40,000 matching grant from the Massachusetts Cultural Council, this project generated huge benefits for local businesses, artists, and residents. We were successful in securing an additional \$40,000 to continue this work in FY09.

With a \$10,000 grant from the National Endowment for the Arts, we conducted a study within the Brazilian and Portuguese communities examining their artistic and cultural traditions with a specific focus on needs with the communities and how the Council can better serve those communities. A report and public program due out in the spring/summer will culminate this work.

With the City appropriation support, the Arts Council was able to raise an additional \$200,000 from foundations, corporations, local businesses, earned income ventures, and individuals to conduct all of our public programming and pay the salary of the office manager.

During this fiscal year, the LCC grant program assembled approximately 35 local residents/panelists to review 105 applications and award \$32,500 to 51 schools, organizations, and individuals. These grantees are conducting arts and cultural programming in the City.

Despite a tight economy, we continue to be optimistic in our efforts to both develop and find financial support for quality programming for the City.

FY09 DEPARTMENT PRIORITIES: In FY09, the Arts Council will continue to fundraise to support our core programming.

We will continue to work on and expand the ArtsUnion initiative, completing four large markets, eight performance series, and cultural tours, and continuing the UnionTube TV series. We also expect to complete a new media test wall within Union Square to showcase work from the region and bring more positive attention to Union Square. We also anticipate that the Arts Overlay component of the Union Square zoning will pass.

With broad and formal community outreach efforts, we seek to reexamine our programming structure to better reflect our strengths and community needs. We will have conducted

DEPARTMENT OVERVIEW

approximately 10 focus group meetings that will inform this process. We anticipate revising our mission statement and how our public programs are structured and develop a strategy to receive broader foundation support for our work.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR’S STRATEGIC GOALS: The priorities of the Arts Council support the Mayor’s strategic goals to:

- *“Promote Somerville Community”* through the delivery of quality public art programming and through cultural assessment work within the Brazilian/Portuguese communities.
- *“Promote Economic Development”* by working with the Office of Sustainability and the Environment and other City partners to fulfill our ArtsUnion initiative, including implementing zoning changes in Union Square that will enable businesses and the arts community to contribute toward the Square’s economic development.
- *“Protect and Support Families and Individuals”* by continuing the arts mentoring project and working with teens who have an interest in the arts.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): No changes.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Ordinary maintenance expenditures were also allocated based on the percent of spending by each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City’s 2008 Resident Report, organized by Ward or demographic group.

In FY09, the Arts Council plans to support an overall City initiative to provide more programming for youth.

RESISTAT GOAL: PROGRAMMING

Expand recreation programming for youth, especially for at-risk youth, including recreation and jobs programs. Update 5/15/08: The Arts Council will add capacity for three additional at-risk youth within its "Books of Hope", "Mystic Mural", and "Art in a Garden" programs. The Rec-Youth dept will expand outreach and create additional programming targeted towards at-risk youth as a FY09 goal. Per Health Department, the Clinical Youth Specialist (CYS) will provide consultation and programming to youth workers, schools and individuals working with at risk youth as a FY09 goal. (Some Progress Planned for FY09)

ORG 1046 EXEC-ARTS COUNCIL

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	97,955	98,264	47,061	98,264
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME				
TOTAL P-ACCT 51000	97,955	98,264	47,061	98,264
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC				
53420 POSTAGE				
54200 OFFICE SUPPLIES	983	2,000	1,304	2,000
54201 OFFICE EQUIPMENT	921			
57863 NEIGHBORHOOD IMP. COUNCIL				
TOTAL P-ACCT 52000	1,904	2,000	1,304	2,000
TOTAL ORG 1046 FUNDING REQUIRED	99,859-	100,264-	48,365-	100,264-

DEPARTMENT NAME ARTS COUNCIL
GENERAL FUND ORG NUMBER 1046

Position	Name	Current Base	Fiscal Year Base	TOTAL
DIRECTOR	JENKINS, GREGORY	1,061.69	55,420.22	55,420.22
PROGRAM MANAGER	STRUTT, RACHEL	820.77	42,844.19	42,844.19
				98,264.41

ORG 1046: EXECUTIVE OFFICE OF THE ARTS COUNCIL

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
CONSTITUENCY DEVELOPMENT			
PERSONAL SERVICES	\$ 19,591.26	\$ 19,653	\$ 19,653
ORDINARY MAINTENANCE	\$ 500.00	\$ -	\$ -
TOTAL APPROPRIATIONS TO PROGRAM	\$ 20,091.26	\$ 19,652.53	\$ 19,652.53
<i>FTE FROM APPROPRIATIONS</i>	<i>0.40</i>	<i>0.40</i>	<i>0.40</i>
GRANTS ADMINISTRATION			
PERSONAL SERVICES	\$ 14,068	\$ 13,539.47	\$ 14,111.00
ORDINARY MAINTENANCE	\$ 250	\$ 500.00	\$ 500.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 14,318.30	\$ 14,039.47	\$ 14,611.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.30</i>	<i>0.30</i>	<i>0.30</i>
PROGRAM DEVELOPMENT AND MANAGEMENT			
PERSONAL SERVICES	\$ 58,772.78	\$ 58,958.00	\$ 58,958.00
ORDINARY MAINTENANCE	\$ 750.00	\$ 500.00	\$ 500.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 59,522.78	\$ 59,458.00	\$ 59,458.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.20</i>	<i>1.20</i>	<i>1.20</i>
ADMINISTRATION EXPENSE - ALL	\$ 6,022.96	\$ 7,113.05	\$ 6,542.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 99,955.31	\$ 100,263.05	\$ 100,263.53
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>0.10</i>	<i>2.00</i>	<i>2.00</i>

PROGRAM COST AND ACTIVITIES

PROGRAM: CONSTITUENCY DEVELOPMENT

Description: Coordinate and communicate among the various city arts organizations, local government, and city residents to provide for constituency requests. Advocate for arts organizations in the city

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Total # of constituent related interactions (Based on sum of estimated contacts + meetings)</i>	25,000	26,000	26,000
<u>Program Cost:</u>	\$20,091.00	\$19,653.00	\$19,653.00
<u>Cost per Output:</u>	\$0.80	\$0.75	\$0.75
<u>FTEs:</u>	0.40	0.40	0.40
<u>Outcome 1:</u> <i>% of residents surveyed expressing an opinion who feel that the arts in Somerville is important to the City's economy, identity, and sense of community (Resident satisfaction survey)</i>			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue work with SPCD, state, and consultants to promote Somerville's design cluster. Finish research with Rapport fellow to better determine how to serve that economic development constituency.
2. Work with Board to conduct outreach with various stakeholders within the City. Revised Council's mission statement, program structure, and address community needs and assets through this revised framework.
3. Work with East Somerville Main Streets to ensure that any cultural economic development activity is fully supported by the Council and its constituent assets.

PROGRAM FY08 GOAL REVIEW

1. Continue to work on the ArtsUnion initiative (Complete).
2. Conduct a seminar between artists and developers to explore possible arts development in Union Square (In-progress).
3. Assist with the new East Somerville Main Streets project (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Broker Relationships	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	24,000	20,750	25,000
<u>Description:</u> <i>Connect artists, funders and other interested constituents with each other. Promote the arts and improve artist relations with City residents and funders.</i>			
<u>Output:</u> <i># of emails, meetings, and phone calls handled (Estimate based on an average of 30 emails a day for two employees, 2 meetings each, and 25 calls per day. Totals do not include correspondence related to funding solicitations for program development.)</i>			
Hold Informational Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	850	1,000
<u>Description:</u> <i>Conduct meetings to answer any questions that artists or members of the community have with regards to programs and events, LCC Grants, and general needs assessments.</i>			
<u>Output:</u> <i># of informational meetings held (Estimate based on an average of 10 per week for Department Head and 7 per week for other full time employee)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: GRANTS ADMINISTRATION

Description: Administer local cultural council grants to local artists. Assist artists and cultural organizations in finding necessary funding.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of grant applications reviewed (Based on estimate of grant applications received)	85	90	95
<u>Program Cost:</u>	\$14,318.00	\$14,039.00	\$14,611.00
<u>Cost per Output:</u>	\$168.44	\$155.98	\$153.80
<u>FTEs:</u>	0.30	0.30	0.30
<u>Outcome 1:</u> % increase in grant applications received	5%	5%	5%
<u>Outcome 2:</u> % increase of individuals receiving grant information via the mailing list (Based actual number of people on mailing list)	8%	8%	8%

PROGRAM FY09 GOALS

1. Develop an assesment with City grants' adminstrator and new grant writer to create a plan as to how the Council can receive operational support from foundations.

PROGRAM FY08 GOAL REVIEW

1. Make our awarded grants more public through electronic newsletters and stronger web presence (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Publicize Grants	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,700	2,800	2,900
<i>Description: Inform artists of the availability of available grant money.</i>			
<i>Output: # of people who receive grant information via the mailing list (Number of people on the mailing list and listserv in FY07, FY08, and projected for FY09. Numbers adjusted to eliminate duplicates.)</i>			
Review Grant Applications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	85	105	110
<i>Description: Read through each application for the Arts Council grants. Ensure the appropriate applicants receive funding.</i>			
<i>Output: # of grant applications reviewed (Estimate of the number of grant applications received in FY07, FY08, and projected for FY09)</i>			
Report Requirements	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	35	53	55
<i>Description: Ensure the legality and review process of each funding recipient in order to track their progress and offer grant related assistance.</i>			
<i>Output: # of grants awarded (Actual number of people receiving grants in FY07, FY08, and projected for FY09)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: PROGRAM DEVELOPMENT AND MANAGEMENT

Description: Develop and organize festivals, youth art programs, exhibitions, concerts, and tours.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of volunteers, artists, and program staff recruited <i>(Based on estimate of volunteers/artists/program staff recruited throughout the year for events)</i>	475	475	500
<u>Program Cost:</u>	\$59,523.00	\$59,459.00	\$59,458.00
<u>Cost per Output:</u>	\$125.31	\$125.17	\$118.91
<u>FTEs:</u>	1.20	1.20	1.20
<u>Outcome 1:</u> % increase in attendance at major Arts Council events/programs			
<u>Outcome 2:</u> % of community members satisfied with events hosted by the Arts Council			

PROGRAM FY09 GOALS

1. Work with OSPCD to develop an economic development initiative that supports the design industry within the City.
2. Conduct a joint Brazilian and Portugese event based on the FY08 National Endowment for the Arts-funded community work.

PROGRAM FY08 GOAL REVIEW

1. Conduct a cultural arts assessment to better understand and support the cultural needs of the Portuguese/Brazilian communities in Somerville (Complete).
2. Continue to fundraise to support our core programming (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Coordinate Volunteers	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	275	275	280
<u>Description:</u> Recruit, manage, and communicate with volunteers while preparing for events, LCC Grant panels, and internal programs.			
<u>Output:</u> # of volunteers recruited (FY07: Actual; FY08 & FY09: Estimate based upon the total number of volunteers recruited/will recruit)			
Communicate Arts Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	80	70	85
<u>Description:</u> Inform community members of Arts Council or other local arts events by creating and disseminating desired collateral materials (posters, brochures, etc..) for all events.			
<u>Output:</u> Total pieces of collateral sent out (FY07: Actual; FY08 & FY09: Estimate based upon the total number of list serve, post-cards, posters, program guides, press releases, and banners sent/will send)			
Fundraise	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	140	125	145
<u>Description:</u> Research, solicit, track, and follow-up with funding sources from corporations, foundations, local businesses, individuals, and the Mayor to increase funding for the arts to maintain healthy percentages of income source categories (ie - foundations, individuals, City, State, and earned income).			
<u>Output:</u> # of funding solicitations and follow-ups (FY07: Actual; FY08 & FY09: Estimate based upon the total number of solicitations made/will make)			
Select Artists for Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	210	230	250
<u>Description:</u> Review resumes and portfolios received to select the most talented and enthusiastic participants for Arts Coucil Events			
<u>Output:</u> # of Artists and youth selected to participate in events (FY07: Actual; FY08 & FY09: Estimate based upon the total number of portfolios received (or expected to receive))			

PROGRAM COST AND ACTIVITIES

Recruit Artists & Youth	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	320	330

Description: *Attract a diverse and talented group of artists for each festival, youth art program, exhibition, concert, and tour as needed on a contractual basis.*

Output: *# of artists and youth who submit portfolios for review in response to call for artists to participate in programs/events or who submit applications to participate in youth programs. (FY07: Actual; FY08 & FY09: Estimate based upon the total number of events/programs held/will hold)*

Manage Programs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	13

Description: *Successfully manage all of the operational activities for each program.*

Output: *# of major programs/events managed (FY07: Actual; FY08 & FY09: Estimate based upon the total number of events/programs held)*

DEPARTMENT OVERVIEW

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

DEPARTMENT ORGANIZATION: The Mayor's Office of Constituent Services is staffed by a director who oversees two operations supervisors, a website content manager, and 10 full-time customer service representatives.

FY08 ACCOMPLISHMENTS: In FY08 the Office of Constituent Services was able to:

- Conceptualize, design, create, and launch the City Hall welcome desk,
- Increase public awareness of 311 through marketing and outreach programs,
- Accept all Health and Inspectional Services Division service requests,
- Expand upon the City's knowledge database to continually drive traffic to an online forum,
- Launch a new SLA-driven CRM that improves department accountability,
- Improve the City's overall customer service delivery through the training of front-line staff and the migration of phone calls,
- Redesign the City's welcome kits for new residents,
- Expand the ability to reach 311 by continually activating new cell carriers and landline phone partners,
- Author and implement the WRAP program, which allows for the online registration of portable electronic devices and the sharing of this information in a productive way with the Somerville Police Department,
- Update and improve the content and functionality of the City's website, while working with IT to create a plan and implement a new website.

FY09 DEPARTMENT PRIORITIES: In FY09 the Office of Constituent Services will:

- Launch a new account-based City website,
- Expand the hours of the 311 call center,
- Continue to increase public awareness of 311 through marketing and outreach programs,
- Continue to assess all City customer service delivery systems and suggest any potential improvements,
- Continue to expand operations to include additional City departments in 311,
- Continue to build the information database to include information for all City departments,
- Improve the City's overall customer service delivery through the continuous training of front-line staff, and
- Ensure that the City's legacy phone systems are fully functional as the move toward VOIP phones continues.

DEPARTMENT OVERVIEW

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

The Office of Constituent Services support's the Mayor's priorities to:

- *"Revolutionize Customer Service"* by moving department functions to a centralized 311 call center and using the website to promote public education.
- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability"* by continually working with departments to develop resident friendly service level agreements and ensuring that each department's contacts with the public are positive by offering customer service classes.
- *"Professionalize City Planning and Management"* by taking ownership and renegotiating the contract for beyond 311 after-hours calls, thereby reducing costs annually for the City.
- *"Make Somerville an Exceptional Place to Live, Work, and Play"* by allowing residents to call one number to make service requests, obtain valuable City information, or be connected with a specific department.
- *"Promote Somerville Pride and Sense of Community"* by creating an events section on the information database, and posting City-sponsored events for the entire community to view.
- *"Protect and Support Families and Individuals"* by authoring and implementing the WRAP program, which allows for the online registration of portable electronic devices and sharing this information in a productive way with the SPD.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

- The reallocation of resources comprising of moving the Website Coordinator from Communications to Constituent Services.
- Creation of a Senior Customer Service Representative position.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): The Professional and Technical Services of \$4,000 under the Department of Public Works' budget will be moved to the Constituent Services Department.

COST ALLOCATION METHODOLOGY: Salaries were allocated by estimating the amount of time employees spend on each program. Additional Personal Services spending was allocated by percent of FTE's in each program. Each line item in ordinary maintenance was allocated by percent spent in each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

DEPARTMENT OVERVIEW

Most of the Constituent Service's Department's resident goals are related to improving communication and services to Somerville's non-English-speaking residents. Other goals involve making more real-time city information available on the City's web site.

ORG 1049: CONSTITUENT SERVICES

RESISTAT GOAL: CUSTOMER SERVICE

Create multi-lingual 311 web site. Update 4/28/08: 311 will explore offering multi-lingual services on the City's website through the Babelfish online translation software. (To Be Completed in FY09)

Create the capacity for designating phone numbers as Portuguese (or other languages) in the 311 database and of placing Connect-CTY phone calls to those numbers in that language. Update 5/13/08: 311 and Communications will research ways to address this goal. (Some Progress Planned for FY09)

Post all commissions-related FAQs on website Update 4/28/08: 311 and the Health Department will address this goal once the Commissions are fully staffed. (Some Progress Planned for FY09)

Provide 24-hour multi-lingual 311 phone customer service. Update 5/19/08: 311 will research ways to address this goal in FY09. With recent hires, 311 now has at least two staff who speak Spanish, Portuguese, and Haitian Creole available during business hours. (Some Progress Planned for FY09)

Translate more City documents into other languages. Update 5/12/08: There are currently no dedicated resources in the City to translate a large number of written documents. However, it is the goal of the Mayor's Office to develop a plan to build this capacity in FY09. (Some Progress Planned for FY09)

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Create searchable inventory of parks and the various features each one contains. Include all public space, not just City-managed. Update 5/9/08: The Inventory is complete and the Office of Strategic Planning and Community Development is exploring best way to post the information online. (To Be Completed in FY09)

RESISTAT GOAL: SAFETY

Make more crime data regularly available on the web. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	427,703	524,081	232,150	547,433
51200 SALARIES & WAGES TEMPOR'Y	40,037	18,000	17,267	22,000
51300 OVERTIME	12,168	14,000	4,306	10,000
51410 LONGEVITY	3,575	2,500	1,250	2,500
51430 SHIFT DIFFERENTIALS	10,246	13,000	4,643	13,000
51530 HOLIDAYS				2,000
51532 HOLIDAYS - S.M.E.A.	2,454		934	
51930 UNIFORM ALLOWANCE	2,100	600	700	700
TOTAL P-ACCT 51000	498,283	572,181	261,250	597,633
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC				4,000
53210 EMPLOYEE TRAINING COURSES		2,000		2,000
53420 POSTAGE		500	50	1,000
53440 EXPRESS/FREIGHT	25	50	14	50
54200 OFFICE SUPPLIES	867	2,000	478	2,000
54202 OFFICE FURNITURE		4,000	399	1,000
54210 PRINTING & STATIONERY		2,000	4,250	4,000
54221 COMPUTER EQUIPMENT		6,000		
TOTAL P-ACCT 52000	892	16,550	5,191	14,050
TOTAL ORG 1049 FUNDING REQUIRED	499,175-	588,731-	266,441-	611,683-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

CONSTITUENT SERVICES
1049

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DIRECTOR	MURPHY, SEAN	1,389.97	72,556.43	72,556.43
CALL CENTER MANAGER	VIVEIROS,ELENA	955.15	49,859.11	49,859.11
SYSTEM COORDINATOR	COSTA, EILEEN	932.01	48,650.92	48,650.92
CUSTOMER SERVICE REP I	JOSEPH, WIDLINE	729.91	38,101.30	38,101.30
CUSTOMER SERVICE REP I	NAHOMI ST. FORT	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	GARCIA,VERONICA	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	FORD, KIMBERLY	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP I	OPEN	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	WRIGHT, HEATHER	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	COOK, LORI	715.22	37,334.48	37,334.48
CUSTOMER SERVICE REP II	ZAROUKI, LINDA	715.22	37,334.48	37,334.48
OPERATOR, CITY HALL	DOUGLAS, NORMA	736.82	38,462.00	40,062.00
OPERATOR, CITY HALL	ALLEN, CAROL	736.82	38,462.00	40,062.00
				550,633.16

ORG 1049: CONSTITUENT SERVICES

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
311 INFORMATION CENTER			
PERSONAL SERVICES	\$ 179,913.99	\$ 282,887.76	\$ 328,518.72
ORDINARY MAINTENANCE	\$ 3,850.00	\$ 13,550.00	\$ 11,050.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 183,763.99	\$ 296,437.76	\$ 339,568.72
<i>FTE FROM APPROPRIATIONS</i>	<i>5.00</i>	<i>7.00</i>	<i>7.00</i>
POLICE CONSOLE OPERATORS			
PERSONAL SERVICES	\$ 201,724.72	\$ 169,410.61	\$ 153,153.89
ORDINARY MAINTENANCE	\$ 300.00	\$ 400.00	\$ 400.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 202,024.72	\$ 169,810.61	\$ 153,553.89
<i>FTE FROM APPROPRIATIONS</i>	<i>4.30</i>	<i>3.50</i>	<i>3.50</i>
CITY HALL OPERATORS			
PERSONAL SERVICES	\$ 89,442.55	\$ 100,750.01	\$ 96,181.92
ORDINARY MAINTENANCE	\$ 300.00	\$ 400.00	\$ 400.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 89,742.55	\$ 101,150.01	\$ 96,581.92
<i>FTE FROM APPROPRIATIONS</i>	<i>6.65</i>	<i>2.15</i>	<i>2.15</i>
IN-HOUSE TRAINING			
PERSONAL SERVICES	\$ 3,554.21	\$ 3,993.39	\$ 3,937.71
ORDINARY MAINTENANCE	\$ 1,000.00	\$ 2,000.00	\$ 2,000.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 4,554.21	\$ 5,993.39	\$ 5,937.71
<i>FTE FROM APPROPRIATIONS</i>	<i>0.05</i>	<i>0.05</i>	<i>0.05</i>
SUPPORT SERVICES			
PERSONAL SERVICES	\$ 24,150.23	\$ 16,065.22	\$ 15,840.92
ORDINARY MAINTENANCE	\$ 150.00	\$ 200.00	\$ 200.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 24,300.23	\$ 16,265.22	\$ 16,040.92
<i>FTE FROM APPROPRIATIONS</i>	<i>0.50</i>	<i>0.30</i>	<i>0.30</i>
ADMINISTRATION	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 504,385.69	\$ 589,657.00	\$ 611,683.16
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>16.50</i>	<i>13.00</i>	<i>13.00</i>

ORG 1049: CONSTITUENT SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: 311 INFORMATION CENTER

Description: The 311 call center is designed to efficiently respond to calls from residents, businesses, and visitors by providing reliable City government information and accurately processing requests for city services.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total Number of calls answered (FY07-FY09: Estimate)	57,200	65,580	75,000
<u>Program Cost:</u>	\$195,732.00	\$315,587.00	\$339,569.00
<u>Cost per Output:</u>	\$3.42	\$4.81	\$4.52
<u>FTEs:</u>	5.00	7.00	7.00
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who have heard about the 311 line (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from 311 (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Answer 80 percent of all calls within 20 seconds.
2. Increase in awareness of 311 Call Center.
3. Abandon less than 4 percent of calls.

PROGRAM FY08 GOAL REVIEW

1. Answer 80 percent of all calls within 20 seconds (Complete; on-going).
2. Increase in awareness of 311 Call Center (Complete; on-going).
3. Abandon less than 3 percent of calls (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Manage 311 Telephone Line	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	57,200	65,580	75,000
<u>Description:</u> Respond to queries that come in through the 311 telephone line by providing accurate and timely information.			
<u>Output:</u> # of calls received and responded to (FY07-FY09: Estimate based on daily records)			
Manage 311 Website and Email	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,488	5,250	6,000
<u>Description:</u> Respond to queries that come in through the 311 website or via email by providing accurate and timely information. Respond within 24 hours of receiving items during business hours.			
<u>Output:</u> # of queries received and responded to (FY07: Actual; FY08-FY09: estimate)			
Process Work Orders	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16,856	39,000	40,000
<u>Description:</u> Submit work orders to appropriate department when constituents use the 311 telephone line, website, or email to report a problem. Perform quality control monitoring of work order system. Track status of work orders when complaints are received.			
<u>Output:</u> # of work orders processed and/or tracked (FY07: Actual; FY08-FY09: estimate)			
Market and Advertise 311 Information Center	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	500	600
<u>Description:</u> Draft and distribute both informational and promotional materials regarding the 311 Information Center.			
<u>Output:</u> # of citizen outreaches (FY07-FY09: Estimate)			
Respond to Mayoral Letters and Emails	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	350	850	1,000
<u>Description:</u> Draft and send responses to all emails or letters forwarded to Constituent Services by the Mayor.			
<u>Output:</u> # of letters responded to with information about Somerville and City Services (FY07-FY09: Estimate)			

ORG 1049: CONSTITUENT SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: POLICE CONSOLE OPERATORS

Description: Police console operators answer the main non-emergency phone calls at the police station, service all walk in visitors at the public safety building, and answer all after hour City calls received through the 311 line.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of queries (phone or walk-up traffic received) (FY07-FY09: Estimate)	50,000	50,000	50,000
<u>Program Cost:</u>	\$182,264.00	\$159,285.00	\$153,554.00
<u>Cost per Output:</u>	\$3.64	\$3.18	\$3.07
<u>FTEs:</u>	4.30	3.50	3.50
<u>Outcome 1:</u> % of Calls and Walk-Ins greeted and handled properly			
<u>Outcome 2:</u> Performance Scores from CRM forms			

PROGRAM FY09 GOALS

1. Handle all walk-in traffic and phone calls at the public safety building.
2. Handle all after-hours 311 calls and complete CRM information form.

PROGRAM FY08 GOAL REVIEW

1. Handle all walk-in traffic and phone calls at the public safety building (Complete; on-going).
2. Handle all after-hours 311 calls and complete CRM information form (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Manage Non-Emergency Police Telephone Lines	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	36,000	36,000	36,000
<u>Description:</u> Respond to queries that come in through the non-emergency telephone line by providing accurate and timely information. Forward incoming calls to appropriate members of police department.			
<u>Output:</u> # of calls received and responded to (FY07-FY09: Estimate)			
Manage Police Station Reception	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	14,000	14,000	14,000
<u>Description:</u> Respond to foot traffic at the Police Department including tow, accident, and incident reports. Refer persons to appropriate members of Police Department.			
<u>Output:</u> # of visitors (FY07-FY09: Estimate)			

ORG 1049: CONSTITUENT SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: CITY HALL OPERATORS

Description: The City Hall operators answer all calls that are not routed through the voice recognition system and provide polite and efficient service as they direct calls to their proper location.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of queries received (FY07-FY09: Estimate based on 370 calls per day)	100,000	96,200	96,200
<u>Program Cost:</u>	\$95,692.00	\$93,958.00	\$96,582.00
<u>Cost per Output:</u>	\$0.95	\$0.97	\$1.00
<u>FTEs:</u>	6.65	2.15	2.15
<u>Outcome 1:</u> % calls answered within 20 seconds (Estimate)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Answer 95 percent of calls within 10 seconds.

PROGRAM FY08 GOAL REVIEW

1. Answer 95 percent of calls within 10 seconds (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Manage City Hall Switchboard	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100,000	96,200	96,200
<u>Description:</u> Maintain automated voice system. Answer City Hall phone number when the voice automated system fails to reach the appropriate person or when individuals request connection with an operator. Forward incoming calls to appropriate City Hall departments or staff members.			
<u>Output:</u> # of calls answered by operator out of total calls received by switch board (FY07: Actual; FY08-FY09: estimate based on 370 calls per day)			

ORG 1049: CONSTITUENT SERVICES**PROGRAM COST AND ACTIVITIES****PROGRAM: IN-HOUSE TRAINING**

Description: The training program is designed to train all front line City personnel on customer service skills and protocol, while offering continued education courses in management skills.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of employees trained (FY07: Actual; FY08/FY09: estimate)	58	30	45
<u>Program Cost:</u>	\$4,791.00	\$5,708.00	\$5,938.00
<u>Cost per Output:</u>	\$82.60	\$190.26	\$131.95
<u>FTEs:</u>	0.05	0.05	0.05
<u>Outcome 1:</u> Cost per person trained (Estimate based on training package that costs \$1200)			
<u>Outcome 2:</u> % of trainees who find the trainings to be good or excellent			

PROGRAM FY09 GOALS

1. Offer training courses to City personnel to enhance their ability to interact with the public and perform their jobs.
2. Continually reduce class cost while maintaining a good/excellent class rating.

PROGRAM FY08 GOAL REVIEW

1. Offer training courses to City personnel to enhance their ability to interact with the public and perform their jobs (Complete; on-going).
2. Continually reduce class cost while maintaining a good/excellent class rating (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Management Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	0	0
<u>Description:</u> Develop and teach courses on improving internal management techniques.			
<u>Output:</u> # of employees trained (FY07-FY09: Estimate)			
Customer Service Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	58	30	45
<u>Description:</u> Develop and teach courses on improving customer service and external relations.			
<u>Output:</u> # of employees trained (FY07: Actual; FY08/FY09: estimate)			
Phone and Voicemail Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	60	60	60
<u>Description:</u> Train all new employees on how to use phone and voicemail systems.			
<u>Output:</u> # of employees trained (FY07-FY09: Estimate)			

ORG 1049: CONSTITUENT SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: SUPPORT SERVICES

Description: The support services program is designed to manage City phone lines, including the snow emergency line, consolidate phone services to reduce City costs, and reconcile all phone records.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of phone system and MSAG work orders completed (FY07-FY09: Estimate)	490	230	220
<u>Program Cost:</u>	\$25,907.00	\$15,118.00	\$16,041.00
<u>Cost per Output:</u>	\$52.87	\$65.73	\$72.91
<u>FTEs:</u>	0.50	0.30	0.30
<u>Outcome 1:</u> % of time per year that the support services are updated and working			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Reduce unnecessary phone expenses.
2. Ensure reliable and cost effective phone service.

PROGRAM FY08 GOAL REVIEW

1. Reduce unnecessary phone expenses (Complete; on-going).
2. Ensure reliable and cost effective phone service (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Updated Massachusetts Street Area Guide (MSAG)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	30	20
<u>Description:</u> Reconcile address information given by callers to 911 emergency telephone line with address information in MSAG.			
<u>Output:</u> # of MSAG updates (FY07-FY09: Estimate)			
Manage Telephone Lines within City Hall	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	450	200	200
<u>Description:</u> Oversee service and repair orders on all telephones and telephone lines within City Hall.			
<u>Output:</u> # of repair orders received and processed (FY07-FY09: Estimate)			
On-Call Emergency Response	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	80	80	80
<u>Description:</u> Act as on-call point of contact for emergency circumstances. Notify appropriate members of City government to address such situations.			
<u>Output:</u> # of emergency situations managed (FY07-FY09: Estimate)			
Manage SNOW Emergency Hotline	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	75	75	75
<u>Description:</u> Record timely and accurate information regarding snow emergencies.			
<u>Output:</u> # of emergency situations managed (FY07-FY09: Estimate)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The mission of the Office of Sustainability and the Environment (OSE) is to identify and implement cost effective strategies to continually improve the environmental performance of Somerville City government. OSE's objective is to make Somerville a model livable and sustainable city by reducing the energy costs and environmental impacts of City operations, adopting and promoting environmentally sensitive practices, and by advocating for a healthy and enjoyable environment for the citizens of Somerville.

The Department has oversight and input in several areas of City operations:

- Provides energy management oversight, and, with input from Public Works's Administration and Finance and Buildings & Grounds operations personnel, seeks to identify and implement opportunities to reduce energy usage, environmental impacts, and related costs across all City facilities and operations.
- Administers the City's Brownfields Program, which leverages federal grant monies to pursue cleanup and redevelopment of environmentally compromised real estate for the benefit of the City and it's residents.
- Plans and manages environmental services such as recycling, household hazardous waste drop-off, and emergency response on environmental issues.
- Addresses residential, business, and departmental needs related to environmental issues such as oil/hazardous material spills, indoor air quality, watershed quality, and greenhouse gas emission reductions.
- Provides public education about City environmental services and targeted issues of concern such as solid waste reduction, hazardous waste management, storm water pollution reduction, and greenhouse gas emission reduction strategies.

DEPARTMENT ORGANIZATION: OSE has full-time staff: the Environmental Program Manager, who serves as the Department Chair, and the Environmental Coordinator. The Department Head is currently vacant, however, we plan to fill it next week, prior to the budget submission. In the administration of the Somerville Brownfields Program, the Environmental Program Manager is assisted by administrative staff from the Mayor's Office of Strategic Planning and Community Development. Public Works personnel assist the efforts of the Environmental Coordinator. Interns are, from time to time, engaged to assist Departmental staff with the completion of specific projects.

For City services, such as recycling and hazardous waste management, the Highway Department provides personnel to support OSE's functions. Public Works customer service works in coordination with OSE to handle residential complaints and responses and to distribute public education material, recycling bins and composting machines, and trash stickers, etc.

For environmental issues in the community, OSE seeks assistance from the Inspectional Services Division and/or Board of Health inspectors, depending on jurisdiction.

DEPARTMENT OVERVIEW

For specific issues related to water or stormwater, OSE coordinates with the Engineering and Water and Sewer Departments.

Historically, and typically in connection with specific externally funded projects, the Environment Department has hired graduate-level interns. In last five years, the Environment Department has worked with interns from Tufts University, including from the following departments: Civil and Environmental Engineering Department, Fletcher School of Law and Diplomacy, Department of Urban Environment and Policy (UEP), and University College of Citizens Partnership and Services (UCCPS). Also, OSE has worked with an MPH student from Boston University's School of Public Health.

FY08 ACCOMPLISHMENTS: We have succeeded in accomplishing the following goals for FY08.

- Executed ESCO to support citywide energy management and conservation;
- Completed switch of diesel municipal vehicle fleet to biodiesel;
- Continued cleanup of abandoned underground oil storage facilities;
- Performed management and oversight of the Somerville Brownfields Redevelopment Program, including the following steps:
 - Directed Brownfields environmental site assessment at three locations
 - Received \$200,000 EPA Cleanup grant for Crossroads Park
 - Directed team of Harvard GSD students in site assessment of three Brownfield properties in the City
 - Pursued \$200,000 EPA Community-wide Petroleum Site Assessment Grant
- Established contract for on-call/emergency Licensed Site Professional services;
- Managed ongoing indoor air quality remediation effort at Capuano Center;
- Received \$114,000 Renewable Energy Equipment Grant for Central Library Photovoltaic System;
- Implemented paper recycling at School Department Offices;
- Increased recycling participation for businesses and apartments;
- Supported survey of East Somerville and Assembly Square for air quality related to fine particulate matter;
- Brought awareness of Mystic River and Alewife Brook recreations and limitations (fishing, swimming) in the community, especially in the immigrant community. Two Tufts students worked with the Environmental Protection Office and educated students in the after-school programs of Healy School and East Somerville Community School.
- Encouraged residents to do more back yard composting and sold Earth Machine composting units. Sold 180 Earth Machines as of April 1st, 2008. Total sales may exceed 260 before the end of FY08.
- Carried out research and planning, with the Office of Strategic Planning and Community Development and with Public Works, for a citywide street tree inventory.
- Continued developing and asset management system for storm water utilities (initiated under EPA project).
- Provided the opportunity to get Rain Barrels for residents twice throughout the year. One was in late summer, and the next event is May 10th.

DEPARTMENT OVERVIEW

FY09 DEPARTMENT PRIORITIES: In FY09, The OSE has the following priorities:

- Monitor energy savings, using a Commissioning Agent, for the City's ESCO contract to ensure guaranteed savings are being achieved.
- Continue to investigate SmartCities energy conservation and load management models and options for implementation.
- Investigate applications of green roof technologies for City facilities.
- Expand procurement of renewable energy for City facilities.
- Explore a "green" procurement policy for the City.
- Launch *Solarville* campaign to promote PV and solar thermal applications to residents and businesses.
- Analyze and implement single-stream curbside recycling program.
- Complete Environmental Site Assessment activities on currently active sites.
- Prioritize additional Brownfields redevelopment opportunities and promote Somerville's Revolving Loan Fund facility to catalyze cleanup of contaminated sites.
- Leverage inventory of hazardous materials storage sites on City owned property to reduce environmental liabilities.
- Develop and implement education campaign to address vehicle idling.
- Implement Street Tree Inventory program involving City departments, regional partner organizations and citizen groups.
- Work with local businesses on food composting that can help in reducing solid waste and rodent issues.
- Explore the possibility of expanding the air quality monitoring and analysis program – subject to available grant funding by EPA or similar other agency.
- Target state/federal funding for environmental projects.
- Outreach to the public about solid waste reduction and management to reduce rodent and similar other issues.
- Develop green teams in school using DEP assistance program.
- Expand paper recycling drop-off facility to other schools and locations.
- Meet public demand for rain barrels by organizing an extra rain barrel event

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Environmental Protection department supports the Mayor's priorities to:

- *"Improve Public Interactions with Departments";*
- *"Engage Citizens in City Planning and Improvement Efforts";*
- *"Develop Policies and Procedures";*
- *"Provide the Best Basic Services Possible";* and
- *"Promote Health of Somerville's Environment".*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): No significant changes

DEPARTMENT OVERVIEW

COST ALLOCATION METHODOLOGY: Environmental Protection consists of one major program, Environmental Affairs. All monies were allocated to this program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

Many OSE goals came from environmentally-conscious residents from our Young Somerville ResiStat goal. The City has already done much to improve the sustainability of its own vehicles, buildings, and projects. These goals challenge the City to take the next step, which residents see as assisting and encouraging residents to make their homes and habits more environmentally-friendly.

RESISTAT GOAL: PARKING

Create incentives for residents to walk, bike, ride buses, carpool, or use zipcars. Update 5/2/08: The Office of Sustainability and the Environment (OSE) will work with Traffic and Parking to provide parking spaces for zipcars. (Some Progress Planned for FY09)

RESISTAT GOAL: POLICY

Update City lighting with LEDs like Medford has. Update 5/1/08: Per Traffic & Parking: The City's traffic lights are already LEDs. Our street lights are not, but neither are Medford's. Update 5/12/08: Per The Office of Sustainability and the Environment (OSE), the City uses energy efficient lights when possible for all regular maintenance. (Completed)

Consider policy to reduce bottled water use. Update 5/12/08: Per the Office of Sustainability and the Environment (OSE), there is a policy written. However, the City needs to determine how to implement this policy. (Some Progress Planned for FY09)

Create incentives for renter / landlord environmental improvements to rental properties. Currently, neither renters nor landlords have strong incentives to make their units more environmentally friendly. In addition, consider providing resources to owners as well. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will work with the Office of Strategic Planning and Community Development (OSPCD) and local organizations to create these incentives for renter/landlord environmental improvements. (Some Progress Planned for FY09)

Develop strategy to discourage plastic bag use or encourage recycling. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will discourage plastic bag usage through educational outreach as a FY09 goal. The Board of Aldermen has also been exploring legislative options. Update 6/4/08: Law Dept. drafted and ordinance concerning plastic bag recycling, and responded to implementation issues. Ordinance will be submitted to BOA on 6/12/08. (Some Progress Planned for FY09)

Make bigger recycling bins available, such as trash-barrel size with real lids Update 5/12/08: These will be part of single-stream recycling program, a system which the City will initially try in selected neighborhoods this fall. (Some Progress Planned for FY09)

Share air-quality monitoring data. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will work with the Mystic View Task Force to share and present air-quality monitoring data. (Some Progress Planned for FY09)

Utilize porous pavement for driveways and parking lots, etc. Update 5/12/08: The Office of Sustainability and the Environment (OSE) has as an FY09 goal to work with DPW to explore the possibility of utilizing porous pavement for driveways and parking lots. Update 5/14/08: There may be some concern about the equipment needed to apply the materials, but DPW and the OSE will investigate for FY09. (Some Progress Planned for FY09)

Whenever possible, encourage City staff to travel by bicycle rather than by car when doing City work. Update 5/1/08: The Office of Sustainability and the Environment (OSE) and Personnel are looking at what kind of incentives could be provided to employees who bike or walk to work. (Some Progress Planned for FY09)

		FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000	PERSONAL SERVICES				
51110	SALARIES	125,061	126,751	60,704	126,751
TOTAL P-ACCT 51000		125,061	126,751	60,704	126,751
P-ACCT 52000	ORDINARY MAINTENANCE				
52110	ELECTRICITY		4,000	4,000	4,000
53000	PROFESSIONL & TECHNCL SVC	34,728	30,000	2,300	30,000
53420	POSTAGE		250		100
54200	OFFICE SUPPLIES		1,500		1,000
54201	OFFICE EQUIPMENT		1,000		1,000
54210	PRINTING & STATIONERY		100	275	200
54220	COMPUTER SUPPLIES		1,500		1,000
55870	MAGAZINES,NEWS,SUBSCRIPTS		209	115	150
57300	DUES AND MEMBERSHIPS		225		225
TOTAL P-ACCT 52000		34,728	38,784	6,690	37,675
TOTAL ORG	1050 FUNDING REQUIRED	159,789-	165,535-	67,394-	164,426-

DEPARTMENT NAME	<u>Off. of Sustainability & Environment</u>
GENERAL FUND ORG NUMBER	<u>1050</u>

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
ENVIRONMENTAL PROGRAM MGR.	VACANT	1,230.77	64,246.19	64,246.19
ENVIRONMENTAL COORDINATOR	VITHAL DESHPANDE	1,197.41	62,504.80	62,504.80
				126,751.00

ORG 1050: OFFICE OF SUSTAINABILITY AND ENVIRONMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ENVIRONMENTAL PROGRAMS			
PERSONAL SERVICES	\$ 62,216.61	\$ 57,374.65	\$ 64,246.00
ORDINARY MAINTENANCE	\$ 17,364.00	\$ 31,891.00	\$ 20,837.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 79,580.61	\$ 89,265.65	\$ 85,083.00
<i>FTE FROM APPROPRIATIONS</i>	1.00	1.00	1.00
ENVIRONMENTAL PROTECTION			
PERSONAL SERVICES	\$ 62,844.46	\$ 69,376.35	\$ 62,505.00
ORDINARY MAINTENANCE	\$ 17,364.00	\$ 6,891.00	\$ 16,837.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 80,208.46	\$ 76,267.35	\$ 79,342.00
<i>FTE FROM APPROPRIATIONS</i>	1.00	1.00	1.00
ADMINISTRATION	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	0	0	0
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 159,789.07	\$ 165,533.00	\$ 164,425.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	2.00	2.00	2.00

PROGRAM COST AND ACTIVITIES

PROGRAM: ENVIRONMENTAL PROGRAMS

Description: Plan and manage municipal energy use, conservation, and efficiency efforts, develop policies and programs to integrate renewable energies, direct Brownfield redevelopment activities and manage related federal grants, develop and implement strategic plans leading to long-term community sustainability, and forge partnerships with, and support objectives of, local organizations pursuing the goal of improving Somerville's natural environment.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # projects managed. (Based on count).	6	6	
<u>Program Cost:</u>	\$79,581.00	\$89,266.00	\$85,083.00
<u>Cost per Output:</u>	\$13,263.50	\$14,877.66	
<u>FTEs:</u>	1.00	1.00	1.00
<u>Outcome 1:</u> % of ESCO ECMs implemented			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Work in-conjunction with the Purchasing department to implement a "green" purchasing policy citywide
2. To be determined pending hiring of new Environmental Programs Manager

PROGRAM FY08 GOAL REVIEW

1. Implement performance contract and complete installation of energy efficiency measures at city facilities (complete).
2. Reduce Citywide municipal energy consumption by 20 percent below FY2006 levels in FY09. (results pending EPA's assessment).
3. Reduce municipal CO2 emissions profile (on-going).
4. Obtain Renewable Energy Certificates (RECs) to offset 100% of City Hall electricity use (complete).
5. Complete switch to biodiesel at DPW filling station (complete).
6. Pursue competitive grant solicitations to add renewable energy resources to the municipal supply (on-going).
7. Complete environmental remediation and initial stage redevelopment of 30 Allen St site (complete).
8. Complete Environmental cleanup of 112 A Central St site (CHA lot) (in-process).
9. Complete environmental site assessment activities on 112 A Central St, 100 Temple St, and Kiley Barrel Site (20-22 Prospect St.) (in-process).
10. Develop priority list of sites for future rounds of EPA Grant solicitations (in-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Implement Renewable Energy	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	3	3

Description: Pursue cost effective opportunities to integrate domestic sources of renewable energy in the City's energy mix.

Output: # of projects implemented. (Actual for FY07; Estimate for FY08/FY09)

Direct Citywide Environmental Planning	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1	1	1

Description: Develop, promote and implement cost effective environmental programs and sustainability goals that are in the best interest of Somerville citizens.

Output: Plan completed or revised. (Actual for FY07; Estimate for FY08/FY09)

Communicate with the Public	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	8	18	18

Description: Forge partnerships between Mayor's Office of Sustainability & Environment and the many active non-profits and citizen groups working on energy and environmental issues.

Output: # of community meetings attended. (Actual for FY07. FY08/FY09: 12 Climate Action Commission, 6 Other meetings.)

PROGRAM COST AND ACTIVITIES

Manage UST Retrofits/Closures	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	3	2	2

Description: *Clean and close out-of-service Underground Storage Tanks and retrofit existing in-service USTs to meet applicable codes.*

Output: *# of facilities retrofitted or closed. (Actual for FY07; Estimate for FY08/FY09)*

PROGRAM COST AND ACTIVITIES

PROGRAM: ENVIRONMENTAL PROTECTION

Description: Plan and manage environmental services, provide public education, and address business and residential needs to reduce solid waste production, manage energy use, and improve land, air, and watershed quality.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of households and commercial units served (Estimate based on brochures mailed.)	27,000	27,000	27,000
<u>Program Cost:</u>	\$80,208.00	\$76,267.00	\$79,342.00
<u>Cost per Output:</u>	\$2.97	\$2.82	\$2.93
<u>FTEs:</u>	1.00	1.00	1.00
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with recycling (Resident Satisfaction Survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Initiate and implement single stream recycling program
2. Initiate and implement mercury collection system to honor new statewide mercury ban
3. Manage UST issues for City-owned properties
4. Complete Green Building Education grant project funded by MTC
5. Seek funding from Department of Revenue for UST
6. Seek funding from Mass DEP for potentially various recycling related projects
7. Air quality analysis for Assembly Square during development phase (subject to fund availability)
8. Develop stormwater utility plan (cost system for impervious surface that increase stormwater)
9. Develop Mandatory Recycling ordinance
10. Meet public demand for rain barrels by organizing an extra rain barrel event

PROGRAM FY08 GOAL REVIEW

1. Increase recycling participation further by 25% among businesses and property management – based on purchasing of large recycling carts (on-going).
2. Expand school recycling program – potentially include school cafeteria for separating milk/juice cartons (provided to kids). This will be educational opportunity for involving kids (on-going).
3. Continue and complete MTC educational grant for Green Building Curriculum (complete; on-going).
4. Implement EPA's community health grant with High School (first stage approved waiting for final decision).
5. Implement Stormwater Utility research (in-progress).
6. Rollout Single Stream Recycling Program (will be implemented in Jan 2008).
7. Implement UST grant from Department of Revenue (pending).
8. Explore possibility to expand air quality analysis program that was completed for Davis Square and Union Square (Subject to funding and/or participation by University Student) (in-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Attend Neighborhood Impact Team Meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	26	10	10
<u>Description:</u> Attend Neighborhood Impact Team meetings to provide information and education regarding environmental protection. Provide the necessary follow-up when necessary.			
<u>Output:</u> # of meetings attended (Actual for FY07; Estimate for FY08/FY09)			
Respond to Emergency and Non-Emergency Citizen Requests	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	44	40	50
<u>Description:</u> Respond to public roadways, City buildings, and residential hazardous waste emergencies within 24 hours of notification. Also, respond to all non-emergency citizen requests in a timely and efficient manner.			
<u>Output:</u> # of emergency and non-emergency requests responded to (Actual for FY07; Estimate for FY08/FY09)			

PROGRAM COST AND ACTIVITIES

Provide Yard Waste Services	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	1,500	1,500
<i>Description: Provide yard waste stickers for resident barrels to identify yard waste for pick up. Provide drop-off and pick-up opportunities and distribute calendar.</i>			
<i>Output: # of stickers provided (Actual for FY07; Estimate for FY08/FY09)</i>			
Provide Education Regarding Recycling Procedures	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	37,000	37,000	37,000
<i>Description: Inform and educate the public as to what, how, why and when to recycle. Distribute information and recycling bins.</i>			
<i>Output: # of brochures issued (Actual for FY07; Estimate for FY08/FY09)</i>			
Provide Drop-Off for Household Hazardous Wastes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	1,200	2,000
<i>Description: Reduce and/or eliminate hazardous waste going to natural streams or mixing with domestic waste.</i>			
<i>Output: # of HHW items collected (Actual for FY07; Estimate for FY08/FY09)</i>			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Executive Office of Communications and City Cable is responsible for all internal and external communications in the Somerville City government, including City cable functions, public information, media relations, the municipal website, and administrative support for cellular telephone service. The Office is responsible for communicating all public information, supporting the external communications initiatives of other City departments, and helping to market the City's economic development, arts, community improvement, and quality-of-life agendas.

DEPARTMENT ORGANIZATION: The Communications Office has seven full-time and one part-time staff members, including the director. Two staff members serve as public information officers and also staff a wide range of public and intergovernmental events and programs. A senior program director, a program director, and a production coordinator develop and manage programming and oversee operations for the City's two cable television stations. A pool of production freelancers is also used for video production and live broadcasts. A part-time community programs liaison assists the Mayor's Office in staffing community outreach and designated community advisory groups. Finally, one staff member serves as an administrative clerk.

FY08 ACCOMPLISHMENTS: One of the most important and intensive one-time initiatives that the Communications staff (specifically the Public Information Officers) supported in FY08 was the City's commitment to apply for and participate in the All-America City competition. The Communications Office also continued to expand the use of the Connect-CTY mass notification system to support major public works initiatives across the city – and particularly the Somerville Avenue reconstruction project. Although "Jimmy Tingle's Somerville" left the air and the environmental program "Somerville: Going Green" got off to a slower start than anticipated, new cable programs such as "Keys to the City" and a weekly public affairs and humor project with local producer Jimmy del Ponte began production in FY08. In a partnership with the Office of Constituent Services, the Department also created and promoted the Web Registry Anti-theft Program (WRAP) to give Somerville residents access to a web-based tool for registering portable electronics, including notebook computers, cell phones and GPS devices. Although the unexpected resignation of the Web Services Director set back ambitious plans for a complete website redesign, an interim upgrade to the City website's appearance and functionality made its debut by the end of the fiscal year.

FY09 DEPARTMENT PRIORITIES: The completion of cable lease renegotiations with RCN and the next phase of Wi-Fi planning and development – now a joint effort with the IT Department – will be crucial carryover priorities from the prior fiscal year. Communications will also work with SomerStat, the Multicultural Commission, and other City resources to explore the potential for development of separate Connect CTY calling databases for residents preferring calls in Spanish, Portuguese, and/or Haitian Creole. Depending on resident response and participation, Communications will partner with Constituent Services to develop the capacity to deliver citywide calls in these languages to those households and businesses that request them.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: Communications assists the Mayor's Office directly across a wide range of strategic priorities,

DEPARTMENT OVERVIEW

including customer service, community outreach in support of the ResiStat initiative, environmental initiatives, economic development, and public safety. With rare exceptions, all municipal initiatives are supported by media announcements, community meetings, support publications, and outreach strategies – all of which are coordinated through, and often staffed by, the Communications Department. The Department continues to focus on the steady expansion of transparency, accountability, and civic engagements in every aspect of municipal operations.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): Communications made a number of one-time investments in program initiatives, including funding for the Sunsetters program, an updated citizens survey, the FY08-09 summer jobs program, the Davis T Art Project, and additional consultant support for Wi-Fi implementation and Website redesign.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): Because the growth in last year's budget was due largely to one-time cost items, Communications will be submitting a significantly smaller budget request this year.

COST ALLOCATION METHODOLOGY: We estimated the percent of time spent on each activity and allocated salaries and other OM costs. As in FY08, the administrative clerk will be the only employee funded within the city-side budget (1701). The only major program initiative funded through 1701 will be the Connect CTY mass notification system, which has been funded in the past through the Cable/Telecommunications Revolving Fund. All other 1701 represent minor operating and office-related costs, including the cost for the Boston Area Police Emergency Response Network (BAPEREN).

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

Most of the Communications Department's resident goals are related to improving communication and services to Somerville's non-English-speaking residents.

ORG 1701: COMMUNICATIONS DEPARTMENT

RESISTAT GOAL: CUSTOMER SERVICE

Create the capacity for designating phone numbers as Portuguese (or other languages) in the 311 database and of placing Connect-CTY phone calls to those numbers in that language. Update 5/13/08: 311 and Communications will research ways to address this goal. (Some Progress Planned for FY09)

Translate more City documents into other languages. Update 5/12/08: There are currently no dedicated resources in the City to translate a large number of written documents. However, it is the goal of the Mayor's Office to develop a plan to build this capacity in FY09. (Some Progress Planned for FY09)

RESISTAT GOAL: OUTREACH

Publicize "City of Hope" resolution in non-English press, and encourage people to report crime without worrying about their documentation status. (To Be Completed in FY09)

RESISTAT GOAL: POLICY

Push the FAA and/or other parties to address the significant increase in airplane noise from the change in flight patterns following the opening of the new runway at Logan Airport. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	41,708	42,059	19,679	41,469
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME				
51410 LONGEVITY	850	850	425	850
51530 HOLIDAYS				
51532 HOLIDAYS - S.M.E.A.	157			
51540 PERFECT ATTENDANCE	171			
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	350	350	350	350
51999 E-911 SALARIES				
TOTAL P-ACCT 51000	43,236	43,259	20,454	42,669
P-ACCT 52000 ORDINARY MAINTENANCE				
52470 MAINT CONTRACT-OFFC EQUIP	347	400		400
52495 REPAIRS-COMMUN. EQUIP.	400	600		600
53000 PROFESSIONL & TECHNCL SVC				85,162
53060 ADVERTISING				
53065 SOMERVILLE ECO DEV PROG				
53210 EMPLOYEE TRAINING COURSES				
53405 PSTN-USAGE				
53409 INTERNET MAINTENANCE				
53415 PHONE MAINTENANCE				
53420 POSTAGE		200		200
53440 EXPRESS/FREIGHT	133	300	63	300
53820 PHOTOGRAPHY				
53900 SOFTWARE				
54200 OFFICE SUPPLIES	176	200		200

54202	OFFICE FURNITURE				
54210	PRINTING & STATIONERY				
54220	COMPUTER SUPPLIES				
54221	COMPUTER EQUIPMENT				
54230	PHOTOCOPYING				
54900	FOOD SUPPLIES & REFRESHMT				
55870	MAGAZINES,NEWS,SUBSCRIPTS				
57300	DUES AND MEMBERSHIPS		1,200		1,200
57311	BAPERN LINE RENTAL	1,125	1,275	1,125	1,275
57314	LISTING AND TRANSLATION				
TOTAL P-ACCT 52000		2,181	4,175	1,188	89,337
TOTAL ORG	1701 FUNDING REQUIRED	45,417-	47,434-	21,642-	132,006-

DEPARTMENT NAME Communications
GENERAL FUND ORG NUMBER 1701

Position	Name	Current Base	Fiscal Year Base	TOTAL
Principal Clerk	Sherwood, Ann	794.41	41,468.20	42,668.20

ORG 1701: COMMUNICATIONS DEPARTMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
COMMUNICATIONS			
PERSONAL SERVICES	\$ 43,238.00	\$ 42,258.00	\$ 42,668.00
ORDINARY MAINTENANCE	\$ 4,175.00	\$ 4,175.00	\$ 89,337.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 47,413.00	\$ 46,433.00	\$ 132,005.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>
ADMINISTRATION	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 47,413.00	\$ 46,433.00	\$ 132,005.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>

ORG 1701: COMMUNICATIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: PRESS, PUBLIC, AND COMMUNITY RELATIONS

Description: Provide all the internal and external telecommunications in Somerville City Hall, and all other municipal governmental offices, in order to promote the efficient flow of information. Communicate the City government and Mayor's views and actions to the public through events covered by the media. Provide programming and oversee production of the two municipal cable television stations in order to facilitate communication with the residents of Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Connect CTY calls made (FY07: Actual; FY08/FY09: estimates) [Cost of CTY will be funded by the City in FY09 and not by the Cable Grant]	427,911	559,200	559,200
<u>Program Cost:</u>	\$47,413.00	\$46,433.00	\$132,005.00
<u>Cost per Output:</u>	\$0.11	\$0.08	\$0.23
<u>FTEs:</u>	1.00	1.00	1.00
<u>Outcome 1:</u> % of department heads satisfied with the Website support they receive from the Communications department (Department Head Survey)			
<u>Outcome 2:</u> % of department heads satisfied with the media-relations support they receive from the Communications department (Department Head Survey)			

PROGRAM FY09 GOALS

1. Continue to enhance the mayor's Customer Service Initiative with additional information and services available on the city website.
2. Continue to assist in communications outreach for Somerville Ave reconstruction project.
3. Per recommendations from ResiStat, develop capability to offer citywide Connect CTY calls in languages other than English for groups that sign up for such calls.
4. Produce additional public affairs programming for City Cable (Ch 16 Comcast/Ch 13 RCN) by developing new segments of "Somerville: Going Green," "City Tails," "Keys to the City" and the Jimmy Del Ponte Project (final title TBD).
5. Support Economic Development agenda.
6. Support and enhance city's environmental and sustainability initiatives.
7. Coordinate web, cable, media relations, and Connect-CTY channels with needs of line departments.

PROGRAM FY08 GOAL REVIEW

1. Support ACE Customer Service Initiative (on-going).
2. Complete website redesign/elimination of outsourced web management (on-going).
3. Assist in communications outreach for Somerville Ave reconstruction project (on-going).
4. With input from the Commission on Energy Use and Climate Change, develop new environmental video programming (such as "Tips for Reducing Carbon Footprint", "Saving Money Through Conservation", etc...) for City Cable, distribution by DVD to newly arrived residents (via "welcome kit"), and sharing with other communities (complete).
5. Support Economic Development agenda. (on-going)
6. Support and enhance "Innovation City" branding of municipal government (on-going).
7. Support and enhance city's environmental and sustainability initiatives (on-going).
8. Coordinate web, cable, media relations, and Connect-CTY channels with needs of line departments (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Answer Press Calls	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,000	2,200	2,200
<u>Description:</u> Facilitate communication between the Mayor and outside parties by fielding press calls and providing information.			
<u>Output:</u> # of press calls answered (Estimate)			

ORG 1701: COMMUNICATIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

Create a Photo Portfolio	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,700	7,000	7,500
<i>Description: Provide photos to outside parties and document important events.</i>			
<i>Output: # of photos taken (Actual Data)</i>			
<hr/>			
Issue Press Releases	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	175	215	220
<i>Description: Provide the public with accurate and timely information about the City government and the Mayor's activities and positions.</i>			
<i>Output: # of press releases issued (Based on actual numbers (does not include community notes))</i>			
<hr/>			
Organize Press Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	45	45
<i>Description: Provide a public venue for disseminating positions, actions, or activities.</i>			
<i>Output: # of press events conducted (Estimate)</i>			
<hr/>			
Produce Monthly Television Programs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18	20	34
<i>Description: Produce and broadcast three different shows in addition to current programs: Somerville Women Today, Keys to the City, City Tails, Somerville Going Green, Talking Business: Jimmy delPonte</i>			
<i>Output: # of episodes successfully produced and aired (Actual)</i>			
<hr/>			
Build Relationships with Local Newspaper Op Ed/ Blogs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	27	42	64
<i>Description: Write and publish Mayor's Somerville Journal Blog (weekly) and Somerville News Op-Eds (bimonthly).</i>			
<i>Output: # of Op Eds (Based on actual numbers)</i>			
<hr/>			
Implement Connect-CTY Mass Notification System	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	174	140	150
<i>Description: Deploy new technology to call Somerville residents with emergency or time sensitive information.</i>			
<i>Output: # of times Connect-CTY is used to notify public of issues and events (Variable; new program)</i>			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Personnel Department endeavors to oversee the fair and uniform administration of employment practices to all City employees and applicants. The Personnel Department promotes open communication among employees and departments and implements practices and policies to ensure a safe, productive, and viable workforce. The Department also provides ongoing review and administration of all applicable benefit programs, including the workers' compensation program, and other programs, policies and practices that ensure a safe, productive and viable workforce. In addition, the Department is responsible for the negotiation, adherence, and administration of the City's nine labor contracts.

DEPARTMENT ORGANIZATION: The Department is comprised of six full-time staff, including one director, one assistant director, one benefits coordinator, one worker's compensation manager, one administrative assistant, and one human resource coordinator.

FY08 ACCOMPLISHMENTS: In FY08, the Personnel Department staff:

- Oversaw a national search for a new Chief of Police, which included a facilitation of a citizen task force, solicitation of community participation, and a site visit.
- Conducted an extensive Police certification (Regular, Portuguese, Haitian, and Spanish) process that enabled the City to hire 16 police officers.
- Conducted an extensive Fire certification process that enabled the City to hire seven firefighters.
- Created, implemented, and distributed a new non-union employee guidebook, and carried out a training for all non-union employees on the guidebook policies.
- Created and implemented a new non-union employee performance appraisal system. The appraisal system consists of 60-day, six-month, and one-year appraisals.
- Completed the procurement process for a time and attendance system and have begun implementation of the system.
- Successfully addressed all grievances resulting in one filed arbitration.
- Oversaw and implemented the completion of the State mandated HIRD Form process required for health care.
- Successfully processed 1,057 applications for calendar year 2007 and hired 157 individuals in addition to 23 public safety staff.
- Oversaw the Youth Summer Job Program, which provided employment for 138 youth. Fifty-one of the youth were placed in City departments and the remaining 87 individuals were placed in non-profit agencies and local businesses.
- Increased employee benefits with the implementation of the MBTA Pass Program, the Perks card program, Working Advantage, and continued the BeneFIT program.
- Managed an off-site, day-long department head training at Tufts University. Presentations included diversity training from Cambridge College.
- Monitored procedures to continue to reduce Workers' Compensation costs to City, resulting in projected savings of 20 percent compared to last year.
- Executed, at no cost, in conjunction with the School Department, the opportunity to train 28 employees in Excel, Word, Advanced Excel, PowerPoint, and Outlook.

DEPARTMENT OVERVIEW

- Continued the employee appreciation/recognition “Cup-o’ Joe-with-Joe” program with 20 employees receiving recognition.
- Created and distributed a bi-monthly newsletter highlighting trainings, Personnel benefits, and employee successes. The newsletter has improved employee communication and enhanced morale.
- Continued monthly “Brown Bag” Lecture Series with presentations from various agencies, specializing in topics such as Estate Planning, Retirement, Trusts and Wills, and Time Management.
- Continue to make improvements in automated systems by reducing the time associated in Workers’ Compensation billing, resulting in no backlog payments.
- Successfully placed all employee forms (e.g. applications, workers’ comp forms, health benefits information, direct deposit, M-4, W-4, CORI, and FMLA forms) on the City’s website, enabling employees to download and complete.
- Archived the files of employees terminated prior to 2006.
- Overhauled both Police (38 pages) and Fire (38 pages) applications. Also, collaborated with all parties involved to modernize and standardize an outline to be used for background investigations for all public safety candidates. Addressed and amended questions to be used during the interview process for public safety candidates to respond to changes in today’s world, i.e. the internet, website, personal webpage, etc.
- Presented our second annual “Perks Fair” for all City and School employees.

FY09 DEPARTMENT PRIORITIES: In FY09, the Personnel staff will continue its efforts to improve employee relations by:

- Continuing in-house training of management staff and employees.
- Providing on-going review and centralization of all employee personnel files into Personnel.
- Implementing two off-site department head trainings.
- Completing the extensive Fire Department Certification, which will allow the City to hire additional Firefighters.
- Creating Fire and Police Department reserve lists.
- Completing implementation of a citywide time and attendance program.
- Providing ongoing improved employee relations, in part through the employee recognition program
- Implementing an employee orientation program for new hires.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR’S STRATEGIC GOALS:

The Personnel department’s priorities support the Mayor’s strategic goals to:

- *“Improve City Performance by Using More Effective Management Tools and Demanding Accountability”*, by providing department heads with continuous training as well as participating in the SomerStat meetings program and implementing both the non-union handbook and performance appraisal program.

DEPARTMENT OVERVIEW

- “*Professionalize City Planning and Management*” by developing and distributing internal policies to govern the daily functions of personnel, i.e. handbook, sexual harassment, Brown Bag lecture series.
- “*Make Somerville an Exceptional Place to Live, Work, and Play*” by supporting employee relations, fair administration of employee benefits, and improvement of customer service, training, and communication.

SIGNIFICANT CHANGES FROM FY07 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

This past year the Personnel Department had incurred additional expenses not predicted in the adopted budget, mainly due to the national search for a Police Chief and the extensive process required for the number of public safety positions filled.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): In FY09, the Personnel Department is requesting an increase in the following areas:

Professional & Technical Services (53000)

In the upcoming fiscal year, the Personnel Department intends to establish both a Police and Fire Reserve List. As shown previously with the Police certification, this process can be lengthy and cost approximately \$30,000. Therefore, we are requesting that line item 53000 be increased by \$30,000 to cover the anticipated cost.

Advertising (53060)

In the past fiscal year, the Personnel Department has successfully processed 1,057 applications for calendar year 2007 and hired 157 individuals. An increased hiring rate will continue, and in conjunction with increased print and online advertisement costs, it will require a \$10,000 increase in the advertising budget.

Printing and Stationary (54210)

The Personnel Department has implemented a bi-monthly newsletter, “A View from the Top”. This newsletter is a new way of conveying City information to all our employees. In addition, we will implement a new hire orientation program that includes a printed orientation binder that will better educate and inform our employees of the policies of the City. There has also been an \$800 increase to cover the cost of orientation booklets for new employees.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time that staff spends on each program was estimated. Salaries were allocated based on these percents. Ordinary maintenance spending was also divided by percent to each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the

DEPARTMENT OVERVIEW

extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

RESISTAT GOAL: POLICY

Whenever possible, encourage City staff to travel by bicycle rather than by car when doing City work. Update 5/1/08: The Office of Sustainability and the Environment (OSE) and Personnel are looking at what kind of incentives could be provided to employees who bike or walk to work. (Some Progress Planned for FY09)

ORG 1901 PERSONNEL

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	240,589	269,076	130,133	268,529
51115	SALARIES - MONTHLY	5,906	7,177	3,588	7,177
51200	SALARIES & WAGES TEMPOR'Y				
51300	OVERTIME				
51410	LONGEVITY	3,150	3,400	1,500	3,000
51460	OUT OF GRADE				
51520	AUTO ALLOWANCE				
51532	HOLIDAYS - S.M.E.A.	495			
51540	PERFECT ATTENDANCE	1,000		1,300	
51691	OTHER LUMP SUM PAYMENTS				
51692	5/2 BUYBACK				
51930	UNIFORM ALLOWANCE	1,050	1,050	1,050	350
TOTAL P-ACCT 51000		252,190	280,703	137,571	279,056

P-ACCT 52000 ORDINARY MAINTENANCE

52470	MAINT CONTRACT-OFFC EQUIP	89	300		300
52760	RENTALS EQUIPMENT				
53000	PROFESSIONL & TECHNCL SVC	80,246	55,000	22,020	85,000
53040	LEGAL SERVICES				
53045	ARBITRATION SERVICES	350	6,000	150	22,000
53060	ADVERTISING	18,259	20,000	18,879	30,000
53200	TUITION		5,000		
53210	EMPLOYEE TRAINING COURSES	3,237	10,000	3,836	15,000
53420	POSTAGE	234	200	112	200
54200	OFFICE SUPPLIES	2,829	1,200	330	1,000
54201	OFFICE EQUIPMENT				
54210	PRINTING & STATIONERY	108	500	1,537	1,800
54220	COMPUTER SUPPLIES				

54221	COMPUTER EQUIPMENT				
55874	MAGAZINES & PUBLICATIONS	1,244	1,000	752	1,000
57100	IN STATE TRAVEL		500		
57110	IN STATE CONFERENCES	260	1,000	40	1,000
57200	OUT OF STATE TRAVEL				
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS	425	1,000	265	1,000
57520	REIMB/ALLOWANCES	5,754	21,379	15,476	8,000
57865	AWARDS		5,000	3,370	5,000
TOTAL P-ACCT 52000		113,035	128,079	66,767	171,300
P-ACCT 60000 SPECIAL ITEMS					
61010	ED INCENTIVES SMEA A	1,157	7,500	2,173	7,500
61020	EDUCATIONAL INCENTIVE - B	20,000	20,000	3,524	20,000
61028	ED INCENTIVE - FIRE ALARM		5,000		5,000
61029	ED INCENTIVE - E911		3,500		3,500
61030	SMEA EMPLOY FLUENCY BONUS	8,000	10,000	8,000	10,000
TOTAL P-ACCT 60000		29,157	46,000	13,697	46,000
TOTAL ORG	1901 FUNDING REQUIRED	394,382-	454,782-	218,035-	496,356-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Personnel
1901

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DIRECTOR	RICHARD TRANFAGLIA	1,346.15	70,269.03	70,269.03
AFFIRMATIVE ACTION OFFICER	RICHARD TRANFAGLIA	181.38	2,176.56	2,176.56
ASSISTANT DIRECTOR	CARLENE CAMPBELL	1,153.85	60,230.97	60,230.97
ADA COORDINATOR	CARLENE CAMPBELL	416.67	5,000.00	5,000.00
BENEFITS COORDINATOR	MARY ALICE LALLY	989.51	51,652.42	53,402.42
ADMINISTRATIVE ASSISTANT	DONNA JOY	923.96	48,230.71	49,830.71
HUMAN RESOURCE COORDINATOR	DEBORAH CONNOLLY	730.77	38,146.19	38,146.19
				279,055.89

ORG 1901: PERSONNEL DEPARTMENT

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
COMPLIANCE			
PERSONAL SERVICES	\$17,812.00	\$21,292.00	\$23,734.00
ORDINARY MAINTENANCE	\$22,451	\$15,410	\$22,975.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 40,263.00	\$ 36,702.00	\$46,709.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.35</i>	<i>0.35</i>	<i>0.35</i>
EMPLOYEE BENEFITS			
PERSONAL SERVICES	\$70,208.00	\$75,093.00	\$60,286.00
ORDINARY MAINTENANCE	\$22,283	\$32,563	\$35,775.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 92,491.00	\$ 107,656.00	\$96,061.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.25</i>	<i>1.35</i>	<i>1.35</i>
EMPLOYEE RELATIONS/COLLECTIVE BARGAINING			
PERSONAL SERVICES	\$51,608.00	\$58,257.00	\$53,806.00
ORDINARY MAINTENANCE	\$27,269	\$38,703	\$59,875.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 78,877.00	\$ 96,960.00	\$113,681.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.85</i>	<i>0.95</i>	<i>0.95</i>
HIRING			
PERSONAL SERVICES	\$26,822.00	\$26,780.00	\$40,943.00
ORDINARY MAINTENANCE	\$41,036	\$34,025	\$52,675.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 67,858.00	\$ 60,805.00	\$93,618.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.50</i>	<i>0.40</i>	<i>0.40</i>
ADMINISTRATION			
PERSONAL SERVICES	\$89,583.00	\$90,589.00	\$100,288.00
ORDINARY MAINTENANCE	\$0	\$0	\$0.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 89,583.00	\$ 90,589.00	\$100,288.00
<i>FTE FROM ADMINISTRATION</i>	<i>1.75</i>	<i>1.75</i>	<i>1.90</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 369,072.00	\$ 392,712.00	\$ 450,357.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>4.70</i>	<i>4.80</i>	<i>4.95</i>

ORG 1901: PERSONNEL DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: COMPLIANCE

Description: Fulfill the city's requirements for HR management in the current policy environment.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of new polices implemented + # of policies revised (FY07: Actual; FY08/FY09: Estimate)	12	52	12
<u>Program Cost</u>	\$40,263.00	\$36,702.00	\$46,709.00
<u>Cost per Output:</u>	\$3,355.25	\$705.80	\$3,892.41
<u>FTEs:</u>	0.35	0.35	0.35
<u>Outcome 1:</u> % of reports submitted on time	100	100	100
<u>Outcome 2:</u> # complaints regarding Personnel not adhering to a relevant Federal, State, or City ordinance	0	0	0

PROGRAM FY09 GOALS

1. Implement Kronos time and attendance system.

PROGRAM FY08 GOAL REVIEW

1. Complete and implement new employee handbook (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Prepare and Submit required Federal and State Reports	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	4	4
<u>Description:</u> Provide the required reports, such as the EEO4 information, on a yearly basis on behalf of the City.			
<u>Output:</u> # of reports generated (FY07: Actual (2 Federal + 2 State Reports Annually); FY08/FY09: Estimate)			
Comply and Monitor Federal and State Regulations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	55	55	55
<u>Description:</u> On a daily basis, ensure complete compliance with FLSA, ADA, FMLA, COBRA, ERISA, and other applicable regulations.			
<u>Output:</u> # of federal and state laws that are monitored by Personnel (FY07-FY09:Estimate)			
Develop Internal Policies for City of Somerville Employees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	52	12
<u>Description:</u> Develop a procedural manual and handbook to govern the daily functions of personnel in the City			
<u>Output:</u> # of new policies implemented + # of polices revised (FY07: Actual; FY08/FY09: Estimate)			

ORG 1901: PERSONNEL DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: EMPLOYEE BENEFITS

Description: Inform employees about available benefits and facilitate their usage. Enable high-quality services provided by the city.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of requests by employees responded to FY07-FY09: <i>Estimate (Average of 155 queries per day)</i>	38,750	40,000	40,000
<u>Program Cost</u>	\$92,492.00	\$107,655.00	\$96,061.00
<u>Cost per Output:</u>	\$2.38	\$2.69	\$2.40
<u>FTEs:</u>	1.25	1.35	1.35
<u>Outcome 1:</u> % of employees who are satisfied with Personnel's role in letting them know their benefits and responsibilities (Somerville staff survey)	68%	75%	
<u>Outcome 2:</u> % of employees satisfied with the length of time it takes Personnel staff to respond to requests for assistance (Somerville staff survey)	72%	74%	

PROGRAM FY09 GOALS

1. Distribute printed orientation packets to all new hires.
2. Put information on employee benefit programs online.

PROGRAM FY08 GOAL REVIEW

1. Revise policies regarding non-union benefits, specifically vacation time (Complete).
2. Implement a tuition reimbursement plan for all non-union personnel (On hold due to budgetary constraints).
3. Research and implement MBTA pass program (Complete).
4. Implement a sick time monitoring program (In process).

PROGRAM ACTIVITIES AND OUTPUTS

Register New City Employees for Benefits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	150	125
<u>Description:</u> Give employees access to benefits and confirm that they are informed about their benefit plans.			
<u>Output:</u> # enrollments completed (FY07: Actual; FY08/FY09: Estimate)			
Respond to Daily Requests from Employees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	38,750	40,000	40,000
<u>Description:</u> Answer employee concerns and provide a high level of customer service.			
<u>Output:</u> # of queries answered per day (FY07-FY09: Estimate (Average of 155 queries per day))			
Review Benefits on a Yearly Basis	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	200	2,100	325
<u>Description:</u> Conduct a comprehensive review of benefits offered by the City to employees. Assess where the City stands on health insurance costs and provide recommendations on available benefits packages.			
<u>Output:</u> # of people changing their benefits plan due to restructuring (FY07-FY09: Estimate)			
Collect Sick Days and Evaluate Applications for Sick Bank Sick Days (SMEA)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	9	10
<u>Description:</u> Provide a pool of sick days for emergency use, and confirm that sick bank requests are valid. Review applications on a monthly basis.			
<u>Output:</u> # of applications received and reviewed (FY07: Actual; FY08/FY09: Estimate)			

ORG 1901: PERSONNEL DEPARTMENT

PROGRAM COST AND ACTIVITIES

Utilize Benefits of EAP	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	8	8
<i>Description: Coordinate with the Employee Assistance Program throughout the year and education employees about the services offered in order to maximize benefits to employees.</i>			
<i>Output: # of EAP sponsored events and trainings throughout the year (FY07: Actual; FY08/FY09: Estimate)</i>			
Conduct Monthly Bill Analysis	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	12
<i>Description: Ensure additions and terminations are properly input to all insurance systems. Communicate changes and policies to members.</i>			
<i>Output: # of bill analysis done per year (FY07: Actual (Bill Analysis conducted once every month); FY08-FY09: Estimate)</i>			
Write Monthly Reports for Internal Use	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	12
<i>Description: Submit reports to Personnel Director identifying how many people are on each employment plan and review costs of those plans.</i>			
<i>Output: # of internal reports per year (FY07: Actual (Internal Reports submitted once every month); FY08/FY09: Estimate)</i>			
Screen for Foreign Languages (SMEA)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	47	42	52
<i>Description: Test potentially qualified bilingual employees to provide translation services as needed by the City.</i>			
<i>Output: # of people on interpreters list (FY07: Actual; FY08/FY09: Estimate)</i>			

ORG 1901: PERSONNEL DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: EMPLOYEE RELATIONS/ COLLECTIVE BARGAINING

Description: Maintain a relationship with employees that is considered constructive in order to sustain a productive work ambiance.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of employees counseled (FY07-FY09: Estimate)	500	750	750
<u>Program Cost</u>	\$78,876.00	\$96,959.00	\$113,681.00
<u>Cost per Output:</u>	\$157.75	\$129.27	\$151.57
<u>FTEs:</u>	0.85	0.95	0.95
<u>Outcome 1:</u> % of employees satisfied with Personnel's role in ensuring they have useful training opportunities (Somerville staff survey)	64%	68%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Expand employee recognition program to highlight retirements and years of service to the City.

PROGRAM FY08 GOAL REVIEW

1. Institute an employee recognition program, highlighting retirements and years of service to the City (Partially complete).
2. Settle 2-4 Union Contracts (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Conduct Negotiations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	8	8	8
<u>Description:</u> Conduct negotiations to reach optimal agreements with all bargaining units for local unions and the City.			
<u>Output:</u> # of union contracts in negotiation (FY07: Actual; FY08/FY09: Estimate)			
Prepare for and Conduct Grievance or Arbitration	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	65	100
<u>Description:</u> Represent the City and come to quick and equitable agreements in each grievance or arbitration situation. Minimize the loss of productivity and maximize City success.			
<u>Output:</u> # of arbitrations and grievances heard (FY07-FY09: Estimate)			
Counsel Employees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	750	750
<u>Description:</u> Counsel employees regarding conditions and practices.			
<u>Output:</u> # of employees counseled (FY07-FY09: Estimate)			
Offer Trainings for City of Somerville Employees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	111	150	175
<u>Description:</u> Give City of Somerville employees the opportunity to attend various trainings throughout the year to help them gain the skills to perform their jobs better.			
<u>Output:</u> # of people trained (FY07: Actual; FY08/FY09: Estimate)			

ORG 1901: PERSONNEL DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: HIRING

Description: Efficiently find and attract the best employees for open positions as well as provide employment education and support for the community.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of job postings (FY07: Actual; FY08/FY09: Estimate)	117	157	150
<u>Program Cost</u>	\$67,857.00	\$60,805.00	\$93,618.00
<u>Cost per Output:</u>	\$579.97	\$486.44	\$748.94
<u>FTEs:</u>	0.50	0.40	0.40
<u>Outcome 1:</u> % of department heads satisfied with Personnel's role in identifying qualified applicants for open positions			
<u>Outcome 2:</u> % of department heads satisfied with Personnel's role in facilitating the applicant review process, such as arranging interviews			

PROGRAM FY09 GOALS

1. Expand summer youth program from 100 available jobs to 150 available jobs.

PROGRAM FY08 GOAL REVIEW

1. Expand the summer youth program from 100 available jobs to 200 available jobs (Incomplete).

PROGRAM ACTIVITIES AND OUTPUTS

Recruit Qualified Applicants	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	117	157	150
<u>Description:</u> Identify strongest applicants by following hiring process - receive requisition from Department Head, post position (or bid process), advertise the position, interview, conduct necessary testing, and check references.			
<u>Output:</u> # jobs posted (FY07: Actual; FY08/FY09: Estimate)			
Educate New Hires/ Conduct Orientation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	295	300
<u>Description:</u> Ensure that new hires understand their entitlements and benefits.			
<u>Output:</u> # of new hires on board (FY07: Actual; FY08/FY09: Estimate)			
Summer Youth Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	138	150
<u>Description:</u> Facilitate Summer Youth Program to place youth in internal as well as external positions across the City.			
<u>Output:</u> # of youth who participate in the Summer Youth Program (FY07: Actual; FY08/FY09: Estimate)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Information Technology (IT) Department's mission is to maintain, improve, and deliver a reliable technology infrastructure for City employees and residents.

Our primary goal is to guarantee a reliable telecommunication, data network, and systems foundation on which to conduct City business operations efficiently. The IT Department provides vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions to meet the needs of the City. We strive to leverage IT to maximize the productivity of City staff and improve customer services by partnering closely with other departments to foster and build standard functional commonality across organizations.

DEPARTMENT ORGANIZATION: The IT Department has eight full-time, one part-time staff member, and one vacant position. The Chief Information Officer, Karthik Viswanathan, handles all strategic planning and management tasks for the department. David Slonina is the IT project manager who manages strategic software projects and acts as a liaison between IT and key stakeholders in other departments. Joseph Santos is the supervisor systems programmer, who is responsible for the programming functions for the City's software applications. Edward DaSilva is the senior Operations technician responsible for administration and maintenance of City's software applications and access controls. Teresa Vicente is the Department's procurement and database administrator. Brian Spingel is responsible for the City's help desk and for triaging user's computing needs. David Goodridge is the operations technician who is responsible for software deployments, network, firewall, and VOIP administration. Marylin Fitzgerald is the help desk administrative assistant, who coordinates record keeping and work order tracking. Miguel Santana is an IT technician who manages desktop installations and user application support. He is also the point person for application support for the Fire Department.

FY08 ACCOMPLISHMENTS: The IT Department succeeded in accomplishing many of its stated FY08 goals, including:

- Deployment of computers to all Fire stations and to the Aldermanic Chamber;
- VOIP deployments for all City departments;
- Network and VOIP deployment for Argenziano School;
- Deployment of a dedicated fiber network between City Hall and Central Library;
- Deployment of redundant fiber link to Central Police station for Disaster Recovery;
- Formulation and start of implementation of the disaster recovery site for the City's computing infrastructure;
- Development in-house of a Legislative Tracking System for implementation in FY09;
- Oversight of initial launch steps of a time-and-attendance system;
- Deployment of software to monitor power consumption of all computers in the City; and
- Deployment of WiFi to City Hall.

In addition to achieving these major goals, the Department has handled maintenance, enhancements, and upgrade requests from all City departments. The Department has successfully managed and completed a 47 percent increase in the overall work order requests to the City without adding any additional headcounts to the operational side.

DEPARTMENT OVERVIEW

FY09 DEPARTMENT PRIORITIES: In FY09, the IT Department will to continue to provide technological support and leadership to City departments and residents.

Our goals are to:

- Start implementation of a new financial system for the City;
- Complete VOIP Deployments for the Fire and Police Departments;
- Re-launch the City's website on an open source platform with new features and develop a comprehensive intranet for City staff;
- Build out the City's disaster recovery data center;
- Develop a municipal Wi-Fi plan for the city;
- Start consolidating City databases and provide web interface for data access; and
- Eliminate the Novell Netware that will provide cost savings on ongoing maintenance and support costs

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

Department's priorities support the Mayor's Strategic goals to:

- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability";*
- *"Professionalize City Planning and Management";*
- *"Maximize Return on Taxpayer's Dollars";*
- *"Make Somerville an Exceptional Place to Live, Work, and Play";* and
- *"Revolutionize Customer Service Professionalize City Planning and Management".*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): IT has shifted some functions for FY09 to add capacity to the IT department, however, it has no effect on the overall funding to FY09. The Fire Department has had significant technology changes in the last fiscal year. In addition to getting over 35 computers deployed across all the fire stations, a new Digital voice recorder has been installed. In the coming year, new VOIP deployments are scheduled. With increased workload within the IT Department, there is a need to have a dedicated resource to address technology requests and issues for the Fire Department. IT plans to convert the existing part-time resource to a full time staff person to help mitigate this issue.

The IT Department is also requesting a web and application service resource. The City is migrating its external web site to an open source platform, which will provide long-term cost savings on maintenance and support costs. We are also working on developing a robust intranet for City, School, and public safety personnel. In addition, there are increasing numbers of requests to move more City applications to the Web, which requires data analysis, consolidation, and standardization. A new position will be created to address this need.

DEPARTMENT OVERVIEW

The IT Department is able to submit a level-funded budget and add these positions because it will eliminate the now vacant telecommunications staff person and transfer these responsibilities to other staff.

To accommodate the City's growing need for efficiency, the IT Department is requesting funding to fund Geographic Information Systems (GIS) consultation for the City. After careful consideration, the IT Department has determined that an outside vendor could support GIS needs until in-house staff can be hired. Having more sophisticated GIS capabilities will allow various City departments (i.e. OSPCD (zoning/planning), Fire, Police etc) make more informed decisions in their daily work.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time that staff spends on each program was estimated. Salaries were allocated based on these percentages. Ordinary maintenance spending was also divided by percent to each program. In addition, administration costs were folded into programs.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In FY09, IT Department will improve online registration for Recreation and Youth programs, as well as further exploring the possibility of citywide wireless internet.

ORG 2110: INFORMATION TECHNOLOGY

RESISTAT GOAL: CUSTOMER SERVICE

Allow for online registration for recreation-youth programs. Update 5/1/08: Rec-Youth hopes to allow for on-line registration in FY09. (To Be Completed in FY09)

RESISTAT GOAL: POLICY

Offer citywide wireless internet. Update 5/15/08: IT will issue an RFP for municipal Wi-Fi services this summer and, if this approach is not successful, then will look to develop hotspots off of the City's current infrastructure. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	505,575	615,179	264,761	609,911
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME				
51410 LONGEVITY	3,450	3,400	1,700	3,900
51460 OUT OF GRADE				
51520 AUTO ALLOWANCE	2,699	2,950	1,174	2,350
51532 HOLIDAYS - S.M.E.A.	1,275			
51540 PERFECT ATTENDANCE	1,400		1,300	
51691 OTHER LUMP SUM PAYMENTS				
51930 UNIFORM ALLOWANCE	700	700	350	700
TOTAL P-ACCT 51000	515,099	622,229	269,285	616,861
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES				
52460 REPAIRS OFFICE EQUIPMENT				
52475 MAINT SOFTWARE	180,847	378,500	136,678	378,500
52480 REPAIRS COMPUTER EQUIPMT	14,450	35,000	1,437	35,000
53000 PROFESSIONL & TECHNCL SVC	8,800	9,400	19,515	9,400
53080 DATA PROCESSING SERVICES				
53200 TUITION				
53210 EMPLOYEE TRAINING COURSES	20,460	35,000	32,200	35,000
53405 PSTN-USAGE	102,803	159,500	88,235-	159,500
53408 WEB SITE COSTS		10,000	5,560	10,000
53409 INTERNET MAINTENANCE	18,408	30,000	20,608	30,000
53415 PHONE MAINTENANCE	73,155	65,860	3,022	60,000
53420 POSTAGE		100		
53900 SOFTWARE	12,222	20,000	9,121	20,000

54200	OFFICE SUPPLIES	1,584	1,500	943	1,500
54201	OFFICE EQUIPMENT				
54202	OFFICE FURNITURE				
54210	PRINTING & STATIONERY				
54220	COMPUTER SUPPLIES	213,546	50,000	47,042	50,000
54221	COMPUTER EQUIPMENT	85,857	217,972	101,651	145,000
55870	MAGAZINES,NEWS,SUBSCRIPTS				
57110	IN STATE CONFERENCES				
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS		100		
TOTAL P-ACCT 52000		732,132	1,012,932	289,542	933,900
P-ACCT 58000 CAPITAL OUTLAY					
58515	EQUIPMENT-COMMUNICATIONS				
58560	COMPUTER EQUIPMENT				
58570	SOFTWARE				
TOTAL P-ACCT 58000					
TOTAL ORG	2110 FUNDING REQUIRED	1,247,231-	1,635,161-	558,827-	1,550,761-

DEPARTMENT NAME
GENERAL FUND ORG
NUMBER

Information Technology

2110

Position	Name	Current Base	Fiscal Year Base	TOTAL
DIRECTOR	VISWANATHAN, KARTHIK	2,115.38	110,422.84	110,422.84
NETWORK MANAGER	GOODRIDGE, DAVID	1,250.00	65,250.00	65,250.00
PROJECT MANAGER	SLONINA, DAVID	1,153.85	60,230.97	60,230.97
SUPERVISOR/COMP SYSTEMS	SANTOS, JOSEPH	1,488.14	77,693.99	79,543.99
Unit A in-grade eff: 6/5/09		1,491.99		
Comp. Ops Tech/ Sys Admin	DA SILVA, EDWARD	1,241.23	64,965.46	66,415.46
Unit A in-grade eff: 08/20/08		1,245.08		
Admin Prog/tech	VICENTE, TERESA	1,212.80	63,394.40	64,594.40
Unit A in-grade eff: 01/26/09		1,216.65		
IT Tech Specialist	SPINGEL, BRIAN	995.35	51,957.27	53,457.27
Help Desk Admin	FITZGERALD, MARILYN	702.38	36,664.24	37,614.24
Tech-Public Safety	SANTANA, MIGUEL	945.06	49,332.13	49,332.13
Web Application Developer	Vacant		30,000.00	30,000.00
				616,861.29

ORG 2110: INFORMATION TECHNOLOGY

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budget	FY09 Executive Proposal
INTERNET ACCESS AND NETWORK MAINTENANCE			
PERSONAL SERVICES	\$ 63,586.58	\$ 90,204.10	\$ 104,968.50
ORDINARY MAINTENANCE	\$ 134,432.00	\$ 191,225.00	\$ 191,225.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 198,018.58	\$ 281,429.10	\$ 296,193.50
<i>FTE FROM APPROPRIATIONS</i>	1.65	1.60	1.60
PHONE AND COMPUTER SUPPORT			
PERSONAL SERVICES	\$ 161,553.56	\$ 150,882.13	\$ 162,893.11
ORDINARY MAINTENANCE	\$ 457,080.00	\$ 573,257.00	\$ 494,425.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 618,633.56	\$ 724,139.13	\$ 657,318.11
<i>FTE FROM APPROPRIATIONS</i>	3.59	2.70	2.70
PROCUREMENTS			
PERSONAL SERVICES	\$ 80,505.28	\$ 90,198.40	\$ 79,486.65
ORDINARY MAINTENANCE	\$ 24,458.00	\$ 33,875.00	\$ 33,775.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 104,963.28	\$ 124,073.40	\$ 113,261.65
<i>FTE FROM APPROPRIATIONS</i>	1.50	1.50	1.50
SPECIAL PROJECTS			
PERSONAL SERVICES	\$ 209,455.80	\$ 261,882.37	\$ 269,512.75
ORDINARY MAINTENANCE	\$ 116,161.00	\$ 214,575.00	\$ 214,475.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 325,616.80	\$ 476,457.37	\$ 483,987.75
<i>FTE FROM APPROPRIATIONS</i>	4.26	4.20	4.20
ADMINISTRATION			
<i>FTE FROM APPROPRIATIONS</i>	\$ -	\$ -	\$ -
	0	0	0
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 1,247,232.23	\$ 1,606,099.00	\$ 1,550,761.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	11.00	10.00	10.00

PROGRAM COST AND ACTIVITIES

PROGRAM: INTERNET ACCESS AND NETWORK MAINTENANCE

Description: Ensure City employees have access to the Network and the Internet to facilitate their work. Ensure that the City's network is protected from penetrators.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of users granted Internet access (FY07: based on actual number of computers on the network, excluding the School Department; FY08/FY09: estimates)	1,600	1,800	1,900
Program Cost:	\$198,019.00	\$281,429.00	\$296,193.00
Cost per Output:	\$123.76	\$156.34	\$155.89
FTEs:	1.65	1.60	1.60
Outcome 1: % of time network is available (Based on time network is available to users)	99.9%		
Outcome 2: % of users rating the length of time it takes IT to respond to requests for assistance as satisfactory or very satisfactory (Somerville staff survey)	63.87%	69.78%	

PROGRAM FY09 GOALS

1. Eliminate Novell Netware to realize cost savings on ongoing maintenance and support.

PROGRAM FY08 GOAL REVIEW

1. Complete cabling and network connectivity for Argenziano School (Complete).
2. Integrate fiber network for Library. Connect Central, East, and West Libraries to City network (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Install Internet Cables	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	17	10
<i>Description: Make sure the required infrastructure is in place to provide Internet access to all employees of the City.</i>			
<i>Output: # of installations provided in-house (FY07: Actual based on the number of work orders. FY08 & FY09: estimate)</i>			
Support Internet Access and Utilization	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,600	1,800	1,900
<i>Description: Ensure all City employees have proper access to the Internet and are able to exchange information through proper account or channels.</i>			
<i>Output: # of users granted Internet access (FY07: Actual number of computers on the network. Includes the School department. FY08 & FY09: Estimate)</i>			
Maintain Firewall and Security	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	100
<i>Description: Ensure the City's network remains secure and protected from penetrators and prevent individuals without access from entering the system.</i>			
<i>Output: % of time the network is up and running (FY07-FY09: Based on estimated time network is available to users)</i>			
Outsource Internet Cable Installation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	80	75	50
<i>Description: Provide Internet cable installation services to departments that need access provided.</i>			
<i>Output: # of installations provided by contractors (FY07: Number of installations contracted during the fiscal year. FY08 & FY09: estimate)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: PHONE AND COMPUTER SUPPORT

Description: Provide prompt, efficient support services to all technology users in the city government.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Helpdesk requests resolved (FY07: based on report from "Track It" software; FY08/FY09: estimates)	2,961	4,200	4,500
<u>Program Cost:</u>	\$618,634.00	\$724,139.00	\$657,318.00
<u>Cost per Output:</u>	\$208.92	\$172.41	\$146.07
<u>FTEs:</u>	3.59	2.70	2.70
<u>Outcome 1:</u> % of users rating IT's response for basic software or hardware setup or fixes as satisfactory or very satisfactory (Somerville staff survey)	64.89%	76.7%	
<u>Outcome 2:</u> % of users satisfied with IT's training in the use of software or hardware (Somerville staff survey)	59.64%	61.07%	

PROGRAM FY09 GOALS

1. Complete VOIP Deployments for Fire & Police Departments.
2. Build out the City's Disaster Recovery Data Center.

PROGRAM FY08 GOAL REVIEW

1. Deploy PCs in the Aldermanic Chambers and all Fire Stations (Complete).
2. Establish disaster recovery systems and fail-over readiness for City's data center (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Set-up New Network Users and Move Existing Users	83	140	100

Description: Set up PC's, software, and network connections for new employees and provide them with basic training.

Output: # of new users + # of existing users who moved (FY07: actual based on number of workorders; FY08 & FY09: estimates)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Install New Telephones and Maintain Phone Systems	245	450	400

Description: Ensure all employees of the City have the necessary telephonic equipment to perform their tasks.

Output: # of new telephones ordered (FY07: actual based on phones + wall mounts + voicemail licenses + headsets; FY08 & FY09: estimates)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Back-up Systems	802	4,560	3,800

Description: Back up servers to protect all databases and other information contained in the City's network.

Output: # of full back-ups completed (FY07: actual number of backups completed during the fiscal year; FY08 & FY09: estimates)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Provide Computer Training	12	14	15

Description: Provide training on how to use software applications to all City employees.

Output: # of training sessions conducted (FY07: actual based on department head's records; FY08 & FY09: estimates)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Maintain Applications	59	65	70

Description: Keep all software application up-to-date (patches, upgrades, etc.).

Output: # of software patches implemented per client (FY07: actual software patches sent out weekly; FY08 & FY09: estimates)

ORG 2110: INFORMATION TECHNOLOGY

PROGRAM COST AND ACTIVITIES

Respond to Help-Desk Requests

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
2,961	5,040	4,500

Description: Respond to hardware problems (including printers) and software issues that cause interruptions to the work of City employees.

Output: # of helpdesk requests resolved (FY07: actual number based on report from "Track It" software; FY08 & FY09: estimates)

ORG 2110: INFORMATION TECHNOLOGY

PROGRAM COST AND ACTIVITIES

PROGRAM: PROCUREMENTS

Description: Work with the Purchasing department to obtain and assist other departments in obtaining information technology equipments to facilitate their work.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of licenses obtained (FY07: based on the number of workorders and expiring licenses; FY08/FY09: estimates)	40	100	100
<u>Program Cost:</u>	\$104,963.00	\$124,073.00	\$113,262.00
<u>Cost per Output:</u>	\$2,624.07	\$1,240.73	\$1,132.62
<u>FTEs:</u>	1.50	1.50	1.50
<u>Outcome 1:</u> % of department heads who are satisfied with IT's assistance with purchasing basic software or hardware (FY07: Department Head Survey)			
<u>Outcome 2:</u> % of department heads who are satisfied with IT's Assistance with decision-making regarding major software or hardware system purchases or development (Department Head Survey)			

PROGRAM FY09 GOALS

1. Begin Implementation of a new Financial System for the City.
2. Develop a Municipal Wi-Fi plan for the City.

PROGRAM FY08 GOAL REVIEW

1. Implement a Legislative Tracking System to track and maintain BOA meetings and agenda (In-progress).
2. Implement a city-wide automated Time and Attendance system (In-progress).
3. Deploy integrated ERP system (In-progress).
4. Implement work order system to manage the task orders across different City departments, including DPW and constituent services (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Purchase Hardware and Supplies and Manage Vendors	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	28	36	32
<u>Description:</u> Obtain the necessary hardware and supplies to facilitate the work of City's employees.			
<u>Output:</u> # of contract vendors (FY06: actual based on the number of contracts with outside vendors; FY08 & FY09: estimates)			
Maintain Hardware Inventory	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	434	479	600
<u>Description:</u> Ensure the Department and the City keep an accurate account of all hardware (including faxes and printers), both in use and in storage.			
<u>Output:</u> # of items recorded in inventory (FY07: actual count based on audited PCs + printers; FY08 & FY09: estimates)			
Purchase Software and Licenses	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	100	100
<u>Description:</u> Ensure all software needed by City's employees and departments are provided for and fully authorized by vendors and patent holders.			
<u>Output:</u> # of licenses obtained (FY07: actual based on the number of workorders and expiring licenses; FY08 & FY09: estimates)			
Procure Hardware and Software	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	45	98	80
<u>Description:</u> Assist City employees and departments in planning and making purchases.			
<u>Output:</u> # of orders processed (FY07: actual count--does not include phones; FY08 & FY09: estimates)			

PROGRAM COST AND ACTIVITIES

Sign Contracts and Track Vendors

FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
6	10	6

Description: Obtain competitive contracts with outside vendors for products and/or services at a cost that is comparable to the state contract rate.

Output: # of contracts signed (FY07: Number of contracts signed for major projects; FY08 & FY09: estimates)

ORG 2110: INFORMATION TECHNOLOGY

PROGRAM COST AND ACTIVITIES

PROGRAM: SPECIAL PROJECTS

Description: Provide leadership and collaboration in planning, executing, and maintaining information technology projects with other departments in the City to ensure the departments and the City have the appropriate IT capabilities.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of projects completed (Based on department head's records) (FY07: based on department head's records; FY08/FY09: estimates)	81	48	50
<u>Program Cost:</u>	\$325,617.00	\$476,457.00	\$483,988.00
<u>Cost per Output:</u>	\$4,019.96	\$9,926.18	\$9,679.76
<u>FTEs:</u>	4.26	4.20	4.20
<u>Outcome 1:</u> % of department heads who are satisfied with IT's role in helping to understand opportunities for technological development (Department Head Survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Deploy Legislative Tracking System.
2. Re-launch City Web Site on an open source platform with new features and develop a comprehensive intranet for City Staff.
3. Continue to consolidate City Databases and provide Web interface for Data Access Systems & Process Automation for Fire Prevention.
4. Continue to develop a citywide GIS solution.

PROGRAM FY08 GOAL REVIEW

1. Implement in-house software web conversion (Complete).
2. Develop citywide GIS solution (In-progress).
3. Develop a framework for City computer users to use self-help to mitigate common requests (Complete).
4. Improve systems availability and reliability (Complete).
5. Consolidate City databases into central repository (Complete).
6. Help Fire Department purchase and deploy a new digital voice recorder (Complete).
7. Continue to provide UPS protection to all network devices in City buildings to support the VOIP infrastructure (Complete).
8. Implement procedures to gather timely feedback from City Departments to identify needs and focus areas (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Plan and Review Projects	81	48	50
<u>Description:</u> Assist with planning activities, define the goals and outcomes of a project, and review existing plans to ensure projects are successfully implemented.			
<u>Output:</u> # of projects planned (FY07: actual number based on department head's records; FY08 & FY09: estimates)			
Implement Projects	81	72	50
<u>Description:</u> Complete specific projects or deliverables within long-term projects that will improve the operations and performance of City departments.			
<u>Output:</u> # of projects completed (FY07: actual number based on department head's records; FY08 & FY09: estimates)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Election Department's mission is to conduct elections, oversee the collection of census data, and maintain a collection of public records, including voter and resident lists, campaign finance records, and election results. The Election Department strives to conduct fair and orderly elections by distributing and administering nomination papers and petitions, certifying signatures, preparing ballots, staffing polling locations, maintaining voting machines, training wardens and clerks, tabulating votes, publishing official results of all elections, and ensuring candidates' compliance with Campaign Finance laws and the Somerville Ethics Ordinance. The Department also administers the annual City census, which is a several-month project, mandated by City Charter.

DEPARTMENT ORGANIZATION: The Election Department has four full-time staff: one chairman, one deputy election commissioner, one assistant election commissioner, and one clerk. In addition, the Election Department has one part-time clerical employee who works three mornings a week and three part-time election commissioners.

FY08 ACCOMPLISHMENTS: The Election Department succeeded in accomplishing many of the stated FY08 goals:

- Poll worker training was intensified. In order to comply with the Help America Vote Act, training sessions on procedures were held for wardens, clerks, and inspectors. The poll workers were pleased with the training and performed well on election days.
- The Help America Vote Act mandates a handicapped-accessible voting machine in each precinct by the state elections. We met that goal.
- The 2007 City Census had a 52 percent response rate. We met our goal of 50 percent response rate. We hope to increase this even more in 2008 because of the following steps taken:
 - Publicity on Cable TV and the Website, including having a census form to download.
 - This Department sought the assistance of the Mayor's Office of Strategic Planning in redesigning the census materials to make them more attractive and user friendly.
 - In addition, again with the assistance of the Mayor's Office of Strategic Planning, the Department spoke with representatives of community groups that are comprised of non-English speaking residents to encourage them to complete their census forms.
 - The Department participated in ongoing attendance at community-sponsored activities with materials to increase voter registration and census filings, including Artbeat, Teen Empowerment, and Somerville Young Adults.

In addition to the two regularly scheduled elections in FY08, the Election Department conducted two special elections for State Senate and an extremely busy presidential primary, which was advanced a month with very little notice. We had a write-in race with two candidates for Ward Four School Committee last November (not something seen very often), which our workers handled quite smoothly and to the satisfaction of the candidates. We conducted a recount in December for Alderman-at-Large, while trying to cope with a steam pipe break and relocation of our office to the employee kitchen. With the help of Public Works, we have publicized election dates by putting signs on wooden horses throughout the city. We have replaced the voting booths in three precincts and received very positive

DEPARTMENT OVERVIEW

feedback. Furthermore, the Election Department monitored numerous elections held in various Somerville Housing Authority buildings and monitored absentee voting at the Designated Health Facilities. Every deadline mandated by the City Charter or federal or state laws pertaining to the census, and nominations and elections, was met.

FY09 DEPARTMENT PRIORITIES: In FY09, the Election Department anticipates a very heavy voter turnout for the Presidential Election in November. We intend to plan ahead to minimize confusion and keep lines moving on Election Day. We will plan extra absentee voting hours the week before the election. With the help of DPW, we will continue to put out horses with info and make use of the Cable TV and the website to disseminate info to voters. We intend to continue our publicity campaign to maintain census response above 50 percent and strive to increase it. The Help America Vote Act has placed additional technical duties and procedures upon poll workers. Therefore, the Department will continue to intensify recruiting efforts and training for poll workers. It is our goal to ensure exceptional performance and compliance during all election periods. We also hope to continue replacing voting booths in certain polling locations in FY09, due to the age and inferior condition of our current voting booths.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Election Department's priorities support the Mayor's goals to:

- *"Revolutionize Customer Service"* by using the website to educate citizens regarding election dates and registration deadlines, moving more citizen interactions online by putting a census form on the website. Continue voter outreach by continuing to attend community events. Putting signs on horses throughout the city to bring information to citizens.
- *"Professionalize City Planning and Management"* by holding more departmental trainings, allowing staff to be more equipped in their daily functions.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): We have increased our request for Salaries – Temporary to reflect an additional poll worker per precinct. We need to keep the lines moving in November. We have increased our Overtime Line to reflect additional hours that will be required to handle the volume of work in a presidential year. Our Printing line is decreased because we are not responsible for the ballots this year. Our Special Election line is not needed because we do not have any special elections upcoming.

COST ALLOCATION METHODOLOGY: Salaries were allocated by estimating the amount of time employees spend on each program. Additional personal services spending were allocated based on the percent of FTE's in each program. Each line item in ordinary maintenance was allocated by percent spent in each program. In addition, administration costs were folded into the programs.

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
 EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	218,192	238,626	152,541	233,386
51115	SALARIES - MONTHLY	6,529	6,530	3,264	6,530
51200	SALARIES & WAGES TEMPOR'Y	49,904	54,500	46,912	61,500
51300	OVERTIME	14,382	17,500	7,313	22,000
51410	LONGEVITY	2,075	2,100	1,025	2,050
51532	HOLIDAYS - S.M.E.A.	581			
51540	PERFECT ATTENDANCE	100		600	
51691	OTHER LUMP SUM PAYMENTS				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	350	350	350	350

TOTAL P-ACCT 51000 292,113 319,606 212,005 325,816

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT	170			
52620	REPAIRS-TOOLS & EQUIPMENT	480	500	180	600
52710	RENTALS-BUILDINGS	270	670	270	670
52730	RENTAL VEHICLES				
52760	RENTALS EQUIPMENT				
53000	PROFESSIONL & TECHNCL SVC	1,636	17,000	18,501	21,000
53060	ADVERTISING	5,180	6,500	2,801	6,500
53135	COURT FEES				
53140	POLICE DETAIL				
53200	TUITION				
53420	POSTAGE	21,136	21,000	244	21,000
54200	OFFICE SUPPLIES	2,069	3,500	2,122	3,500
54201	OFFICE EQUIPMENT				
54210	PRINTING & STATIONERY	4,272	15,000	6,640	7,000
54221	COMPUTER EQUIPMENT				

54230	PHOTOCOPYING				
54240	BOOKS & BOOKBINDING	1,524	2,000		2,000
54900	FOOD SUPPLIES & REFRESHMT	444	500	120	500
57100	IN STATE TRAVEL	489	600	449	600
57300	DUES AND MEMBERSHIPS	80	200		200
57400	INSURANCE PREMIUMS				
57870	CENSUS	5,159	6,000		6,000
57873	SPECIAL ELECTION	91,529	72,150	34,876	
TOTAL P-ACCT 52000		134,438	145,620	66,203	69,570
P-ACCT 58000 CAPITAL OUTLAY					
58615	EQUIPMENT		9,000	9,087	
TOTAL P-ACCT 58000			9,000	9,087	
TOTAL ORG	3501 FUNDING REQUIRED	426,551-	474,226-	287,295-	395,386-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Election
3501

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
Chairman	Nicholas P Salerno	1,269.23	66,253.81	66,253.81
Deputy Election Commissioner	Louise A McCarthy	1,267.80	3,296.28	67,220.12
		1,271.65	63,073.84	
Assistant Election Commissioner	Edna J Murray	1,148.91	24,127.11	60,693.22
		1,152.76	35,966.11	
Principal Clerk 1	Jean K Rogers	779.10	40,669.02	41,619.02
P/T Election Commissioner	Isaac Machado	181.38	2,176.56	2,176.56
P/T Election Commissioner	Laurinda Bedingfield	181.38	2,176.56	2,176.56
P/T Election Commissioner	Anthony J Alibrandi	181.38	2,176.56	2,176.56
				242,315.85

ORG 3501: ELECTIONS DEPARTMENT

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ANNUAL CENSUS			
PERSONAL SERVICES	\$ 74,825.62	\$ 74,516.10	\$ 80,092.28
ORDINARY MAINTENANCE	\$ 24,543.00	\$ 27,575.00	\$ 26,375.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 99,368.62	\$ 102,091.10	\$ 106,467.28
<i>FTE FROM APPROPRIATIONS</i>	1.20	1.55	1.55
VOTER REGISTRATION/ ABSENTEE BALLOTS			
PERSONAL SERVICES	\$ 64,856.27	\$ 64,026.79	\$ 68,519.53
ORDINARY MAINTENANCE	\$ 448.00	\$ 1,100.00	\$ 660.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 65,304.27	\$ 65,126.79	\$ 69,179.53
<i>FTE FROM APPROPRIATIONS</i>	0.70	1.30	1.30
ELECTION MANAGEMENT			
PERSONAL SERVICES	\$ 126,802.22	\$ 137,260.84	\$ 147,989.27
ORDINARY MAINTENANCE	\$ 109,010.00	\$ 98,095.00	\$ 41,865.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 235,812.22	\$ 235,355.84	\$ 189,854.27
<i>FTE FROM APPROPRIATIONS</i>	1.90	2.00	2.00
PUBLIC RECORDS			
PERSONAL SERVICES	\$ 25,631.96	\$ 26,771.27	\$ 29,214.92
ORDINARY MAINTENANCE	\$ 436.00	\$ 800.00	\$ 670.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 26,067.96	\$ 27,571.27	\$ 29,884.92
<i>FTE FROM APPROPRIATIONS</i>	0.24	0.35	0.35
ADMINISTRATION	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	0	0	0
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 426,553.07	\$ 430,145.00	\$ 395,386.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	4.04	5.20	5.20

ORG 3501: ELECTIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: ANNUAL CENSUS

Description: Accurately estimate the population of the city of Somerville and maintain an accurate voting list.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total census forms and follow up postcards mailed (Based on estimate of postcards and forms sent to residents)	53,500	57,414	55,000
<u>Program Cost:</u>	\$99,368.62	\$102,091.10	\$106,467.00
<u>Cost per Output:</u>	\$1.85	\$1.77	\$1.93
<u>FTEs:</u>	1.20	1.55	1.55
<u>Outcome 1:</u> % of Somerville residents who responded to Census mailers and follow-up postcards (Percents based on projected census forms received)	100%	100%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue to increase census response.
2. Ensure an accurate voting list on election day by lowering the number of inactive voters.
3. Consider adding additional fields to annual census

PROGRAM FY08 GOAL REVIEW

1. Increase census response to above 50% (Complete; ongoing).
2. Ensure an accurate voting list on election day by lowering the number of inactive voters (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Identify Multi Units and Process Multi-Unit Census Forms			
	1,000	1,000	1,000

Description: Identify multi-unit housing in the City of Somerville, prepare lists, and send packets. Process census forms from multi-unit landlords. Monitor compliance.

Output: # of forms processed (FY07: Actual processed; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Design and Mail Census Forms			
	40,000	40,000	40,000

Description: Select a vendor to design annual census forms. Mail out new census forms to all Somerville residents.

Output: # of census forms mailed (FY07: Actual mailed; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Process Census Forms			
	18,500	17,800	18,000

Description: Process all census forms that are received, compile an accurate population count of Somerville residents, and maintain an accurate voting list.

Output: # of census forms received (FY07: Actual received; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Design and Mail Follow-up Postcards			
	13,500	17,000	15,000

Description: Select a vendor to design and mail follow-up postcards.

Output: # of postcards mailed (FY07: Actual mailed; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Process Follow-up Mailing			
	6,000	5,834	6,000

Description: Process all follow-up census/voter postcards that are received. Increase the accuracy of the voting list.

Output: # of postcards received (FY07: Actual received; FY08 & FY09: Estimate)

ORG 3501: ELECTIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: VOTER REGISTRATION/ ABSENTEE BALLOTS

Description: Oversee the voter registration and absentee ballot process to ensure all eligible Somerville residents can vote.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of new voter registrations received, changes, and deletions from database (Actual Number from software)	30,000	30,000	30,000
<u>Program Cost:</u>	\$65,304.27	\$65,126.79	\$69,179.00
<u>Cost per Output:</u>	\$2.17	\$2.17	\$2.30
<u>FTEs:</u>	0.70	1.30	1.30
<u>Outcome 1:</u> % of voters who request an absentee ballot and receive the application and ballot on time (Actual Data)	100%	100%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue publicizing voter registration deadlines and elections.

PROGRAM FY08 GOAL REVIEW

1. Continue publicizing voter registration deadlines and elections (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Maintain Voter Database	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30,000	30,000	30,000
<i>Description: Process new voter registrations, register changes of address and party affiliation, and delete ineligible voters from the database.</i>			
<i>Output: # of new voter registrations received, changes, and deletions from database (FY07: Actual count from paper tally; FY08 & FY09: Estimate)</i>			
Mail Absentee Ballot Applications and Process Completed Applications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	950	1,205	1,500
<i>Description: Mail applications to all Somerville residents requesting an absentee ballot and make the application accessible on-line. Process completed absentee ballot applications.</i>			
<i>Output: # of absentee ballot applications received and processed (FY07: Actual count from paper tally; FY08 & FY09: Estimate)</i>			
Mail and Process Absentee Ballots	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,500	1,373	1,600
<i>Description: Mail Absentee Ballots in a timely manner to all eligible Somerville residents unable to vote within the City limits on Election Day.</i>			
<i>Output: # of absentee ballots received and in-person early votes (FY07: Actual count from software; FY08 & FY09: Estimate)</i>			

ORG 3501: ELECTIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: ELECTION MANAGEMENT

Description: Prepare resources at precinct voting sites, accurately count the votes of residents, and process election results to be kept on record.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of elections in the Precincts (Based on 2 elections in 2 precincts and 3 elections in 21 Precincts in FY08, 2 elections in FY09 in 21 Precincts)	64	67	42
<u>Program Cost:</u>	\$235,812.22	\$235,355.84	\$189,854.00
<u>Cost per Output:</u>	\$3,684.56	\$3,512.77	\$4,520.33
<u>FTEs:</u>	1.90	2.00	2.00
<u>Outcome 1:</u> % of precincts opening on time on Election day (Actual Data)	100%	100%	
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from the Elections Department (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Ensure all resources are in place prior to election day.
2. Continue to increase poll worker training.

PROGRAM FY08 GOAL REVIEW

1. Ensure all resources are in place prior to election day (Complete; ongoing).
2. Continue to increase poll worker training (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Prepare and Process Nomination and Petition Papers and Provide Candidate Education and Services			

1,000 750 500

Description: Prepare, process, and review nomination and petition papers. Provide candidates with rules and regulations governing elections.

Output: # of nomination and petition forms prepared and processed (FY07: Actual count; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Coordinate Poll Workers	454	600	400

Description: Recruit, train, and place election workers on Election Day. Facilitate a fair voting process.

Output: # of election workers recruited and trained (FY07: Actual count; FY08: 200 poll workers * 5 elections (actual); FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Provide Supplies for Precinct Wardens	64	67	42

Description: Assemble and deliver necessary supplies to each of the precinct wardens for use on Election day.

Output: # of supply kits provided (FY07: Actual count; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Operate Election Call Center and Monitor Voting Areas	2,000	2,000	2,000

Description: Respond to technical assistance needs of poll workers and to all election-related inquiries. Ensure all registered voters can vote in a timely manner, without interference.

Output: # of calls responded to (FY07: Actual count; FY08 & FY09: Estimate)

ORG 3501: ELECTIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

Review Precinct Returns	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	315	250

Description: Verify that all important documents have been returned, audit results in the 21 precincts, and tally the 21 precincts for citywide results.

Output: # of documents verified (FY07: Actual count; 5 sets of records per precinct; FY08: 3 elections @ 21 precincts & 2 elections @ 2 precincts; FY09: 2 elections @ 21 precincts)

Process Provisional Ballots and Transmit Official Results	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40,000	37,139	30,000

Description: Audit final vote counts for accuracy and transmit official results to Secretary of State (Federal and State Elections) or City Clerk (City Elections).

Output: # of votes cast (FY07: Actual count; FY08 & FY09: Estimate)

ORG 3501: ELECTIONS DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: PUBLIC RECORDS

Description: Collect and maintain records necessary to support City activities. Comply with disclosure laws in order to make information in the public record available to citizens in a helpful and timely manner.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Types of records kept (Based on 3 types of files kept electronically and 9 types of records kept on hardcopy)</i>	12	12	12
<u>Program Cost:</u>	\$26,067.96	\$27,571.27	\$29,884.00
<u>Cost per Output:</u>	\$2,172.33	\$2,297.60	\$2,490.33
<u>FTEs:</u>	0.24	0.35	0.35
<u>Outcome 1:</u> <i>% of requests for public records from Somerville residents answered within 10 days (Actual Data)</i>	100%	100%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Respond to requests for public records within 10 days, ensuring compliance with state law

PROGRAM FY08 GOAL REVIEW

1. Respond to requests for public records within 10 days, ensuring compliance with state law (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Maintain Election Results Records	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	97	67	42
<u>Description:</u> <i>Maintain election day records for at least two years following an election.</i>			
<u>Output:</u> <i># of election records maintained - Tally books (FY07: Actual count; 1 tally book per precinct per election: FY08 - 3 elections for 21 precincts, 2 elections 2 precincts; FY09 - 2 elections, 21 precincts)</i>			
Answer Requests for Public Information	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	500	500
<u>Description:</u> <i>Make information in the public record available to Somerville residents in a helpful and timely manner.</i>			
<u>Output:</u> <i># of information requests filled (FY07: Actual count; FY08 & FY09: Estimate)</i>			
Monitor Campaign Finance Reporting and Maintain Records	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	50	50
<u>Description:</u> <i>Enforce compliance of campaign finance disclosure laws by collecting and reviewing candidate campaign finance reports. (Set filing schedule, review files, set up schedule, receive forms, and monitor for accuracy and compliance).</i>			
<u>Output:</u> <i># of requests to candidates to submit reports (FY07: Actual count; FY08 & FY09: Estimate)</i>			
Maintain Ethics Commission Records	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	50	50
<u>Description:</u> <i>Collect, review, and maintain records requested by the Ethics Committee.</i>			
<u>Output:</u> <i># of records collected (FY07: Actual count; FY08 & FY09: Estimate)</i>			

DEPARTMENT OVERVIEW

MISSION STATEMENT: Mandated by Massachusetts General Law (MGL) Chapter 115, the Department of Veteran Services advocates on behalf of Somerville's wartime veterans, provides them with quality support services, and directs an emergency financial assistance program for veterans and dependents in need. The primary function of the department is to administer a benefits program that provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, house supplies, personal needs, insurance, fuel, telephone, and transportation, as well as medical, dental, hospital, nursing home care, and burial allowances. The cost of the benefits program is reimbursed by the State at the rate of \$0.75 for every City dollar expended. In addition, the Department of Veteran Services assists veterans in processing applications for federal benefits. In FY08, this function brought \$6,750,000 Federal VA dollars to our veterans. The Department of Veteran Services, in conjunction with the Mayor's Office and the Somerville Allied Veterans Council, also coordinates public events on Veterans' Day and Memorial Day. Additional ceremonies and dedications take place throughout the year.

DEPARTMENT ORGANIZATION: The Veteran Services Department consists of two full-time employees: Frank P. Senesi, Director, and Kathleen M. Carey, Principal Clerk.

FY08 ACCOMPLISHMENTS: In FY08, the Veteran Services Department continued to provide prompt and caring service to Somerville's needy veterans and their dependents. Success is seen in the number of veterans who are served. In this past year, the Department enrolled more than 120 veterans in the VA Health Care System by assisting them with their applications and follow-up with the VA. Over 125 veterans were provided assistance with filing claims for compensation and/or pension with Veterans Affairs, including follow-up and occasional court appeals. The Department also assisted grieving families by helping to plan funeral arrangements and by providing financial assistance when needed.

In addition to the daily efforts to support veterans, the Memorial Day Parade was enlarged, more than doubling in size and participation. At the fourth annual fundraiser, we plan to raise even more than the \$8,000 raised last year in donations, which were deposited into the revolving fund to help defray the cost of the parade. This money also helped in the restoration of monuments and memorials throughout the city.

Last year, both members of the Veteran Services Department, along with other veteran service agents across the state, successfully lobbied on the State House to get the additional benefits added to the "Welcome Home Bill." This legislation provided many additional benefits to veterans and their dependents. The original bill was signed into law on November 11, 2005 with the additional benefits signed into law on November 11, 2006, and additional legislature has been filed to assist veterans and their dependents across the state. The Veterans Department assisted over 200 veterans from Somerville who have returned from Iraq and Afghanistan in completing the forms for the Welcome Home Bonus.

The Air Force Band Concert was held on Wednesday February 6th, 2008 at Somerville High School Auditorium. The US Navy Band performed their concert on November 7th, 2007. With over a 50-piece orchestra, many attended and enjoyed the concert. Both concerts were aired

DEPARTMENT OVERVIEW

on channel 16 so that those who couldn't make the concerts could watch and enjoy from the comfort of their homes.

Also, in FY08, the Department held 21 street dedications for veterans. Elected officials, local veterans' organizations, and family and friends of the honored veteran are invited to each of these ceremonies.

FY09 DEPARTMENT PRIORITIES: In FY09, the Department will continue its efforts to carry out its mission by providing prompt and caring service to Somerville's needy veterans and their dependents. As many veterans as possible will be enrolled in the VA Health Care System and the Department will provide assistance to veterans filing claims for compensation or pension with Veterans Affairs. When a veteran passes away, the Department will work closely with their families to provide financial assistance when necessary.

In addition, the revolving fund, which was started in FY05 in order to help defray the cost of the Memorial Day Parade and monument and memorial restoration, will continue to expand.

As stated for FY08, the Vietnam Memorial was moved to a temporary spot near the Central Library. Plans are in motion for moving that memorial to a permanent location at Central Hill along with The World War I Memorial--this is the final planning stage. This will allow individuals to pay tribute to veterans at all of the City's memorials in one central location.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Department of Veteran Services supports the Mayor's strategic goals to:

- *"Promote Somerville Pride and Sense of Community"* and *"Make Somerville an Exceptional Place to Live, Work, and Play"* by ensuring the maintenance of the nine monuments and memorials in Somerville, and by organizing the Memorial Day parade, military concerts, street dedications, and various veterans ceremonies, which bring Somerville veterans and residents together to celebrate past and present heroes. These types of civic events build relationships and foster a sense of community.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): We had to request a supplemental budget increase of \$35,000 to assist the growing number of veterans returning from Iraq and Afghanistan. Also included in our budget are many elderly veterans and widows who are having great difficulty paying the rising costs of health care premiums and prescription costs.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): We will be requesting an increase in the Veterans' Benefits line item from \$91,477 to \$140,000.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time that staff spends on each program was estimated. Salaries were allocated based on these percents. Additional personal services' spending was divided evenly among the programs. Ordinary maintenance spending was also divided by percent to each program.

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	104,935	106,012	50,310	105,419
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME	999	1,000	154	1,000
51410 LONGEVITY	600	600	300	600
51460 OUT OF GRADE				
51520 AUTO ALLOWANCE	186			
51532 HOLIDAYS - S.M.E.A.	270			
51540 PERFECT ATTENDANCE	609		500	
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	350	350	350	350
TOTAL P-ACCT 51000	107,949	107,962	51,614	107,369
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT		100		100
52470 MAINT CONTRACT-OFFC EQUIP	173	200		200
52640 REPAIRS PARKS & PLAYGRNDS				
53000 PROFESSIONL & TECHNCL SVC	2,725	1,000		41,000
53060 ADVERTISING				
53420 POSTAGE	548	600	82	600
53880 GROUNDS MAINTENANCE	426	2,985		2,985
54200 OFFICE SUPPLIES	288	500		500
54201 OFFICE EQUIPMENT				
54202 OFFICE FURNITURE				
54210 PRINTING & STATIONERY	490	600	75	600
54221 COMPUTER EQUIPMENT				
55810 FLOWERS & FLAGS	1,717	1,800	323	1,800

55870	MAGAZINES,NEWS,SUBSCRIPTS		34		34
57110	IN STATE CONFERENCES	260	150		150
57300	DUES AND MEMBERSHIPS	45	135	85	135
57700	VETERANS BENEFITS	89,198	126,477	65,612	140,000
TOTAL P-ACCT 52000		95,870	134,581	66,177	188,104
TOTAL ORG	4801 FUNDING REQUIRED	203,819-	242,543-	117,791-	295,473-

DEPARTMENT NAME VETERANS
GENERAL FUND ORG NUMBER 4801

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DIRECTOR	FRANK P. SENESI	1,238.42	64,645.52	64,645.52
PRINCIPAL CLERK	KATHLEEN M. CAREY	781.10	40,773.42	41,723.42
				106,368.94

ORG 4801: VETERAN SERVICES

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
CEREMONIES			
PERSONAL SERVICES	\$ 21,590.20	\$ 21,393.20	\$ 21,474.00
ORDINARY MAINTENANCE	\$ 3,935.00	\$ 3,944.00	\$ 17,144.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 25,525.20	\$ 25,337.20	\$ 38,618.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.20</i>	<i>0.40</i>	<i>0.40</i>
MONUMENT RESTORATION			
PERSONAL SERVICES	\$ 5,397.55	\$ 5,348.59	\$ 5,368.00
ORDINARY MAINTENANCE	\$ 2,591.00	\$ 2,558.00	\$ 14,006.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 7,988.55	\$ 7,906.59	\$ 19,374.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.10</i>	<i>0.10</i>	<i>0.10</i>
VETERAN'S BENEFITS			
PERSONAL SERVICES	\$ 59,374.05	\$ 58,831.01	\$ 59,053.00
ORDINARY MAINTENANCE	\$ 93,009.00	\$ 93,053.00	\$ 156,927.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 152,383.05	\$ 151,884.01	\$ 215,980.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.50</i>	<i>1.10</i>	<i>1.10</i>
ADMINISTRATION			
<i>FTE FROM APPROPRIATIONS</i>	<i>0.20</i>	<i>0.40</i>	<i>0.40</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 207,512.00	\$ 206,546.00	\$ 295,471.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>2.00</i>	<i>2.00</i>	<i>2.00</i>

ORG 4801: VETERAN SERVICES**PROGRAM COST AND ACTIVITIES****PROGRAM: CEREMONIES**

Description: Coordinate public events on Patriots', Veterans' and Memorial Days, in conjunction with the Somerville Allied Veterans Council and the City's Square Dedication Committee. The Department also participates in the dedications of streets, squares and parks named in honor of veterans.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of ceremonies organized (Based on actual with projection for end of FY08.)	25	30	35
<u>Program Cost:</u>	\$25,525.00	\$25,337.00	\$38,618.00
<u>Cost per Output:</u>	\$1,021.00	\$844.56	\$1,103.37
<u>FTEs:</u>	0.20	0.40	0.40
<u>Outcome 1:</u> % increase in number of ceremonies organized (Percentages based on actual number of 25 ceremonies in FY07 and 30 in FY08)	19%	30%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue to expand the revolving fund that was established to help defray the cost of the Memorial Day Parade and other events
2. Continue to follow strict guidelines in accordance with the dedication ordinance.

PROGRAM FY08 GOAL REVIEW

1. Continue to expand the revolving fund that was established to help defray the cost of the Memorial Day Parade and other events (On-going).
2. Continue to follow strict guidelines in accordance with the dedication ordinance (On-going).

PROGRAM ACTIVITIES AND OUTPUTS

Organize Participants for Ceremonies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,000	5,000	5,000
<u>Description:</u> Organize participants and volunteers and enhance community involvement and recognition of veteran related activities and programs.			
<u>Output:</u> # of parade participants mobilized (FY05 actual; FY06 and FY07 projected)			
Market Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	900	1,200	1,300
<u>Description:</u> Publicize ceremonies. Enhance community awareness, participation, and enthusiasm toward a particular event.			
<u>Output:</u> # of special invitations sent (FY05 actual; FY06 and FY07 projected)			
Organize Dedications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	30	32
<u>Description:</u> Coordinate ceremony logistics to ensure they are executed according to plan.			
<u>Output:</u> # of dedications, fundraisers, and other events organized (FY05 actual; FY06 and FY07 projected)			

ORG 4801: VETERAN SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: MONUMENT RESTORATION

Description: Maintain Somerville's Civil War memorial, Spanish-American War memorial, World War I memorial, World War II memorial, Korean War memorial, Vietnam memorial, Henry Hansen memorial, and Veteran's memorial cemetery in order to commemorate the service of Somerville's veterans.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Veterans' related monuments and memorials residing in Somerville (Based on 9 Memorials/ 1 Cemetery)	9	9	9
<u>Program Cost:</u>	\$7,989.00	\$7,907.00	\$19,374.00
<u>Cost per Output:</u>	\$887.66	\$878.55	\$2,152.66
<u>FTEs:</u>	0.10	0.10	0.10
<u>Outcome 1:</u> % of monuments in need of restoration (Actual Data in FY07 & FY08)	30%	30%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. On an on-going basis clean existing monuments and memorials.

PROGRAM FY08 GOAL REVIEW

1. On an on-going basis clean existing monuments and memorials (On-going).

PROGRAM ACTIVITIES AND OUTPUTS

Solicit In-kind Donations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	3	4
<u>Description:</u> Solicit in-kind donations from companies willing to donate their services or supplies to the maintenance of Somerville monuments.			
<u>Output:</u> # of monuments being restored that have had resources/time donated (Actual for FY07; Estimate for FY08/FY09)			
Acquire Restoration Contracts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	9	9	9
<u>Description:</u> Arrange contracts with companies as needed which specialize in restoring monuments.			
<u>Output:</u> # of memorials and cemeteries in the City of Somerville that need or may need restoration (9 Memorials/ 1 Cemetery - Contracts as Needed)			
Monitor Monuments	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	9	9	9
<u>Description:</u> Monitor the upkeep of monuments, properly and respectfully honor veterans, and maintain the cleanliness and attractiveness of Somerville public property.			
<u>Output:</u> # of monuments monitored (Number of monuments in the City of Somerville)			

ORG 4801: VETERAN SERVICES

PROGRAM COST AND ACTIVITIES

PROGRAM: VETERAN'S BENEFITS

Description: Administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, house supplies, personal needs, insurance, fuel, telephone and transportation, as well as medical, dental, hospital, nursing home care and burial allowances.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Total # of Veterans receiving aid (Based on actual number of Veterans who received aid through FY08. FY09 projected increase due to returning veterans from Iraq and Afghanistan)</i>	310	450	475
<u>Program Cost:</u>	\$152,383.00	\$151,884.00	\$215,980.00
<u>Cost per Output:</u>	\$491.55	\$337.52	\$454.69
<u>FTEs:</u>	1.50	1.10	1.10
<u>Outcome 1:</u> <i>% of veteran's who receive their monthly aid on time (Actual Data in FY07 & FY08; Projected estimate for FY09)</i>	100%	100%	100%
<u>Outcome 2:</u> <i>Total value of benefits and services received on behalf of Somerville veterans (Actual data)</i>	\$111,477	\$111,477	\$126,477

PROGRAM FY09 GOALS

1. Enroll as many veterans as possible in the VA Health Care System.
2. Provide assistance to veterans filing claims for compensation or pension with Veterans Affairs.
3. Work closely with families who have lost a veteran, to provide financial assistance when necessary.

PROGRAM FY08 GOAL REVIEW

1. Enroll as many veterans as possible in the VA Health Care System (On-going).
2. Provide assistance to veterans filing claims for compensation or pension with Veterans Affairs (On-going).
3. Work closely with families who have lost a veteran, to provide financial assistance when necessary (On-going).

PROGRAM ACTIVITIES AND OUTPUTS

Process Paperwork to Establish Benefits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	30	30
<u>Description:</u> <i>Aid veterans in completing paperwork necessary to establish and maintain benefits.</i>			
<u>Output:</u> <i># of benefits petitions mailed per case (Actual for FY07; Estimate for FY08/FY09)</i>			
Investigate Eligibility of Veterans	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	60	65	69
<u>Description:</u> <i>Investigate veterans and their activities to ensure that they are eligible for benefits.</i>			
<u>Output:</u> <i># of veterans investigated (Actual for FY07; Estimate for FY08/FY09)</i>			
Provide Counseling	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	780	820	800
<u>Description:</u> <i>Counsel veterans and/or their dependents to accurately assess their benefit and service needs.</i>			
<u>Output:</u> <i># of veterans counseled (Actual for FY07; Estimate for FY08/FY09)</i>			
Report Benefits and Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16	16	16
<u>Description:</u> <i>Provide a report specifying all benefits and related activities conducted by the Veteran's services department.</i>			
<u>Output:</u> <i># of reports provided to State and City (Actual for FY07; Estimate for FY08/FY09)</i>			
Refer Clients to Appropriate Agencies or Organizations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	10	20
<u>Description:</u> <i>Refer veterans to organizations or agencies that best suit their individual needs.</i>			
<u>Output:</u> <i># of referrals made per case (Actual for FY07; Estimate for FY08/FY09)</i>			

ORG 4801: VETERAN SERVICES

PROGRAM COST AND ACTIVITIES

Deliver Checks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	25	25

Description: *Deliver checks to veterans and/or dependents.*

Output: *# of checks delivered per month (Actual for FY07; Estimate for FY08/FY09)*

DEPARTMENT OVERVIEW

MISSION STATEMENT: The mission of the Treasurer/Collector Division is to manage City assets, including cash and receivables. Treasury ensures that all assets are accounted for and all receipts due to the City are collected. In compliance with State requirements, Treasury reconciles cash and receivables with the City Auditor and reconciles City funds with all financial institutions. In accordance with Mass General Laws Ch. 44 Section 55B, Treasury maximizes the return on City investments, while minimizing risk and interest paid on City debt. Treasury also disburses all City funds in accordance with Auditing-approved warrants.

DEPARTMENT ORGANIZATION: The Treasurer/Collector Division is organized into two sections: Treasury and Collections. The Treasury section consists of three smaller units: Payroll, Accounts Payable, and Cash Management. The Collector section consists of two smaller units: Billing/Collection and Abatement/Refunds.

FY08 ACCOMPLISHMENTS:

Introduction of on-line credit card payments for real estate taxes, personal property taxes and water/sewer bills to better accommodate the residents of Somerville.

Taxpayers can utilize the on-line payment system to now pay their Real Estate taxes and Water/Sewer bills with their credit cards. As more residents take advantage of this feature, the Treasury Division will continue to work closely with the vendor to insure the quality and security of this feature.

Collection of \$1,349,655 in water/sewer liens in FY08. This is an increase of \$34,843 from the previous fiscal year. The Division continues to improve the process for the collection of unpaid water/sewer bills.

Collection of unpaid non-criminal fines/tickets. Treasury has been working with other City departments to improve on the collection of non-criminal fines and tickets by initiating the demand and lien procedures for collection. As a result of the use of demand letters, the collection of over \$50,000 has been collected for unpaid false alarms.

Close coordination with tax remittance companies to improve the collection on unpaid real estate taxes and tax title liens. In FY08, more than \$758,000 has been collected in Real Estate Liens. The City continues to offer payment plans and tax deferral agreements for qualified taxpayers.

Continued increase in rate of return on City funds. The Division continues to explore options that increase the City's investment income through careful monitoring of interest rates, maintaining frequent and sometimes daily contact with banks, and moving funds to higher yielding accounts including

Enhancement of personal property tax collections. The Division has paired with a debt collection vendor to increase on previously uncollectible personal property taxes. As a result, over \$9,000 was collected in three weeks.

DEPARTMENT OVERVIEW

Customer service training. Division members continue to attend customer training session offered through the City.

FY09 DEPARTMENT PRIORITIES:

Improve on-line payment options. Treasury is currently working with the IT Department to develop the data files for on-line payment capabilities for non-criminal fines and tickets. This will include the ability to use Credit Cards and ACH transactions.

Improve customer service. The Department will continue to provide professional and courteous customer service and to ensure equity amongst all Somerville residents and taxpayers. We will continue to strive to address all inquires in a prompt and professional manner and to continue to educate and train staff.

Further enhance outstanding tax lien collection policies. All liens able to be perfected are current through FY08. As our recent history has shown, a more comprehensive policy of follow-up on outstanding tax liens results in significantly higher collections. The Division plans to file more Petitions to Foreclose in Land Court with the goal of reducing the outstanding tax liens and increasing revenue.

Continue to improve management of City funds to improve return on investment. The Division is exploring E-Check with banks as a way to speed up receipt of funds and possibly reduce the number of returned checks.

Utilize the world wide web and the municipal channel on Somerville Cable to disseminate information. The Department intends to increase the use of its web-site page to disseminate information to customers and will work with Communications to pass on basic billing and collection information via the municipal channel.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

- *"Maximize Return on Taxpayer Dollars"* by expediting collection of past due taxes and water/sewer bills, maximizing return on City investments, and reducing the City's borrowing costs.
- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability"* by increasing improvements in internal policies and utilizing more effective software. These improvements will allow for better and more cost-effective decision-making. Additionally, they will allow the City to react to changing financial situations quickly and more effectively.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): Data processing and maintenance for payroll will increase \$25,000 for FY09. This is to cover the contract. Office supplies will increase of \$1,000 to cover cost of

DEPARTMENT OVERVIEW

supplies for non-criminal and demand/lien notices. Postage increase is due to an increase in postal rates and an increase in notices sent. Both of these increases will be recouped with the increase in collected revenue. Increase of \$3,500 in software is for the Treasurer's signature and laser check software. Increase to in state conferences to cover cost of Massachusetts Treasurer/Collectors annual certification conferences is for attendance at conferences by the Treasurer and Assistants. Increase in Office Equipment is to replace staff chairs, which are over 8 years old.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time staff spent on each activity was estimated. Based on these percents, the salaries were allocated. Ordinary maintenance expenditures were also allocated based on the percent of spending by program.

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
 EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	558,305	576,587	246,132	570,225
51200	SALARIES & WAGES TEMPOR'Y	1,280	18,700	5,120	18,700
51300	OVERTIME	8,427	10,700	2,563	10,140
51410	LONGEVITY	4,250	4,650	2,325	4,800
51460	OUT OF GRADE	222	100		
51520	AUTO ALLOWANCE				
51532	HOLIDAYS - S.M.E.A.	1,033			
51540	PERFECT ATTENDANCE	500		500	
51691	OTHER LUMP SUM PAYMENTS				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	1,750	2,100	1,750	2,100

TOTAL P-ACCT 51000 575,767 612,837 258,390 605,965

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT	924	500		600
53000	PROFESSIONL & TECHNCL SVC	16,657	6,000	3,973	6,000
53020	ACCOUNTING AND AUDITING				
53060	ADVERTISING	12,215	25,000	2,750	25,000
53090	DATA PROCESSING/PAYROLL	97,990	85,000	42,278	110,000
53120	DATA PROCESSING/EXCISE				
53200	TUITION				
53201	TUITION REIMBURSEMENT DMA				
53210	EMPLOYEE TRAINING COURSES	899	700	231	1,200
53420	POSTAGE	42,910	67,000	13,460	70,000
53900	SOFTWARE				3,500
54200	OFFICE SUPPLIES	2,218	3,000	668	4,000
54201	OFFICE EQUIPMENT			2,987	1,500

54210	PRINTING & STATIONERY	2,745	16,000	530	20,000
54221	COMPUTER EQUIPMENT		4,000		3,000
55870	MAGAZINES,NEWS,SUBSCRIPTS	310	50		400
57100	IN STATE TRAVEL	207		30	
57110	IN STATE CONFERENCES	200	500	433	1,500
57300	DUES AND MEMBERSHIPS	240	450	595	600
57400	INSURANCE PREMIUMS	2,600	2,600	2,610	2,600
57401	BUILDING INSURANCE	2,703		364	
57820	CERT OF NOTES & BONDS		20,000	95	20,000
57830	LAND COURT PROCEEDINGS	17,477	25,000	8,662	25,000
TOTAL P-ACCT 52000		200,295	255,800	79,666	294,900
P-ACCT 59000 DEBT SERVICE					
59750	BOND ISSUANCE COST				25,000
TOTAL P-ACCT 59000					25,000
TOTAL ORG	2201 FUNDING REQUIRED	776,062-	868,637-	338,056-	925,865-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

TREASURY
2201

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
TREASURER/COLLECTOR	ELIZABETH CRAVEIRO	1,489.30	77,741.46	77,741.46
ASSISTANT COLLECTOR	LINDA DUBUQUE	1,226.77	64,037.39	64,037.39
TREASURY ACCOUNTANT	LYNNE DOUCETTE	938.70	49,000.14	49,000.14
TAX TITLE ATTORNEY PT	CAROL WESSLING	960.70	50,148.54	50,148.54
PARALEGAL PT	MARIE KIRK	480.40	25,076.88	25,076.88
ASSISTANT TREASURER	FRED TOBIN	1,315.26	59,449.75	69,533.52
		1,319.11	9,233.77	
HEAD CLERK	JOAN SHUTE	854.17	44,587.67	46,187.67
PRINCIPAL CLERK II	MARY MURPHY	794.42	41,468.72	43,068.72
HEAD CASHIER	CAROL RADOCHIA	807.42	42,147.32	43,347.32
PRINCIPAL CLERK II	DEBORAH STILLINGS	794.42	41,468.72	42,418.72
JUNIOR CLERK	VACANT	611.34	29,344.32	32,363.46
		635.51	2,669.14	
SENIOR CLERK	LUCY BARROWS	645.16	31,096.71	34,201.11
		688.60	2,754.40	
				577,124.95

DEPARTMENT OVERVIEW

MISSION STATEMENT: The mission of the Auditing Department is 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. Auditing provides the controllership and audit functions for the City. Auditing serves as a barrier to potential fraud or misuse of City resources.

DEPARTMENT ORGANIZATION: The Auditing Department is organized into three working units: Accounting, Accounts Payable, and Payroll. In addition, the city auditor serves as the finance director and performs the budgeting function. Each of these units is designated as a program. In FY08, the Department reinstated the deputy auditor position to oversee accounting functions and created the position of budget analyst to provide needed budgetary support to the finance director. An additional payroll coordinator was added to the staff to assist in the implementation of the Kronos time and attendance module and to help plan the transition to bi-weekly payroll. The staff allocation is as follows: Accounting -- (3 staff) deputy city auditor, systems accountant, grant accountant; Payroll -- (3 staff) payroll manager and two clerks; accounts payable – (5 staff) an accounts payable supervisor and four clerks; Budget (2 staff) – the finance director and a budget analyst.

FY08 ACCOMPLISHMENTS:

Fund Equity: The City's General Fund Equity continued to rise in FY08. General Fund Equity stands at \$29,236,238 per the City's Audited Financial Statements at June 30, 2007. General Fund Equity increased by \$3,364,943 in one fiscal year. The amount of General Fund Equity is a strong indicator of a community's fiscal health. The City's General Fund Equity has exhibited strong growth over the past several years.

Free Cash: The Massachusetts Department of Revenue certified the City's amount of available funds or "free cash" as of July 1, 2007 for the General Fund at \$8,146,771. This "free cash" certification is the second highest in the City's history. The ability to generate sufficient "free cash" is another indicator of strong fiscal management.

Upgrade Rating From Moody's : Moody's bond rating agency evaluated Somerville's finances and rendered a "Long-Term Rating Upgraded to Aa3 from A1" based on continued strong management practices, a manageable debt position with sufficient reserves, and a significant amount of ongoing economic development activity.

FY09 DEPARTMENT PRIORITIES:

Plan Integrated Financial System: Auditing and IT hope to procure a software system that fully integrates all financial systems and transactions in the City Government. Such a system will bring tremendous efficiencies and savings to the operation of the municipality. Target date for implementation is July 1, 2009. In FY09, Auditing will develop a new chart of accounts for the new integrated financial system. The development of the chart of accounts is a vital component in the development of a new integrated financial system.

DEPARTMENT OVERVIEW

Accounting Policies & Procedures Manual. Auditing developed a policy and procedures manual covering month-end closing, year-end closing, and reconciliation of cash and receivables accounts. Auditing will implement the accounting policy and procedures manual in FY2009.

Cash Receipts Module. Auditing is developing and will implement a cash receipts module to be used by all major revenue generating departments. The cash receipts module will be integrated with the City's General Ledger to ensure daily updated cash receipts postings.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

- *"Maximize Return on Taxpayer Dollars."* All of the functions in Auditing are geared to maximize return on taxpayers' dollars. Our day-to-day scrutiny of purchase orders and questioning of transactions saves the City thousands of dollars each year. Our year-end closing procedures are vigorously enforced each year generating additional free cash. We monitor departmental spending practices closely and do not approve purchases that exceed a departmental appropriation.
- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability."* All of the procedural and system enhancements proposed in FY09 further this goal.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): Auditing will renew a long- standing contract with its outside Auditors, Powers & Sullivan Company. The Ordinary Maintenance Accounting and Auditing line is up due to a contractual increase (3%) in the contract with Powers & Sullivan.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Ordinary maintenance expenditures were also allocated based on the percent of spending by each program.

ORG 2101 AUDITING

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	589,561	742,666	317,760	742,793
51300	OVERTIME	10,136	11,000	775	10,000
51410	LONGEVITY	5,325	4,850	2,100	5,350
51460	OUT OF GRADE				
51520	AUTO ALLOWANCE				
51532	HOLIDAYS - S.M.E.A.	1,702			
51540	PERFECT ATTENDANCE	400		400	
51691	OTHER LUMP SUM PAYMENTS				
51721	RETIREMENT INCENTIVE				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	1,750	1,750	1,400	2,100

TOTAL P-ACCT 51000 608,874 760,266 322,435 760,243

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT	319	200	129	365
52470	MAINT CONTRACT-OFFC EQUIP	500	725		725
52711	RENTAL - STORAGE SPACE				
52760	RENTALS EQUIPMENT		400		400
53020	ACCOUNTING AND AUDITING	73,862	79,500	24,178	81,885
53060	ADVERTISING				
53180	APPRAISALS	4,000	5,000		5,000
53210	EMPLOYEE TRAINING COURSES		550		1,550
53420	POSTAGE	14			
53830	MICROFILMING				
53900	SOFTWARE				
54200	OFFICE SUPPLIES	3,325	3,000	736	3,000
54201	OFFICE EQUIPMENT		500		2,000

54210	PRINTING & STATIONERY	339	1,600	126	1,600
54221	COMPUTER EQUIPMENT				
54240	BOOKS & BOOKBINDING	489			
55830	DEPARTMENTAL REPORTS				2,800
55870	MAGAZINES,NEWS,SUBSCRIPTS	175	300		300
57100	IN STATE TRAVEL	33			
57110	IN STATE CONFERENCES			420	500
57300	DUES AND MEMBERSHIPS	868	700	1,543	700
TOTAL P-ACCT 52000		83,924	92,475	27,132	100,825
TOTAL ORG	2101 FUNDING REQUIRED	692,798-	852,741-	349,567-	861,068-

Position	Name	Current Base	Fiscal Year Base	TOTAL
FINANCE DIRECTOR/CITY AUDITOR	Bean, Edward	1,819.23	94,963.81	94,963.81
DEPUTY CITY AUDITOR	Costa, Kenny	1,340.86	69,992.89	69,992.89
PAYROLL MANAGER	Shea, Phyllis	1,250.00	65,250.00	65,250.00
BUDGET ANALYST	Dias, Matthew	1,234.83	64,457.97	64,457.97
PAYROLL COORDINATOR	Dumais, Candace	961.54	50,192.39	50,192.39
ACCOUNTS PAYABLE SUPERVISOR	Lipman, Anita	1,254.83	55,212.52	66,033.70
		1,258.68	10,321.18	
SYSTEMS ACCOUNTANT	Rourke, Elizabeth	1,170.33	48,568.70	62,148.62
		1,210.37	12,829.92	
GRANT ACCOUNTANT	O'Connell, William	1,099.14	57,375.11	58,975.11
PAYROLL ADMINISTRATIVE ASSISTANT	Dolan, Joanne	933.20	48,713.04	50,663.04
ADMINISTRATIVE ASSISTANT	Liberatore, Jo-Ann	915.16	47,771.35	49,371.35
PRINCIPAL CLERK I	MacMullen, Diane	779.10	40,669.02	41,019.02
PRINCIPAL CLERK I	Landry, Kathryn	779.10	40,669.02	41,019.02
SENIOR CLERK	Carron, Corrie	645.17	2,064.54	36,155.94
		688.60	33,741.40	
				750,242.85

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Purchasing Department's mission is to obtain the best price in procuring supplies, services, and facilities for City departments by competitively bidding contracts, soliciting quotations, and negotiating contracts in compliance with Massachusetts General Law and City Ordinances. Purchasing is responsible for the efficient, economical, centralized management of the purchasing process for the City. Purchasing establishes, implements, and monitors the procurement systems, policies, and procedures. Purchasing negotiates and implements strategies with vendors, City, and School departments to reduce cost, improve service delivery, and implement best practices. Purchasing evaluates vendor performances and helps vendors and departments achieve contractual resolution. Purchasing also analyses the feasibility of cooperative purchasing with other governmental units, associations, or public agencies. Purchasing administers the minority business enterprise program and works closely with the State Office of Minority Women Business Assistance.

The Purchasing Department determines and inventories all surplus materials and arranges for sale or reassignment to other city departments. Purchasing obtains the most revenue for the disposition of the City's surplus supplies and the lease of City-owned real property.

The Purchasing Department's function can be described as both a service function and as a control function. The service function involves assisting other departments in obtaining the highest quality of services and supplies for the best price. The control function involves ensuring that the City is complying with all state statutes and local ordinances as well as flagging areas for potential abuse.

DEPARTMENT ORGANIZATION: The Purchasing Department consists of five full-time employees: a director, an assistant director, construction procurement manager, an administrative assistant, and a principal clerk.

FY08 ACCOMPLISHMENTS:

- **Implement a vendor performance evaluation system.** Purchasing will execute three vendor performance evaluations before the end of the fiscal year to encourage department, purchasing, and vendor dialogue. The three vendors chosen for the first round of evaluations are: Russell, Ultraguard, and Simple Grinnell. End user departments, vendors, and purchasing will be required to complete an evaluation of the goods/services provided by the vendor. They will be measured on their ability to deliver on time, within the agreed upon dollar amount, and to the specifications within the contract. Vendor meetings will be held according to their performance level. High performance vendors will meet annually and under-performing vendors will meet quarterly or as needed. The Division of Capital Asset Management requires Awarding Authorities to complete their Contractor Evaluation Form for projects bid under M.G.L. c. 149A and c. 149, 44A and 44F.

DEPARTMENT OVERVIEW

- **Host a SOMWBA (State Office of Minority and Women-Owned Business Assistance) pre-certification workshop in Somerville:** The Purchasing Department hosted a workshop with the AMP (Affirmative Market Program) department. The workshop was advertised with the Somerville Chamber of Commerce, the City's Communication Department channels and website, city department heads, women's commission group, grant administration, SPCD's Economic Development department, AMP contacted several vendors in the areas, as well as, neighboring municipalities. The AMP Executive Director, Deputy Director, Operational Services Division Director and Outreach Coordinator were the presenters for this workshop.

The purpose of this workshop was to create awareness with minority and women owned businesses of the potential opportunities with the City of Somerville. Over the last two years, we have seen minimal interest from minority and women owned businesses in carrying out City's projects. The workshop presented the advantages of working with Small Women and Minority Owned Businesses. It was designed to increase an understanding and raise awareness to public entities on how using SOMWBA certified companies could provide best value in the procurement process. Discussions included identifying eligible vendor pools, working successfully with small and minority/women owned businesses, and facilitating the use of small, minority, and women-owned vendors in all industries for both small and large procurements.

The purchasing director is the AMP official for the City of Somerville. Attending workshops and vendor meetings a few times a year. We are planning to offer this workshop to minority and women owned businesses every six months. The next workshop is scheduled for October 21, 2008.

FY09 DEPARTMENT PRIORITIES:

- Purchasing will "*Maximize Return on Taxpayer Dollars*" by continuing to maximize competition for City contracts. The ability to post IFBs and RFPs on the City's website will help reach interested vendors nationwide. There is a request to modify the current purchase order system to include in the order description terms and conditions and an expanded description of the items to be purchased. There will be a cost savings to print the purchase orders on plain paper instead of four-part NCR forms.
- Purchasing will "*Improve City Performance by Using More Effective Management Tools and Demanding Accountability*" by using the Vendor Performance Evaluation System. Purchasing, city departments, and vendors work closely to resolve issues and hold the responsible parties accountable. Additionally, the contract database has been rolled out to a number of authorized City and School personnel to better manage their contracts. Two out of the four purchasing staff members have completed the City's ACE customer service training. Staff of the

DEPARTMENT OVERVIEW

Purchasing Department are cross-trained in responsibilities. This eliminates the downtime of having someone with specialized knowledge out of the office.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Purchasing Department's goals support the Mayor's Priorities to:

- *"Promote Economic Development";*
- *"Improve City Performance by Using more Effective Management Tools and Demanding Accountability";*
- *"Promote Effective and Professional City Planning and Management";* and
- *"Provide Outstanding Customer Service in support of the ACE Project".*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): The Purchasing Division is requesting a constructions procurement manager to handle construction-related procurements.

COST ALLOCATION METHODOLOGY: Not applicable.

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	187,730	211,880	100,144	255,876
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME				
51410 LONGEVITY	1,675	2,100	1,050	2,500
51460 OUT OF GRADE				
51520 AUTO ALLOWANCE				
51532 HOLIDAYS - S.M.E.A.	143			
51540 PERFECT ATTENDANCE				
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	350	700	700	700
TOTAL P-ACCT 51000	189,898	214,680	101,894	259,076
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT	230	250	155	250
52470 MAINT CONTRACT-OFFC EQUIP	469	600		1,200
52760 RENTALS EQUIPMENT	7,200	9,000	2,213	9,000
53000 PROFESSIONL & TECHNCL SVC				
53060 ADVERTISING	5,738	10,000	1,801	10,000
53200 TUITION	585	1,700		1,000
53420 POSTAGE				
54200 OFFICE SUPPLIES	6,608	8,500	5,707	10,000
54201 OFFICE EQUIPMENT				
54202 OFFICE FURNITURE		120		
54210 PRINTING & STATIONERY	70	200		200

54220	COMPUTER SUPPLIES				
54240	BOOKS & BOOKBINDING				
54900	FOOD SUPPLIES & REFRESHMT				50
55870	MAGAZINES,NEWS,SUBSCRIPTS	301	325	225	325
57100	IN STATE TRAVEL				
57300	DUES AND MEMBERSHIPS	700	950	300	800
TOTAL P-ACCT 52000		21,901	31,645	10,401	32,825
TOTAL ORG	2001 FUNDING REQUIRED	211,799-	246,325-	112,295-	291,901-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Purchasing
2001

Position	Name	Current Base	Fiscal Year Base	TOTAL
Purchasing Director	Rositha Durham	1,282.45	66,943.89	66,943.89
Assistant Purchasing Director	Karen Mancini	1,057.69	55,211.42	55,211.42
Administrative Assistant	Angela J. Koerber	933.20	48,713.04	50,313.04
Principal Clerk	Jane F. Antonelli	781.10	40,773.42	42,373.42
Construction Procurement Manager	Vacant	1,019.23	44,234.58	44,234.58
				259,076.35

DEPARTMENT OVERVIEW

MISSION STATEMENT: It is the mission of the Assessor's Office 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.

DEPARTMENT ORGANIZATION: The chief assessor serves as department head and chairman of the Board of Assessors. Two part-time assessors complete the three members of the Board of Assessors. General staffing consists of five revaluation employees including a revaluation director, a commercial appraiser, a sales analyst, a personal property administrator, and a new growth analyst. Clerical staff includes an executive secretary and two principal clerks.

FY08 ACCOMPLISHMENTS: In FY08, the Assessor's Office successfully completed a state-required interim year property assessment adjustment. The Board of Assessors traditionally receive overvaluation appeals of less than 2 percent of our parcel count, which means a high confidence level of 98 percent from our taxpayers. In addition, the Board outsourced part of our personal property data collection. A fee of \$25,000 yielded a 15 to 1 return on investment and added \$366,000 new tax dollars added to new growth.

Other technical accomplishments included the continuation of our residential exemption recertification program and the designing and implementation of a new computer tracking system for residential exemptions. We continue to do in-house revaluations as we have done for the past 20 years, saving the city millions of dollars. During FY08, we updated our Assessors maps and distributed the updated maps to other departments. Our clerical staff continued its past practice of providing statutory exemption assistance by assisting the elderly and needy to complete exemption forms. In addition, they provided additional constituent services by making home visits to the homebound.

FY09 DEPARTMENT PRIORITIES: A priority for FY09 is to complete the state-required interim year property assessment adjustments. However, during calendar 2009, our number one priority leading up to FY2010, will be to achieve triennial revaluation certification by the Department of Revenue. An audit team from the Department of Revenue will be certifying our methodologies meeting their statistical criteria. Priorities will include re-measuring and re-listing a significant portion of our 16,851 parcels. We shall continue additional recertification and computerized cross-checks for residential exemption eligibility, the mailing and reviewing of Income & Expense data, and the mailing and reviewing of the Form of List for Personal Property valuation. An additional priority will be the hiring of an "Assessor Analyst" who shall offer staff support to ongoing revaluation and assessing programs, such as re-measuring and re-listing all of our parcels within a nine year cycle as mandated by the Department of Revenue. This shall apply to all residential and commercial property.

Finally, we have procured the services of Real Estate Research Consultants, Inc. (RRC) to assist in the discovery and re-listing of all Personal Property accounts.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Assessor's priorities support the Mayor's priorities to:

- *"Maximize Return on Taxpayer Dollars"* by completing re-measure and re-inspection of properties thereby improving the quantity and quality of data, and, achieving interim year property assessment adjustments in-house. The outsourcing of a portion of our Personal Property re-listing for a nominal fee should produce results similarly achieved in FY08.
- *"Maximize Constituent Services"* by helping the elderly complete applications for Statutory Exemption eligibility to qualify in a timely way, and by making home visits to assist in completing forms for those who are confined or homebound.
- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability"* by completing interim year adjustments and the re-measure and re-inspection program in-house and by adding an "Assessor Analyst." These changes allow Assessors to be more responsive and accountable to taxpayers

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): None

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): Request to replace position of Assessor Analyst for Re-measure and Re-listing.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Each line item in ordinary maintenance was allocated by percent spent in each program.

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	482,745	497,475	232,828	538,626
51115	SALARIES - MONTHLY	14,435	16,498	8,248	16,498
51200	SALARIES & WAGES TEMPOR'Y				
51300	OVERTIME		800		800
51410	LONGEVITY	2,050	2,450	1,225	2,450
51460	OUT OF GRADE				
51520	AUTO ALLOWANCE				
51532	HOLIDAYS - S.M.E.A.	534			
51540	PERFECT ATTENDANCE	800		100	
51691	OTHER LUMP SUM PAYMENTS				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	700	700	700	700

TOTAL P-ACCT 51000 501,264 517,923 243,101 559,074

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT	298	500	227	800
52480	REPAIRS COMPUTER EQUIPMT	9,400	12,600		11,800
52760	RENTALS EQUIPMENT				
53000	PROFESSIONL & TECHNCL SVC	1,669	17,200	782-	18,000
53025	PROPERTY DATA SERVICES	63,518	35,000		35,000
53040	LEGAL SERVICES				
53060	ADVERTISING	824	500		500
53200	TUITION		800	409	2,500
53401	DATA LINE SYSTEM				
53420	POSTAGE				
53820	PHOTOGRAPHY				
54200	OFFICE SUPPLIES	2,114	4,000	1,605	4,000
54201	OFFICE EQUIPMENT	6,688			

54210	PRINTING & STATIONERY	1,177	2,500	183	1,500
54220	COMPUTER SUPPLIES				
54221	COMPUTER EQUIPMENT	6,493	1,000		
54240	BOOKS & BOOKBINDING	839	1,100	64	1,100
55820	BADGES, EMBLEMS, TROPHIES				
55870	MAGAZINES, NEWS, SUBSCRIPTS	627	700		700
57100	IN STATE TRAVEL	2,609	4,500	1,137	
57300	DUES AND MEMBERSHIPS	570	600		600
57810	RECORDINGS				
TOTAL P-ACCT 52000		96,826	81,000	2,843	76,500
TOTAL ORG	2301 FUNDING REQUIRED	598,090-	598,923-	245,944-	635,574-

DEPARTMENT NAME Board of Assessors
 GENERAL FUND ORG NUMBER 2301

Position	Name	Current Base	Fiscal Year Base	TOTAL
CHIEF ASSESSOR	BRESCIA, RICHARD M	1,560.22	81,443.48	81,443.48
P/T ASSESSOR	MOYNIHAN, HUMPHREY	687.40	8,248.80	8,248.80
P/T ASSESSOR	FLYNN, MICHAEL	687.40	8,248.80	8,248.80
REVALUATION DIRECTOR	LEVYE, MARC	1,339.12	69,902.06	69,902.06
COMMERCIAL APPRAISER	SWARTZ, LYNDIA	1,145.40	59,789.88	59,789.88
PERSONAL PROPERTY APPRAISER	DEPAULO, SYDNEY	1,033.21	53,933.56	53,933.56
SALES ANALYST	IRELAND, MARY-LOUISE	866.76	45,244.87	45,244.87
ASSESSOR ANALYST	HOGAN, MICHAEL	865.38	45,172.84	45,172.84
EXECUTIVE SECRETARY	D'ANGELI, DIANE	1,212.80	53,120.64	64,590.50
		1,216.65	10,219.86	
PRINCIPAL CLERK I	HALEY, CAROL	794.42	41,468.72	42,418.72
PRINCIPAL CLERK II	NUNZIATO, TERESA	781.09	40,772.90	41,722.90
ASSESSOR ANALYST	VACANT	865.38	37,557.49	37,557.49
				558,273.91

DEPARTMENT OVERVIEW

MISSION STATEMENT: The mission of the Internal Control Division of Finance is to add value and improve the organization by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, internal control, and governance processes.

DEPARTMENT ORGANIZATION: The Internal Auditor reports directly to the Finance Director and the Mayor. The Internal Auditor is responsible for the evaluation, design, and implementation of an effective internal control structure that protects the City of Somerville's fiscal, capital, and operational assets. The Internal Auditor is charged with conducting a variety of audits, reviews, investigations, and assessments of City departmental fiscal and operational records, processes, and procedures to ensure effective compliance with the Massachusetts General Laws, GAAP, GASB, and Federal and State regulations.

FY08 ACCOMPLISHMENTS: The position of Internal Auditor was vacant for the majority of the fiscal year and was filled on June 2nd.

FY09 DEPARTMENT PRIORITIES:

- **Compliance with Auditing Standards Statement No. 112.** The Internal Auditor will continue to be the key player in developing the overall plan to comply with SAS #112, the new Auditing Standards established by AICPA. Failure to comply with SAS #112 may lead to an adverse ranking by the bond rating agencies. The Internal Auditor will establish a plan to maintain an effective internal control structure to prevent fraud and 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 city property; the use of passwords to restrict access to authorized users; and the appropriate documentation of financial transactions.
- **Reconciliation of health insurance costs.** The Internal Auditor will implement monthly reconciliation procedures to ensure that all employee health insurance contributions are being deducted accurately. Monthly reconciliations will ensure the accuracy of the City's portion of the health insurance appropriation. The Governmental Accounting Standards Board (GASB) issued Statement No. 45 "Accounting and Financial Reporting for Post Employment Benefits Other than Pensions". This Statement improves the relevance and usefulness of financial reporting of other Post Employment Benefits. The monthly reconciliations will ensure the accuracy of the Financial Reporting for Post Employment Benefits.

ORG 2107 FINANCE-INTERNAL CONTROL

FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
EXPENDITURES		THRU 12/31	REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110 SALARIES	45,093	52,697	4,768	62,235
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TOTAL P-ACCT 51000	45,093	52,697	4,768	62,235
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TOTAL ORG 2107 FUNDING REQUIRED	45,093-	52,697-	4,768-	62,235-
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DEPARTMENT NAME
GENERAL FUND ORG NUMBER

INTERNAL CONTROL
2107

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
INTERNAL AUDITOR	COLLEEN TAM	1,192.23	62,234.41	62,234.41
				62,234.41

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Grants Administrator provides support to City Departments to secure grant funding.

ORGANIZATION: Grants Administration is a division of the Finance Department. The Department is made up of a grants administrator and a contracted grant writer.

ACCOMPLISHMENTS: In FY08, over \$4,000,000 in competitive grant money was awarded to the City. The Grants Administrator was involved to different degrees with the awards, including the following steps: identifying these funding opportunities, establishing relationships with the funders, eliciting political/community support for the projects, developing budgets, editing and/or writing a significant number of the proposals, coordinating the proposal process, and assisting in the design, presentation and organization of the proposal documents.

Departmental Grants of Interest:

- \$100,000 to Somerville Cares about Prevention, Health Department, to target Substance Abuse among youth.
- \$40,000 to the Library to underwrite the costs of a design study for expanding the present library or building a new library.
- \$200,000 to the Economic Development Division of OSPCD to clean up issues related to dumping and soil pollution on the section of the community path between Cedar to Central Street.
- \$35,000 for a summer jobs program adopted by the Personnel Department targeting kids at risk for youth violence.
- \$4,125 to the Council on Aging for intergenerational exercise and nutrition programming.
- \$40,000 to the Arts Council for the fourth year as our grant proposal and programming in Union Square were rated first in the State.
- \$93,000 to Shape Up Somerville, Health Department, to expand health and prevention programming in East Somerville.
- \$71,924 to combat youth violence. Police Department received \$33,924 for overtime for intervention of violence and Teen Empowerment received \$38,000 for prevention.
- \$21,000 to SomerStat to fund Resi-Stat, a program and practice designed to bring government closer to our residents. As a result, SomerStat has launched monthly neighborhood-based ResiStat meetings, in which the City shares with residents its activity data that has heretofore only been analyzed in internal meetings and solicits ideas and feedback from those closest to the issues.
- \$485,000 to the Parks Division of SPCD to pay for landscaping and park improvements in Central Hill Park along with educational programming targeting youth around issues of land use and gardening.
- \$303,600 to the Fire Department for the first year of a three-year \$843,00 grant toward the hiring of eight new firefighters who will form the basis of a Rapid Intervention Rescue Unit in the City.

ORG 2105: FINANCE (GRANTS ADMINISTRATION)

- \$89,775 to Somerville Cares About Prevention (along with our counterparts in Cambridge and Everett) to use Environmental Approaches: such as YouTube and MySpace to prevent the abuse of alcohol and other substances
- \$100,000 to Sustainability and Energy Department that will pay for the installation of solar panels on the roof and an interesting interactive educational display in the library that will highlights in real time to the public the benefits of this solar energy alternative.

The Grants Administrator is co-chair of the 53-member Somerville Non-Profit Development Network. In this role, the Grants Administrator is the creator of a research list-serve that reaches out to our membership and to grant writers nationwide through the Network's website. The Grants Administrator coordinates collaborative funding efforts between private non-profits and the City. Funding opportunities identified through research of the Grants Administrator presented on the list-serve resulted in millions of dollars in funding for various organizations representing the needs of diverse residents of Somerville.

FY09 DEPARTMENT PRIORITIES: In FY08, Grants Administration will work in conjunction with respective departments in order to seek funding:

- To fight drug and alcohol use among youth;
- To contribute to public safety;
- To upgrade our open spaces;
- For economic development initiatives; and
- For environmental initiatives.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Grants Administration division supports the Mayor's priorities to "*Promote Economic Development*" by helping to secure funding for advancing key development projects and "*Maximize Return on Taxpayer Dollars*" by looking for grant opportunities to help reduce the burden of major costs to the City. Also, Grants Administration will progress the goals of "*Making Somerville an Exceptional Place to Live, Work, and Play*" and "*Promoting Somerville Pride and Sense of Community*" by acquiring grants that will help beautify and celebrate the City and will promote awareness.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): None

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): None

COST ALLOCATION METHODOLOGY: Not applicable.

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	54,147	54,331	26,020	104,524
TOTAL P-ACCT 51000	54,147	54,331	26,020	104,524
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC	4,999	75,000		5,000
53020 ACCOUNTING AND AUDITING				
53210 EMPLOYEE TRAINING COURSES				
54200 OFFICE SUPPLIES	470	1,000		1,000
54210 PRINTING & STATIONERY	541	500		500
54220 COMPUTER SUPPLIES	81	200		200
55870 MAGAZINES,NEWS,SUBSCRIPTS	373	200		200
57300 DUES AND MEMBERSHIPS	35			
TOTAL P-ACCT 52000	6,499	76,900		6,900
TOTAL ORG 2105 FUNDING REQUIRED	60,646-	131,231-	26,020-	111,424-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

GRANTS MANAGEMENT
2105

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
GRANT ADMINISTRATOR	KATE ASHTON	1,040.82	54,330.80	54,330.80
GRANT WRITER	LAURA HAAS	961.54	50,192.39	50,192.39
				104,523.19

ORG 2101: FINANCE

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ASSESSMENTS			
PERSONAL SERVICES	\$ 528,066.00	\$ 596,533.00	\$ 572,018.00
ORDINARY MAINTENANCE	\$ 99,255.00	\$ 81,338.00	\$ 66,258.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 627,321.00	\$ 677,871.00	\$ 638,276.00
<i>FTE FROM APPROPRIATIONS</i>	<i>12.00</i>	<i>11.00</i>	<i>12.00</i>
GRANT APPLICATION AND RESEARCH			
PERSONAL SERVICES	\$ 64,672.00	\$ 61,890.00	\$ 116,525.00
ORDINARY MAINTENANCE	\$ 5,330.00	\$ 76,847.00	\$ 7,477.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 70,002.00	\$ 138,737.00	\$ 124,002.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>2.00</i>
ACCOUNTING			
PERSONAL SERVICES	\$ 261,896.00	\$ 262,739.00	\$ 168,584.00
ORDINARY MAINTENANCE	\$ 16,979.00	\$ 26,732.00	\$ 92,706.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 278,875.00	\$ 289,471.00	\$ 261,290.00
<i>FTE FROM APPROPRIATIONS</i>	<i>3.70</i>	<i>3.70</i>	<i>3.70</i>
ACCOUNTS PAYABLE			
PERSONAL SERVICES	\$ 58,561.00	\$ 177,314.00	\$ 215,969.00
ORDINARY MAINTENANCE	\$ 12,310.00	\$ 21,737.00	\$ 4,853.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 70,871.00	\$ 199,051.00	\$ 220,822.00
<i>FTE FROM APPROPRIATIONS</i>	<i>3.60</i>	<i>3.60</i>	<i>3.60</i>
PAYROLL			
PERSONAL SERVICES	\$ 150,311.00	\$ 145,671.00	\$ 195,765.00
ORDINARY MAINTENANCE	\$ 12,590.00	\$ 21,737.00	\$ 4,826.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 162,901.00	\$ 167,408.00	\$ 200,591.00
<i>FTE FROM APPROPRIATIONS</i>	<i>3.10</i>	<i>3.10</i>	<i>3.10</i>
BUDGET			
PERSONAL SERVICES	\$ 67,789.00	\$ 80,669.00	\$ 135,380.00
ORDINARY MAINTENANCE	\$ 12,310.00	\$ 21,737.00	\$ 4,853.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 80,099.00	\$ 102,406.00	\$ 140,233.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.60</i>	<i>0.60</i>	<i>1.60</i>
CONTRACT PROCUREMENT			
PERSONAL SERVICES	\$ 212,063.00	\$ 256,096.00	\$ 288,825.00
ORDINARY MAINTENANCE	\$ 24,814.00	\$ 32,034.00	\$ 39,944.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 236,877.00	\$ 288,130.00	\$ 328,769.00
<i>FTE FROM APPROPRIATIONS</i>	<i>4.00</i>	<i>4.00</i>	<i>5.00</i>
COLLECTION DEVELOPMENT			
PERSONAL SERVICES	\$ 419,375.00	\$ 327,075.00	\$ 475,348.00
ORDINARY MAINTENANCE	\$ 43,448.00	\$ 61,241.00	\$ 64,709.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 462,823.00	\$ 388,316.00	\$ 540,057.00
<i>FTE FROM APPROPRIATIONS</i>	<i>7.25</i>	<i>7.55</i>	<i>9.35</i>

TREASURY

PERSONAL SERVICES	\$ 212,310.00	\$ 262,021.00	\$ 182,703.00
ORDINARY MAINTENANCE	\$ 153,718.00	\$ 194,417.00	\$ 225,622.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 366,028.00	\$ 456,438.00	\$ 408,325.00
<i>FTE FROM APPROPRIATIONS</i>	3.75	5.45	5.45

ADMINISTRATION

TOTAL APPROPRIATIONS TO PROGRAM	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	0	0	0

TOTAL APPROPRIATIONS	\$ 2,355,797.00	\$ 2,707,828.00	\$ 2,862,365.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	39.00	40.00	45.80

PROGRAM COST AND ACTIVITIES

PROGRAM: ASSESSMENTS

Description: Evaluate, recertify, and assess residential and commercial properties.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of parcels valued (FY07-FY09: Estimate)	16,500	16,851	17,141
<u>Program Cost:</u>	\$627,321.00	\$677,872.00	\$638,276.00
<u>Cost per Output:</u>	\$38.01	\$40.22	\$37.23
<u>FTEs:</u>	12.00	11.00	12.00
<u>Outcome 1:</u> % increase of homes reinspected and reevaluated			
<u>Outcome 2:</u> % of income and expense forms verified			

PROGRAM FY09 GOALS

1. Complete the state-required interim year property assessment adjustments, with the number one priority leading up to FY2010 being to achieve triennial revaluation certification by the Department of Revenue.
2. Continue additional recertification and computerized cross-checks for residential exemption eligibility, the mailing and reviewing of Income & Expense data and the mailing and reviewing of the Form of List for Personal Property valuation.
3. Hire an "Assessor Analyst" who shall offer staff support to ongoing revaluation and assessing programs such as re-measuring and re-listing all of our parcels within a nine year cycle as mandated by the Department of Revenue.
4. Procure the services of Real Estate Research Consultants, Inc. (RRC) to assist in the discovery and re-listing of all Personal Property accounts.

PROGRAM FY08 GOAL REVIEW

1. Complete calendar 2007 and start 2008 sales verification (Complete).
2. Complete building permit inspections (Complete).
3. Enter, review, and mail form of list information (Complete).
4. Create new accounts related to condominium conversion (Complete).
5. Complete approximately 2000 property inspections (Incomplete).
6. Enter inspection into Vision Database (Complete).
7. Update Assessor's maps (Complete).
8. Process approximately 800 first time residential exemption permits (Complete).
9. Mail 1600 I&E forms (Complete).
10. Process and enter returns (on average about 25-30% are returned) (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Verification of Income & Expense Forms	2,080	1,626	1,300

Description: Determine the income and expenses of income-producing commercial, industrial, mixed-use, and apartment (4 or more apartments) properties.

Output: # of processed Income & Expense forms (mailed and processed) (FY07-FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Verification of Residential Exemption Eligibility	1,900	694	650

Description: Send out, review, and process applications for those qualifying for the first time in FY09.

Output: # of applications processed (FY07-FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Remeasure and Relist	1,500	391	3,600

Description: Remeasure the exterior and reinspect the interior of dwellings and buildings last visited in 2002 or before in order to comply with minimum DOR standards.

Output: # of parcels remeasured (FY07-FY09: Estimate)

PROGRAM COST AND ACTIVITIES

FY10 Revaluation and FY09 Interim Year Adjustment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16,500	16,851	17,141

Description: Determine real and personal property values for FY09 or complete what the DOR describes as an interim year adjustment.

Output: # of parcels in interim year adjustment (FY07-FY09: Estimate)

Update Assessor's Maps	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	117	0

Description: Review, correct, and coordinate with our GIS map consultant the update of approximately 60 assessor map pages.

Output: # of Assessor maps updated (FY07-FY09: Estimate)

ORG 2101: FINANCE

PROGRAM COST AND ACTIVITIES

Create Grant Resource Files	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	85	80	80
<i>Description: Create and maintain information files of funding sources for current and future grant proposals.</i>			
<i>Output: # funder information files created/ updated (FY07-FY09:Based on estimate of average week)</i>			
Build Coalitions and Act as a Liaison	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	300	300
<i>Description: Bring together groups requiring or benefiting from similar fund resources. Discuss grant issues with City Departments, legislators, community nonprofits, and funders to discuss activities and potential funding needs.</i>			
<i>Output: # of communications (emails, phone calls, list serves, etc.) - 300 (FY07-FY09:Based on estimate of average week)</i>			
Review Budget Proposal	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	50	30
<i>Description: Ensure that the program initiatives are properly budgeted and adequately funded.</i>			
<i>Output: # of budgets drafted/ reviewed (FY07: Actual based on files; FY08/FY09: Estimate)</i>			
Obtain Support Materials	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	250	200	200
<i>Description: Solicit required support materials from a variety of sources.</i>			
<i>Output: # of support materials obtained - 300 (FY07-FY09:Based on estimate of average week)</i>			
Review Grant Submissions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	15	45	40
<i>Description: Ensure that the grant application is complete, all legal and compliance materials are included, and the necessary departments have contributed what is required.</i>			
<i>Output: Percent of time spent reviewing applications (FY07-FY09:Based on estimate of average week)</i>			

ORG 2101: FINANCE

PROGRAM COST AND ACTIVITIES

PROGRAM: ACCOUNTING

Description: Ensure the accuracy and integrity of the City's Ledger and internal financial reports and timely and accurate compliance with Massachusetts State, Federal, and Government Accounting Standards Board (GASB) external financial reporting requirements.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of ledger entries-accounting adjustments (FY07-FY09: Estimate)	4,200	4,200	4,200
<u>Program Cost:</u>	\$358,974.00	\$391,878.00	\$401,524.00
<u>Cost per Output:</u>	\$85.47	\$93.30	\$95.60
<u>FTEs:</u>	3.70	3.70	3.70
<u>Outcome 1:</u> Timely completion of Schedule A and Balance Sheet to State Department of Revenue			
<u>Outcome 2:</u> Clean Opinion from Outside Auditors			

PROGRAM FY09 GOALS

1. Implement Month End & Year End Closing Procedures Manual.
2. Develop new chart of Accounts in conjunction with consultant for new integrated financial system.
3. Assist SPCD in resolving Fund 26 deficit.

PROGRAM FY08 GOAL REVIEW

1. Develop procedural manual for daily updates, month-end closing, year-end closing.
2. Ensure timely reconciliation of agency accounts.
3. Develop new accounting structure for bonds and capital projects.

PROGRAM ACTIVITIES AND OUTPUTS

Produce External Financial Reports	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	4	5
<u>Description:</u> Produce financial reports for the Massachusetts Department of Revenue and outside Auditors to comply with Massachusetts state law (Schedule A, "free cash", Recap Sheet, Audit).			
<u>Output:</u> # of reports issued (FY07-FY09: Estimate)			
Produce Internal Financial Reports	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	38	38	38
<u>Description:</u> Provide revenue and expenditure information to department heads in order to maintain accurate, up-to-date records of the departments' finances and ensure a smooth month and year end close.			
<u>Output:</u> # of monthly reports issued (FY07-FY09: Estimate)			
Maintain General and Subsidiary Ledgers	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,500	6,500	7,084
<u>Description:</u> Ensure financial transactions are properly classified within the general and various subledgers in order to ensure timely and accurate external and internal reporting.			
<u>Output:</u> # of entries posted (FY07-FY09: Estimate)			
Reconcile Cash and Receivables	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	78	78	108
<u>Description:</u> Reconcile cash and receivables between Treasurer and Auditing records to ensure timely and accurate external and internal reporting.			
<u>Output:</u> # of reconciliations completed (FY07-FY09: Estimate)			

ORG 2101: FINANCE

PROGRAM COST AND ACTIVITIES

PROGRAM: ACCOUNTS PAYABLE

Description: Ensure that all vendor expenditures of the City of Somerville are processed in a timely and accountable manner in accordance with Massachusetts General Law and accounting principles.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of accounts payable transactions (FY07-FY09: Estimate)	23,255	25,000	27,750
<u>Program Cost:</u>	\$70,870.00	\$199,051.00	\$220,822.00
<u>Cost per Output:</u>	\$3.04	\$7.96	\$7.95
<u>FTEs:</u>	3.60	3.60	3.60
<u>Outcome 1:</u> % of vouchers processed within 10 business days (Estimate)	85%		
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Place accounts payable forms on line and encourage departmental access.
2. Revise Training Manual.
3. Continue training for individual departments.
4. Assist in implementation of new integrated financial accounting software.

PROGRAM FY08 GOAL REVIEW

1. Develop warrant procedures for wire transfers
2. Develop transaction manual for IDC System for end users
3. Institute paid check file linkage from Bank to Accounts Payable.

PROGRAM ACTIVITIES AND OUTPUTS

Review Purchase Requisitions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5,350	5,975	5,975
<i>Description: Analyze purchase requisitions to determine that the purchase is legally allowable, charged to the correct ledger account, and that the funds are available.</i>			
<i>Output: # of purchase orders approved (FY07-FY09: Estimate)</i>			
Review and Approve Contracts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	405	390	390
<i>Description: Ensure sufficient funds are available prior to Auditor's certification of contract.</i>			
<i>Output: # of contracts approved (FY07-FY09: Estimate)</i>			
Process Vendor Warrants	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20,700	23,000	29,574
<i>Description: Produce the weekly warrant after determining that all vendor invoices submitted by departments meet the requirements of the Mass. General Law and meets general auditing standards.</i>			
<i>Output: # of invoices processed (FY07-FY09: Estimate)</i>			
Maintain Vendor Files	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,000	3,100	3,100
<i>Description: Maintain all files in order to ensure that information regarding payments to vendors for goods/services stays current and accurate.</i>			
<i>Output: # of file maintenance postings (FY07-FY09: Estimate)</i>			

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PROGRAM COST AND ACTIVITIES

PROGRAM: PAYROLL

Description: Collect, reconcile, and distribute information to ensure that all employees are paid in a timely and accurate manner. Ensure that all payroll records are accurate.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of payroll transactions (FY07-FY09: Estimate)	8,000	8,580	10,250
<u>Program Cost:</u>	\$162,900.00	\$167,408.00	\$200,591.00
<u>Cost per Output:</u>	\$20.36	\$19.51	\$19.56
<u>FTEs:</u>	3.10	3.10	3.10
<u>Outcome 1:</u> % of payrolls reviewed and authorized within 2 days (Estimate)	99%		
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Work with Personnel and Information Technology to implement time and attendance system (Kronos).
2. Implement accrual tracking on individual payments.
3. Directly manage relations with external payroll vendor.

PROGRAM FY08 GOAL REVIEW

1. Directly manage relations with external payroll vendor
2. Implement bi-weekly payroll (Incomplete).
3. Work with Personnel to implement time and attendance system (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Process Weekly and Monthly Payroll	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,280	2,295	4,000
<u>Description:</u> Ensure employees are paid timely and accurately.			
<u>Output:</u> # of payroll reports issued (FY07-FY09: Estimate)			
Maintain Payroll System and Ledger	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	830	875	880
<u>Description:</u> Update payroll system with data for all new payroll events and record changes to the general ledger.			
<u>Output:</u> # of journal entries (FY07-FY09: Estimate)			
Provide Customer Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	250	385	600
<u>Description:</u> Respond to routine employee inquiries about pay, benefits, etc. so that customers are knowledgeable and satisfied.			
<u>Output:</u> # of employee inquiries responded to (FY07-FY09: Estimate)			
Reconcile Year End Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	30	30
<u>Description:</u> Conduct adjustments and analysis so that all payroll records are reconciled at the end of the year.			
<u>Output:</u> # of reconciliations completed (FY07-FY09: Estimate)			

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PROGRAM COST AND ACTIVITIES

PROGRAM: CONTRACT PROCUREMENT

Description: Procure supplies, materials, equipment and services for all City departments by competitive bidding, informal quotation, and negotiations for the best price, while ensuring compliance with state and local law. Purchasing also facilitates the sale or distribution of surplus equipment.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of contracts (FY07-FY09: Estimate)	345	345	400
<u>Program Cost:</u>	\$236,877.00	\$288,131.00	\$328,769.00
<u>Cost per Output:</u>	\$686.60	\$835.16	\$821.92
<u>FTEs:</u>	4.00	4.00	5.00
<u>Outcome 1:</u> % of department heads satisfied with Purchasing's assistance and guidance from finding new vendors and sources of supply (Department Head Survey)			
<u>Outcome 2:</u> % of department heads satisfied with the length of time it takes for Purchasing to approve or renew a contract (Department Head Survey)			

PROGRAM FY09 GOALS

1. Work with consultant to implement new integrated financial accounting system.
2. Host another Affirmative Market Program/SOMWBA information session.
3. Execute at least 3 vendor performance evaluations.
4. Develop written procedures for the Disposal of Surplus Goods under \$5,000.

PROGRAM FY08 GOAL REVIEW

1. Execute vendor performance evaluation system (Ongoing).
2. Host a SOMWBA (State Office of Minority Women Business Assistance) Pre-Certification Workshop (Complete).
3. Expand the description section of the purchase order to include items purchased, quantities, and any related Terms and Conditions necessary (Pending).
4. Explore the possibility of electronic signatures for purchase requisitions (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Process Purchase Orders	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,500	5,500	5,600
<u>Description:</u> Review and approve requisitions and purchase orders.			
<u>Output:</u> # of requisitions and purchase orders approved (FY07-FY09: Estimate (FY08 proj. includes 1800 for school, which was not included in prior years))			
Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	80	80
<u>Description:</u> Train employees on the City's purchasing policies and state law.			
<u>Output:</u> # of employees trained (FY07-FY09: Estimate)			
Record Keeping	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,280	6,300	6,300
<u>Description:</u> Maintain paper and electronic files, as well as Access database for data analysis. Types of records maintained: Bids, Proposals, Quotes, File sub bids, Contracts, PO's, Emergency Waivers, Sole Source, Vendor Database, School Contracts, Memorandum of Understanding (MOU), and Contractors Payroll Records.			
<u>Output:</u> # of records made (FY07-FY09: Estimate)			

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PROGRAM COST AND ACTIVITIES

	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
Prepare Informal Solicitations for Smaller Procurements, Renew Contracts, and Prepare Emergency Contracts and Contract Requirements			

	160	190	190
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Description: Draft and issue sole source, renewal, quoted contracts, and contract amendments; draft rationale for emergency under M.G.L.C. 30B; request emergency waiver from DCAM for construction contracts.

Output: # of small procurement contracts, renewal contracts, contract amendments, and emergency contracts prepared (FY07-FY09: Estimate)

Prepare Formal Solicitations for Large Procurements	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
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	90	100	100
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Description: Draft and issue IFBs, RFPs, write and revise specifications.

Output: # of IFBs and RFPs issued (FY07-FY09: Estimate)

PROGRAM COST AND ACTIVITIES

PROGRAM: GRANT APPLICATION AND RESEARCH

Description: Write and edit grant applications and facilitate the grant application and reporting process for city departments and community nonprofit groups.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of grants applications edited, written, and reviewed (Actual and projections based on FY07 actual number from files.)	30	40	40
<u>Program Cost:</u>	\$70,002.00	\$138,737.00	\$124,002.00
<u>Cost per Output:</u>	\$2,333.40	\$3,468.42	\$3,100.05
<u>FTEs:</u>	1.00	1.00	2.00
<u>Outcome 1:</u> % of department heads satisfied with the assistance they receive with writing grant applications (Department Head Survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Submit 40 grant applications.
2. Maintain grant resource information in electronic files.
3. Work with 13 City Departments to provide grant information, coordination and assistance with grant-related issues.

PROGRAM FY08 GOAL REVIEW

1. Submit 40 grant applications (Complete).
2. Maintain grant resource information in electronic files (Ongoing).
3. Work with 13 City Departments to provide grant information, coordination and assistance with grant-related issues (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Discuss Grant Related Issues with Departments	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	150	150
<u>Description:</u> Distribute fund research to grant applicants. Clarify grant requirements/ implementation issues with departments.			
<u>Output:</u> # of communications related to grant requirements (FY07-FY09:Based on estimate of average week)			
Conduct a Cost Benefit Analysis	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	90
<u>Description:</u> Review funding sources to ensure that the time and cost of administering and implementing a grant is worth the benefits of the grant funds.			
<u>Output:</u> # of grant opportunities reviewed - 100 (FY07-FY09:Based on estimate of average week)			
Research Funding Sources	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	300	300
<u>Description:</u> Locate funding sources in response to inquiries, proactively research funding sources that may be applicable to constituents, and provide detailed research on specific funders.			
<u>Output:</u> # of grant sources reviewed (FY07-FY09:Based on estimate of average week)			
Participate in Grant Information Sessions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	15	15
<u>Description:</u> Participate in Grant Information sessions hosted by funders.			
<u>Output:</u> # of information sessions attended - 5 (FY07-FY09:Based on estimate of average week)			
Write and Edit Grant Applications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	40	40
<u>Description:</u> Write, edit, and review various sections of grant applications.			
<u>Output:</u> # of grant applications edited/ written/ reviewed - 28 (FY07: Actual based on files; FY08/FY09: Estimate)			

ORG 2101: FINANCE

PROGRAM COST AND ACTIVITIES

PROGRAM: BILLING/ COLLECTIONS

Description: Provide oversight and processing of all Real Estate, Personal Property, and Water/Sewer billing, and monies collected. Issue refunds, issue municipal lien certificates, file Tax Liens and Foreclosures, and revoke licenses and permits of delinquent taxpayers.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Real Estate and Personal Property dollars collected by the Treasury Department (Actual for FY07 based on Treasury's records, projections for FY08 and FY09)</i>	81,536,527	82,153,961	91,871,710
<u>Program Cost:</u>	\$462,823.00	\$388,316.00	\$540,057.00
<u>Cost per Output:</u>	\$0.00	\$0.00	\$0.00
<u>FTEs:</u>	7.25	7.55	9.35
<u>Outcome 1:</u> <i>% of monies owed that have been collected (Treasury's records)</i>	99.32%	95%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Implement a collections program for outstanding Personal Property Taxes.
2. Initiate a demand/lien process for the collection of non-criminal fines and tickets.
3. Utilize Dept. of Revenue and Mass. Treasurer/Collectors Association's educational programs for staff.

PROGRAM FY08 GOAL REVIEW

1. Improve Treasury technology to make it cutting edge (On-going).
2. Issue all refunds within four months of the close of the fiscal years (except those refunds pending legal action) (Complete).
3. Issue all property liens prior to the end of the fiscal year (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Recollect Real Estate Taxes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	81,536,527	82,153,961	91,871,710
<u>Description:</u> <i>Collect taxes due to the City of Somerville from Somerville residents and business.</i>			
<u>Output:</u> <i>Tax dollars collected (FY07: Actual based on Treasury records,FY08/FY09: Estimate)</i>			
Process Tax Refunds for Real Estate	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	535	500
<u>Description:</u> <i>Distribute refunds to residents and business that have overpaid their taxes.</i>			
<u>Output:</u> <i># of refunds issued (FY07: Actual based on Treasury records,FY08/FY09: Estimate)</i>			
Follow-Up on Non-Payments on Real Estate	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	93	119	125
<u>Description:</u> <i>Issue demands for outstanding taxes.</i>			
<u>Output:</u> <i># of tax liens issued (FY07: Actual based on Treasury records,FY08/FY09: Estimate)</i>			

ORG 2101: FINANCE

PROGRAM COST AND ACTIVITIES

PROGRAM: TREASURY

Description: Provide oversight of cash receipt processing, payroll coordination, debt payments and issuance, the scholarship program and trust fund administration, and bank account transactions.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Internal Cash Postings (Estimate based on Treasury's records)	50,000	50,000	50,000
<u>Program Cost:</u>	\$366,028.00	\$456,439.00	\$408,325.00
<u>Cost per Output:</u>	\$7.32	\$9.12	\$8.16
<u>FTEs:</u>	3.75	5.45	5.45
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from the Treasury Department (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Develop departmental policies/procedures to insure strong internal security controls.
2. Streamline office procedures and develop a cross-training program for staff.
3. Initiate new software (E-Check) to insure faster bank deposit.

PROGRAM FY08 GOAL REVIEW

1. Surpass the returns on investment of Lipper Money Market Fund Index.
2. WACC lower the average coupon in Lehman Municipal Bond Index (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Manage Debt	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	73,442,000	94,793,191	95,943,758
<u>Description:</u> Issue and service notes and bonds.			
<u>Output:</u> Total debt managed (FY07: Actual (Total of all outstanding municipal debt); FY08/FY09: Estimate)			
Manage City's Health Care Policies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,700	2,788	2,800
<u>Description:</u> Manage the municipal health care benefit system.			
<u>Output:</u> # of health insurance accounts managed (FY07: Actual (Total of all employee health insurance accounts); FY08/FY09: Estimate)			
Manage Accounts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	65	58	55
<u>Description:</u> Manage and monitor bank accounts.			
<u>Output:</u> # of accounts managed (FY07: Actual based on files; FY08/FY09: Estimate)			

DEPARTMENT OVERVIEW

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

DEPARTMENT ORGANIZATION: The City Clerk's Office is staffed with the following full-time employees: a City Clerk, an Administrative Assistant, an Executive Secretary, two Head Clerks, and two Principal Clerks. We also employ two part-time Records Retention Clerks who catalog and organize municipal records stored in the Annex Basement and other facilities, in preparation for the disposition of the buildings and the creation of a municipal archive.

FY08 ACCOMPLISHMENTS: The City Clerk's Office accomplished a great deal in FY08.

Most significantly, we maintained steady progress on the creation of a citywide municipal archive. We completed and distributed our municipal records retention schedule, and received permission from the State to use it when considering records eligible for destruction. That means that we can now begin sorting, boxing, and obtaining State permission to discard records as appropriate. We also obtained permission from the State to store records offsite in a secure, climate-controlled facility. This is important for our permanent records, and helps us relieve the space crunch in municipal offices citywide.

Also in FY08, we began designing a cost-effective in-house solution for tracking the flow of thousands of records annually in and out of the Board of Aldermen. This new database will give residents, businesses, and government officials alike the ability to track the progress of license applications and legislative initiatives as they proceed through the review process. This Legislative Tracking System is approximately 50% complete, and, working closely with the IT Department, we hope for a successful installation in early-mid FY09.

Also in FY08, we published a "Municipal Register," for the first time since 1998. This pocket-sized guidebook presents valuable information about municipal government, including street lists, polling places, and contact information for elected officials, departments, and boards and commissions.

We also began the difficult task of updating the Licensing Commission's forms, creating easy-to-use application guides, and posting the completed packages on the city's website.

We continued working with many city departments to procure a business-licensing database solution. This application is expected to be just one module in a much-broader citywide software suite.

We were also hard at work converting to several new, user-friendly vital records databases. So far, we successfully completed the installation of the new death records and dog licensing

DEPARTMENT OVERVIEW

databases. We are currently in the midst of converting our marriage records; that application should be completed in early FY09.

FY09 DEPARTMENT PRIORITIES: In FY09, the City Clerk's Office plans improvements for each of the three constituencies we serve.

For residents, we plan to post to the City's website a complete record of the Minutes of the Board of Aldermen, all the way back to the creation of Somerville as a city in 1872. This is a unique historical record of the city's growth and development over the years, documenting the City's finances, properties, legislative initiatives, and business licenses. It will provide a treasure trove of information for interested residents.

Also for residents, we plan to improve the process for notifying the property owners who abut certain proposed business uses. In addition to the required legal notices, we will notify the neighbors of businesses who seek to remain open to the public between Midnight and 5:00 AM. This effort follows up on the Board of Aldermen's passage of an ordinance designed to better protect neighborhoods from the some of the disruptions businesses can cause.

For businesses, we plan to continue to be part of the citywide initiative to create a business-licensing database for all business licenses. Once completed, the database will allow the Neighborhood Inspection Team and others to have near real-time information on licenses, noncriminal violations, and other data, all linked to property addresses. This will tremendously enhance the City's licensing compliance efforts. This project will be undertaken in cooperation with Auditing, IT, SomerStat, ISD, Fire, Health, and other departments.

Also for businesses, we plan to complete the Licensing Commission's efforts to update forms and develop user-friendly instructions for all license applications, and place this information on the city's website.

For city government, we plan to continue the Somerville Historical Archives Restoration Project. This project is of critical importance to ensure that we gain physical and intellectual control over our records citywide. It will allow us to destroy those records that no longer serve any useful purpose, and better house those records that do. It will allow us to access stored records quickly and accurately, something never before possible in Somerville. And it will help alleviate the space issues currently confronting many municipal departments.

Finally, we plan to complete the installation of an agenda management/legislative tracking software application for the Board of Aldermen's documents. This effort will create an important new resource for city officials, businesses, and the public alike. It will give residents, businesses, and government officials alike the ability to track the progress of license applications and legislative initiatives as they proceed through the review process. Working closely with the IT Department, we hope for a successful installation in early-mid FY09.

DEPARTMENT OVERVIEW

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The goals of the City Clerk's Office reflect the Mayor's priorities to:

- Promote economic development
- Maximize return on taxpayer dollars
- Revolutionize customer service
- Professionalize city planning and management
- Make Somerville an exceptional place to live, work, and play

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): No significant changes.

COST ALLOCATION METHODOLOGY: The time spent on the various tasks of the City Clerk's Office were analyzed, and overall expenditures of Personal Services costs were based on these estimates. For Ordinary Maintenance expenses, if a particular item fell within one of the City Clerk's Office programs, then the cost was fully allocated to that program. Otherwise, the OM costs were shared based on spending estimates.

ORG 2401 CITY CLERK

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
EXPENDITURES THRU 12/31 REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	338,578	366,169	164,301	364,173
51200	SALARIES & WAGES TEMPOR'Y				
51300	OVERTIME	1,368	2,171	503	2,192
51410	LONGEVITY	6,087	6,050	3,025	6,450
51460	OUT OF GRADE				
51532	HOLIDAYS - S.M.E.A.	848			
51540	PERFECT ATTENDANCE	800		1,500	
51691	OTHER LUMP SUM PAYMENTS				
51692	5/2 BUYBACK				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	1,925	2,100	2,100	2,100

TOTAL P-ACCT 51000 349,606 376,490 171,429 374,915

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT	1,130	1,000	564	1,550
52711	RENTAL - STORAGE SPACE		2,000		2,400
53000	PROFESSIONL & TECHNCL SVC	4,785	1,800	180	1,800
53060	ADVERTISING		600		600
53420	POSTAGE	44,920	66,600	31,953	65,200
53430	POSTAGE MACHINE RENTAL	10,428	12,072	5,880	12,072
54200	OFFICE SUPPLIES	4,955	5,000	2,366	5,000
54201	OFFICE EQUIPMENT	1,542	2,200	354	1,600
54210	PRINTING & STATIONERY	2,007	8,000	615	6,000
54220	COMPUTER SUPPLIES				
54240	BOOKS & BOOKBINDING	21,941	12,610	243	12,610
54900	FOOD SUPPLIES & REFRESHMT			82	
57110	IN STATE CONFERENCES	436	500	140	500

57300	DUES AND MEMBERSHIPS	450	500	65	500
57400	INSURANCE PREMIUMS	100	300	182	300
57810	RECORDINGS				
TOTAL P-ACCT 52000		92,694	113,182	42,624	110,132
TOTAL ORG	2401 FUNDING REQUIRED	442,300-	489,672-	214,053-	485,047-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

City Clerk's Office
2401

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
CITY CLERK	LONG, JOHN J	1,311.62	68,466.56	68,466.56
P/T RECORDS RETENTION CLERK	CASTOLDI, LISA	280.00	14,616.00	14,616.00
P/T RECORDS RETENTION CLERK	PLIAKAS, GENA	280.00	14,616.00	14,616.00
EXECUTIVE SECRETARY	BURKE, JOANNE	933.20	48,713.04	50,663.04
PV ADMN ASST	DEPRIZIO, JO-ANN	933.20	48,713.04	50,313.04
HEAD CLERK	JAMES, MAUREEN	854.16	44,587.15	46,187.15
HEAD CLERK	PAGLIARO, JENNEEN	837.42	43,713.32	45,313.32
PRINCIPAL CLERK II	CASSIDY, NANCY	781.10	40,773.42	41,723.42
PRINCIPAL CLERK II	STONE, MARY	765.79	39,974.24	40,824.24
				372,722.78

FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
EXPENDITURES		THRU 12/31	REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110 SALARIES

51115 SALARIES - MONTHLY	6,529	6,530	3,264	6,530
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51200 SALARIES & WAGES TEMPOR'Y

51300 OVERTIME

51410 LONGEVITY

51520 AUTO ALLOWANCE

51532 HOLIDAYS - S.M.E.A.

51540 PERFECT ATTENDANCE

51691 OTHER LUMP SUM PAYMENTS

51930 UNIFORM ALLOWANCE

TOTAL P-ACCT 51000	6,529	6,530	3,264	6,530
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TOTAL ORG	2601	FUNDING REQUIRED	6,529-	6,530-	3,264-	6,530-
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DEPARTMENT NAME
GENERAL FUND ORG NUMBER

LICENSING COMMISSION
2601

Position	Name	Current Base	Fiscal Year Base	TOTAL
CHAIRMAN	UPTON, ANDREW	181.38	2,176.56	2,176.56
COMMISSIONER	VACCARO, VITO	181.38	2,176.56	2,176.56
COMMISSIONER	MCKENNA, JOHN	181.38	2,176.56	2,176.56
				6,529.68

ORG 2401: CITY CLERK'S OFFICE

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
RESIDENT SERVICES			
PERSONAL SERVICES	\$ 145,912.86	\$ 141,602.86	\$ 135,910.62
ORDINARY MAINTENANCE	\$ 4,778.00	\$ 41,833.00	\$ 40,251.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 150,690.86	\$ 183,435.86	\$ 176,161.62
<i>FTE FROM APPROPRIATIONS</i>	3.15	3.34	3.34
BUSINESS SERVICES			
PERSONAL SERVICES	\$ 55,126.95	\$ 67,690.84	\$ 69,511.76
ORDINARY MAINTENANCE	\$ 2,617.00	\$ 37,688.00	\$ 36,578.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 57,743.95	\$ 105,378.84	\$ 106,089.76
<i>FTE FROM APPROPRIATIONS</i>	1.22	2.32	2.32
CITY GOVERNMENT SERVICES			
PERSONAL SERVICES	\$ 133,589.31	\$ 145,013.34	\$ 154,604.12
ORDINARY MAINTENANCE	\$ 84,660.00	\$ 32,611.00	\$ 32,375.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 218,249.31	\$ 177,624.34	\$ 186,979.12
<i>FTE FROM APPROPRIATIONS</i>	4.23	2.46	2.46
ADMINISTRATION	\$ 22,144.55	\$ 23,390.95	\$ 22,345.18
<i>FTE FROM APPROPRIATIONS</i>	0.40	0.38	0.38
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 448,828.68	\$ 489,830.00	\$ 491,575.68
<i>TOTAL FTE FROM APPROPRIATIONS</i>	9.00	8.50	8.50

ORG 2401: CITY CLERK'S OFFICE

PROGRAM COST AND ACTIVITIES

PROGRAM: RESIDENT SERVICES

Description: Provide basic governmental services and record keeping for Somerville's residents, with respect to relevant legal documentation.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of records/ licenses issued (FY07: Based on actual number of vital records, dog licenses, and sporting licenses issued; FY08/FY09: estimates)	11,280	10,980	11,160
<u>Program Cost:</u>	\$150,691.00	\$183,436.00	\$176,162.00
<u>Cost per Output:</u>	\$13.35	\$16.70	\$15.78
<u>FTEs:</u>	3.15	3.34	3.34
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from the City Clerk's Office (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Post to the City's website a complete record of the Minutes of the Board of Aldermen, back to the creation of Somerville as a city in 1872.
2. Improve notifications to residents about Public Hearings for licensing matters near their property.

PROGRAM FY08 GOAL REVIEW

1. Complete the upgrade of our marriage licensing software, so we can generate certified copies of marriages performed since May 2004, when the State changed the license format to accommodate same-sex marriages (In-progress).
2. Publish a pocket-sized "Municipal Register," pulling together street lists, polling places, contact information for elected officials, departments, and boards, and other valuable information (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Manage Resident Vital Records	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10,100	9,800	9,800
<i>Description: Develop, maintain, and disseminate vital records of marriages, births, and deaths. Advise the public with respect to each of these vital records.</i>			
<i>Output: # of vital records processed (FY07: Actual number based on records; FY08/FY09: estimate)</i>			
Issue Dog Licenses	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	960	960	1,160
<i>Description: Develop, maintain, and disseminate new and renewing dog licenses. Advise the public with respect to dog licensure.</i>			
<i>Output: # of dog licenses issued (FY07: Actual number based on records; FY08/FY09: estimate)</i>			
Issue Sporting Licenses	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	220	220	200
<i>Description: Issue fishing, hunting, and sporting licenses to the public.</i>			
<i>Output: # of licenses issued (FY07: Actual number based on records; FY08/FY09: estimate)</i>			
Process Zoning Board, Planning Board, and Historic Preservation Commission Decisions for Residents	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	110	120	120
<i>Description: Maintain decisions and issue clerk certificates for residents.</i>			
<i>Output: # of clerk certificates issued and decisions recorded (FY07: Actual number based on records; FY08/FY09: estimate)</i>			
Respond to Resident Inquiries	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20,800	20,800	20,800
<i>Description: Efficiently and courteously provide information to residents.</i>			
<i>Output: # of inquiries answered (FY07-FY09: Estimated based on survey)</i>			

ORG 2401: CITY CLERK'S OFFICE

PROGRAM COST AND ACTIVITIES

Notarize Documents for the Public

FY07 (Act.):

FY08 (Proj.):

FY09 (Proj.):

460

500

400

Description: *Notarize documents for the public.*

Output: *# of documents notarized (FY07: Actual number based on records; FY08/FY09: estimate)*

ORG 2401: CITY CLERK'S OFFICE**PROGRAM COST AND ACTIVITIES****PROGRAM: BUSINESS SERVICES**

Description: Collect the necessary legal documentation and approval to ensure legally binding and responsible conduct of the City's businesses. Promote an orderly and balanced commercial community.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of licenses, certificates, and grants issued (FY07: Based on actual number of licenses, certificates, and grants; FY08/FY09: estimates)	1,940	1,920	1,670
Program Cost:	\$57,744.00	\$105,379.00	\$106,090.00
Cost per Output:	\$29.76	\$54.88	\$63.52
FTEs:	1.22	2.32	2.32
Outcome 1: % of licenses issued within 14 days (Based on actual time taken for each license)			
Outcome 2:			

PROGRAM FY09 GOALS

1. Continue to be a part of the citywide initiative to create a business-licensing database for all business licenses
2. Complete the Licensing Commission's efforts to update forms and develop user-friendly instructions for all license applications, and place this information on the city's website

PROGRAM FY08 GOAL REVIEW

1. Work with Information Technology, Inspectional Services, Fire, Health, and other departments to create a business-licensing database, to enhance compliance efforts (In-progress).
2. Complete the Licensing Commission's efforts to update its forms and develop user-friendly instructions for all license applications, for the city's website (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Issue Licenses and Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,200	1,200	1,100
<i>Description:</i> Process business licenses, including new applications and renewal notices.			
<i>Output:</i> # of licenses or permits processed (FY07: Actual number based on records; FY08/FY09: estimate)			
Manage Business Certificates	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	680	680	550
<i>Description:</i> Accept, maintain, and distribute business certificates, business certificate amendments, and business certificate withdrawals.			
<i>Output:</i> # of business certificates accepted, maintained, and distributed (FY07: Actual number based on records; FY08/FY09: estimate)			
Coordinate Grants of Location	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	60	40	20
<i>Description:</i> Coordinate the processing of grants of location with the DPW, BOA, and utility and telecommunications companies.			
<i>Output:</i> # of grants processed (FY07: Actual number based on records; FY08/FY09: estimate)			

ORG 2401: CITY CLERK'S OFFICE

PROGRAM COST AND ACTIVITIES

PROGRAM: CITY GOVERNMENT SERVICES

Description: Provide administrative support and record keeping so that government officials may carry out their appointed duties.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of decisions processed for the Board of Alderman and the Licensing Commission (FY07: Actual number based on records; FY08/FY09: estimates)	2,800	2,750	3,000
<u>Program Cost:</u>	\$218,249.00	\$177,624.00	\$186,979.00
<u>Cost per Output:</u>	\$77.94	\$64.59	\$62.32
<u>FTEs:</u>	4.23	2.46	2.46
<u>Outcome 1:</u> % of employees of other departments expressing satisfaction with City Clerk's services (Employee survey results - will need to include appropriate questions in survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue the Somerville Historical Archives Restoration Project, so we can access stored records quickly and accurately, and help alleviate the space issues currently confronting many municipal departments
2. Complete the installation of an agenda management/legislative tracking software application for the Board of Aldermen's documents, so users can track the progress of license applications and legislative initiatives

PROGRAM FY08 GOAL REVIEW

1. Continue the Somerville Historical Archives Restoration Project, so we can access records quickly and accurately, and help alleviate storage issues confronting many departments (In-progress).
2. Install agenda management/legislative tracking software for the Board of Aldermen, to enhance the legislative process and reduce the handling of paper documents (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Support the City's Boards and Commissions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	37	37	37
<u>Description:</u> Provide support for the City's Boards and Commissions, including meeting notices and member rosters.			
<u>Output:</u> # of Boards and Commissions supported (FY07: Actual number based on records; FY08/FY09: estimate)			
Process Mail for City Hall	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	221,230	221,230	221,230
<u>Description:</u> Ensure that incoming and outgoing correspondence is forwarded in a timely and accurate manner.			
<u>Output:</u> # of pieces of mail processed (FY07: Estimate based on survey; FY08/FY09: estimate)			
Preserve and Archive Municipal Records	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	400	400	600
<u>Description:</u> Act as the City's custodian of records and seek to preserve their security and condition.			
<u>Output:</u> # of records archived (FY07-FY09: Estimate)			
Collect Noncriminal Revenues	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,740	1,740	2,000
<u>Description:</u> Receive and process noncriminal ticket revenues for noise, snow, and other violations.			
<u>Output:</u> # of noncriminal tickets processed (FY07: Actual number based on records; FY08/FY09: estimate)			
Support the Board of Aldermen and Licensing Commission	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	41	37	37
<u>Description:</u> Prepare agenda and minutes for Board of Aldermen and Licensing Commission meetings.			
<u>Output:</u> # of meetings supported (FY07: Actual number based on records; FY08/FY09: estimate)			

ORG 2401: CITY CLERK'S OFFICE

PROGRAM COST AND ACTIVITIES

Process Decisions of the Board of Aldermen and Licensing Commission	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
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	2,800	2,750	3,000
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Description: Prepare, forward and maintain a record of all decisions, ordinances, licenses, and permits acted on by the Board of Aldermen and Licensing Commission at regular and special meetings.

Output: # of items prepared, forwarded, and maintained (FY07: Actual number based on records; FY08/FY09: estimate)

Respond to Interdepartmental Needs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
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	2,860	2,280	1,800
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Description: Research and respond to other departments' requests for information or documentation.

Output: # of responses to requests (FY07: Estimate based on survey; FY08/FY09: estimate)

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Law Department strives to provide the City with high quality, informed legal services and personal attention. The Office of the City Solicitor represents the City of Somerville as a municipal corporation. In particular, the Law Department represents the Mayor, the Board of Aldermen, all City departments, and the Boards and Commissions of the City. The Solicitor's representation includes an active litigation workload, the drafting of legal opinions, and the day-to-day advising of Department heads, Aldermen, and the Mayor.

Specifically, the Law Department's office examines all titles to property purchased by the City, and drafts all bonds, deeds, contracts, and other legal instruments that are required by ordinance, the Board of Aldermen, the Mayor, City departments, or by the Boards and Commissions. The Law Department also prosecutes and defends all actions on behalf of the City and its officials in Federal, State, and District court and in all state and federal administrative agencies. In addition, the Law Department appears as legal counsel before committees of the State legislature when the City's interests may be impacted. Furthermore, the Law Department provides the Mayor, Board of Aldermen, City departments, and Boards and Commissions with legal opinions on a broad range of legal issues that further the City's commitment to providing essential services in an efficient manner.

DEPARTMENT ORGANIZATION: The Law Department consists of four full-time attorneys, plus one attorney from the Office of Strategic Planning and Community Development, one-fourth of whose salary is paid by the Law Department, and one full-time attorney dedicated solely to labor issues. The support staff in the Office consists of a full-time administrative assistant and a part-time paralegal, who also administers claims against the City and initiates claims the City has against other parties. The Law Department also values the volunteer support provided by legal interns and fellows who attend local law schools.

FY08 ACCOMPLISHMENTS: During FY08, the Law Department continued cost-saving initiatives and furthered its mission of providing top-notch municipal legal representation, all with a budget that represented requested reductions from prior fiscal years. The Law Department realized significant success through pro-active resolution of claims and early issue management such that the City has realized a drop in the number of costly new lawsuits filed against the City. In addition, the Law Department increased the capacity of the in-house attorneys to handle legal matters that had previously been contracted out to more expensive outside law firms.

During FY08, the Law Department took a lead role in the permitting of the Assembly Square economic development initiative. Prior to the Mayor's facilitation of a truce between the developer and parties involved in litigation, the Law Department took an active role in the litigation of numerous lawsuits concerning Assembly Square. Switching gears after the resolution of the lawsuits, the Law Department drafted and negotiated with the developer noteworthy covenants, land disposition agreements and conditions for decisions issued by special permit granting authorities. The Law Department provided legal, policy and planning support for the Board of Aldermen, Planning Board, and Design Review Committee and their staff relative to the permitting process for Assembly Square. The Law Department also assisted in the drafting of numerous filings to facilitate the developer's state environmental MEPA review process. To date, during FY08, due to the agreements, board approvals, and

DEPARTMENT OVERVIEW

achievement of numerous milestones, the developer has conveyed to the City over \$3.5 million in new revenue that the City would not otherwise have received, plus the resulting property tax growth revenue realized by such projects.

Noteworthy cost-savings initiatives continued by the Law Department in FY08 include the solicitation of bids for contracted legal services to ensure the cost effectiveness of outside counsel and the voluntary provision of legal services by the Office to encourage, facilitate, and develop non-profit charitable corporations that could be utilized to raise funds to supplement City departments and initiatives. Moreover, the Department served as a proactive resource to all City employees, with the desired goal of avoiding costly litigation.

Notably, also, the Law Department has resolved to the City's advantage a number of backlogged litigation matters in FY08. Also, through the Law Department's proactive problem-solving approaches, the City has realized a remarkable decline over the past four years in the filing of new potentially cost-significant cases against the City, such that the Law Department requested for FY08 an overall budget decrease.

The Law Department has also adopted the Mayor's approach to thinking creatively and brought more results with fewer City resources. The Law Department reduced drastically the use of more costly outside legal counsel, worked with a staff of fewer attorneys, initiated a rapid-response approach to any and all potential claims against the City, rigorously investigated any issue from the claim stage to determine legal liability exposure to the City and resolved outstanding litigation matters that pre-dated the Mayor's term. Moreover, the Law Department sought to investigate the legality of all pending contracts and City leases, including the Transfer Station lease, and renegotiated outstanding ones, bringing real cost savings and new revenues to the City in the hundreds of thousands of dollars. The combined efforts of a strong legal team has resulted in the turning of the Law Department from the private sector equivalent of a cost center to a revenue center, due to the resulting new revenues and diminished budget impacts. Over the last two fiscal years, the Law Department has been requesting bottom line budget reductions.

The Law Department's mission is to be the best municipal legal team in the Commonwealth. To that end, the Law Department is proud of the increased legal training initiatives commenced during FY08. Not only are the department's attorneys developing their own expertise in the field of municipal law, the Law Department's attorneys are asked to teach legal seminars to their City and statewide colleagues and to serve on noteworthy organizations of legal and government professionals. The department's emphasis on internal training and the proactive education of City staff ensure that the City's legal needs are constantly met with high quality legal counsel.

During FY08, the legal team responded well to not only the routine requests but also to significant challenges, and within the last year, the team has achieved a series of notable accomplishments. Particular accomplishments include the following:

DEPARTMENT OVERVIEW

- Directly participated in the interviewing of, selection of, negotiating of a contract with the new police chief, as well as coordinated with the state police training agency to facilitate the transfer of out-of-state public safety qualifications for the new chief;
- Successful victory in defeating the plaintiffs' legal challenge claiming that the Public Safety Building was a sick building;
- In the area of Assembly Square, coordinated legal efforts as part of overall City strategy to develop Assembly Square and IKEA, facilitated land swap between Federal Realty and IKEA, worked with state over environmental permitting and worked with planning staff, resulting in the permitting of the Assembly Square preliminary master plan, the marketplace, and IKEA, bringing in nearly \$4 million in non-property tax revenue to the City;
- Initiated legal effort to seek cost recovery for cost overruns at Trum Field, and resolved two contractor bids protests in the City's favor;
- Challenged federal Environmental Protection Agency action relative to environmental cleanup grant, resulting in \$200,000 dedicated to site remediation;
- Managed the City's legal efforts and insurance cost recovery efforts for the rebuilding of the East Somerville Community School after a major fire, including fighting for state funding from the Massachusetts School Building Authority;
- Commenced insurance cost recovery for Transfer Station roof collapse;
- Negotiated voluntary increases in health insurance premiums for all City bargaining units;
- Bargained to completion successor collective bargaining agreements for five City bargaining units;
- Drafted and testified before the state legislature all of the City's pending Home Rule Petitions, including two that directly impact development of Assembly Square;
- Negotiated development covenant for a 190-unit residential complex known as MaxPak and coordinated City's legal land use priorities regarding the project;
- Resolved significant number of arbitrations, grievances, and other labor issues to facilitate the City's positive labor-management position;
- Provided legal counsel to Elections Department to ensure successful recount of at-large election for Board of Aldermen;
- Argued MBTA billboard case before state Supreme Judicial Court, fighting for municipal oversight and approval of the MBTA's erection of advertising billboards;
- Litigated Veterans Service Director appeal before state Supreme Judicial Court, leading to successful decision upholding the City's position;
- Defended the City's land use initiatives and zoning challenges, including 343 Summer Street, 515 Somerville Avenue and Medford Street, property valuation issues at Clarendon Hills Tower, and construction disputes at the Capuano and Argenziano Schools;
- Drafted numerous zoning ordinance amendments;
- Drafted and testified before Board of Aldermen to pass and with City staff to implement all City ordinance amendments, including rodent control and trash ordinance amendments, guerilla-marketing registration, the Responsible Employer Ordinance, authorization of the Treasurer to enter into Brownfields abatement agreements, and numerous other quality of life issues;

DEPARTMENT OVERVIEW

- Prepared litigation effort toward and negotiated eventual settlement in claim against the Cartoon Network over bomb hoax, resulting in \$70,000 settlement for the City;
- Serve as permanent member of SomerStat panel, furthered City's customer service initiatives, and partnered with SomerStat to launch LegiStat component to further the success of the City's legislative initiatives;
- Provided legal support for the City's transportation initiatives, including expansion of the Green Line, construction of a new Orange Line station, road system buildout at Assembly Square, and reconstruction of Somerville Avenue;
- Continue to strive to assure neighborhood integrity through vigorous enforcement in the court system of the building, zoning, wetlands, health, and other safety codes;
- Assisted the City's Purchasing Department and the Energy Coordinator in developing and negotiating the City's ESCO contract for energy performance contracting services;
- Drafted documents for and represented the Water Department with water charge appeals;
- Collected significant revenues in reimbursement and restitution claims;
- Assisted the municipal hearings officer in initiating appeal hearings process for Fire and ISD non-criminal fire protection tickets. Successfully disposed of the only case appealed to the District Court by working with property owner and the Somerville Fire Department to achieve fire safety compliance;
- Facilitated the City's efforts to develop and expand the community bicycle path;
- Drafted and negotiated a Memorandum of Agreement with DCR allowing the City to maintain Fellsway West;
- Initiated and conducted training of City employees and members of the public on municipal code enforcement, new laws relating to fire protection, public records law, and state ethics issues;
- Performed analysis of municipal health insurance legal constraints and reform measures, partnering with Rappaport Institute legal fellow to initiate extensive statewide review of issue;
- Worked with Finance Department and City permit-granting agencies to implement City Home Rule Petition allowing for effective methods of collection of overdue City fees, fines and charges;
- Played an active role in the collective bargaining negotiations with unions working for the School Department for the first time in the City's history;
- Participated in the hiring and interview process for new police officer and firefighter candidates and present employee promotions;
- Advised Mayor regarding negotiations, general labor matters, and interpretation and enforcement of collective bargaining agreements and disciplinary actions;
- Advised managerial employees and Board of Aldermen members regarding general labor matters, and interpretation and enforcement of collective bargaining agreements and disciplinary actions; and
- Continue to strive to assure neighborhood integrity through vigorous enforcement in the court system of the building code, fire code, state sanitary code, zoning ordinances, state wetlands act, health and other safety codes;

DEPARTMENT OVERVIEW

FY09 DEPARTMENT PRIORITIES: In FY09, the Law Department will continue to provide the City with high quality, informed legal services, and personal attention in a timely manner. Specific Law Department goals include facilitating the development of Assembly Square into the mixed use, transit-oriented development envisioned by the City, supporting quality economic development initiatives to bring the City new growth revenues, maximizing a timely Green Line extension, developing a first-class East Somerville Community School while ensuring maximal insurance and state funding commitments, serving as a proactive counsel and providing prompt attention to resolving and investigating smaller issues when they occur in an attempt to continue the reduction of new and costly lawsuits against the City. The Department will continue its goal of handling as many matters in-house as possible.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Law Office supports the Mayor's strategic goal to *Improve City Performance by Using More Effective Management Tools and Demanding Accountability* by providing legal services and supporting decision-making processes. To achieve this goal, the Law Department will continue to scrutinize the value of City contracts and assess the legal needs of the City.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS): In FY08, the Law Department strived to operate within the parameters of the adopted budget, and there were no significant variations from the adopted budget to the estimated actual budget. In fact, the bottom line FY08 budget will actually show surpluses reverting back to the City in the budgeted judgments and settlements account due to efficiencies realized in the Law Department's proactive claim and litigation resolution.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED): No significant changes.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, the percent of time that staff spends on each program was estimated. Salaries were allocated based on these percents. Additional personal services' spending was divided evenly among the programs. Ordinary maintenance spending was also divided by percent to each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In FY09, the Law Department will look into the legal possibilities for policies that would encourage more environmentally sustainable behavior by residents and businesses. They will also continue to advise the Mayor in working with state and federal agencies and other parties in achieving inaugural goals.

RESISTAT GOAL: POLICY

Consider policy to reduce bottled water use. Update 5/12/08: Per the Office of Sustainability and the Environment (OSE), there is a policy written. However, the City needs to determine how to implement this policy. (Some Progress Planned for FY09)

Develop strategy to discourage plastic bag use or encourage recycling. Update 5/12/08: The Office of Sustainability and the Environment (OSE) will discourage plastic bag usage through educational outreach as a FY09 goal. The Board of Aldermen has also been exploring legislative options. Update 6/4/08: Law Dept. drafted and ordinance concerning plastic bag recycling, and responded to implementation issues. Ordinance will be submitted to BOA on 6/12/08. (Some Progress Planned for FY09)

Push the FAA and/or other parties to address the significant increase in airplane noise from the change in flight patterns following the opening of the new runway at Logan Airport. (Some Progress Planned for FY09)

Rebuild East Somerville Community School. Update 5/12/08: The City and the Somerville Public Schools (SPS) are currently looking at options for renovation or new construction. This plan will be developed in FY09. Update 6/4/08: Law Department is providing legal support for insurance cost recovery, and school construction issues. (Longer-Term Goal)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	517,288	520,347	254,526	524,360
51115 SALARIES - MONTHLY	2,271	17,500	624	10,000
51410 LONGEVITY	850	850	425	850
51520 AUTO ALLOWANCE				
51532 HOLIDAYS - S.M.E.A.	231			
51540 PERFECT ATTENDANCE	100			
51920 SICK LEAVE BUYBACK				
TOTAL P-ACCT 51000	520,740	538,697	255,575	535,210
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT	710	400		400
53000 PROFESSIONL & TECHNCL SVC	4,935	7,000	412	7,000
53040 LEGAL SERVICES	56,011	100,000	23,623	100,000
53060 ADVERTISING				
53180 APPRAISALS				
53200 TUITION	371	4,000	330	4,000
53420 POSTAGE	6	150		150
53820 PHOTOGRAPHY		200		200
53900 SOFTWARE				
54200 OFFICE SUPPLIES	916	1,800	38	2,100
54201 OFFICE EQUIPMENT	994	5,200		5,200
54210 PRINTING & STATIONERY	236	400		400
54220 COMPUTER SUPPLIES		250		250
54230 PHOTOCOPYING		250	385	500
54240 BOOKS & BOOKBINDING	13,418	16,000	6,522	19,000
55870 MAGAZINES,NEWS,SUBSCRIPTS	531	750	237	750

57100	IN STATE TRAVEL	498	1,000	144	1,000
57300	DUES AND MEMBERSHIPS	2,025	5,000	1,825	5,000
57810	RECORDINGS	947	1,500	571	1,500
TOTAL P-ACCT 52000		81,598	143,900	34,087	147,450
TOTAL ORG	2501 FUNDING REQUIRED	602,338-	682,597-	289,662-	682,660-

DEPARTMENT NAME LAW
GENERAL FUND ORG NUMBER 2501

Position	Name	Current Base	Fiscal Year Base	TOTAL
CITY SOLICITOR	JOHN G. GANNON	1,809.05	94,432.41	94,432.41
ASSISTANT CITY SOLICITOR	MATTHEW J. BUCKLEY	1,488.00	77,673.60	77,673.60
ASSISTANT CITY SOLICITOR	ROBERT V. COLLINS	1,490.52	77,805.14	77,805.14
ASSISTANT CITY SOLICITOR	DAVID P. SHAPIRO	1,485.53	77,544.67	77,544.67
ASSISTANT CITY SOLICITOR	FRANCIS X. WRIGHT, JR.	1,497.14	78,150.71	78,150.71
LEGAL COUNSEL	ANNE M. THOMAS	1,497.43	78,165.85	19,541.46
PARALEGAL/LEGAL ASSISTANT	SUSAN M. TKACZUK	635.05	33,149.61	33,149.61
LEGAL ASSISTANT	PAULA GARTLAND	1,264.78	52,867.80	66,911.56
		1,268.63	13,193.75	
MUNICIPAL HEARING OFFICER	KENNETH JOYCE	833.33	10,000.00	10,000.00
				535,209.16

ORG 2501: LAW DEPARTMENT

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
COLLECTIVE BARGAINING/EMPLOYEE RELATIONS			
PERSONAL SERVICES	\$ 85,353.61	\$ 80,969.08	\$ 84,918.80
ORDINARY MAINTENANCE	\$ 3,335.00	\$ 6,014.00	\$ 6,619.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 88,688.61	\$ 86,983.08	\$ 91,537.80
<i>FTE FROM APPROPRIATIONS</i>	<i>1.08</i>	<i>1.00</i>	<i>1.00</i>
DRAFT DOCUMENTS AND ISSUE OPINIONS			
PERSONAL SERVICES	\$ 183,332.82	\$ 180,862.06	\$ 151,298.18
ORDINARY MAINTENANCE	\$ 6,999.00	\$ 11,660.00	\$ 12,784.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 190,331.82	\$ 192,522.06	\$ 164,082.18
<i>FTE FROM APPROPRIATIONS</i>	<i>3.00</i>	<i>2.85</i>	<i>2.85</i>
SELF INSURANCE			
PERSONAL SERVICES	\$ 27,952.14	\$ 24,572.44	\$ 24,568.08
ORDINARY MAINTENANCE	\$ 3,191.00	\$ 5,869.00	\$ 6,474.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 31,143.14	\$ 30,441.44	\$ 31,042.08
<i>FTE FROM APPROPRIATIONS</i>	<i>0.55</i>	<i>0.50</i>	<i>0.50</i>
LEGISLATIVE ADVOCACY			
PERSONAL SERVICES	\$ 23,266.66	\$ 28,583.08	\$ 31,001.29
ORDINARY MAINTENANCE	\$ 3,217.00	\$ 5,748.00	\$ 6,350.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 26,483.66	\$ 34,331.08	\$ 37,351.29
<i>FTE FROM APPROPRIATIONS</i>	<i>0.35</i>	<i>0.48</i>	<i>0.48</i>
LITIGATION			
PERSONAL SERVICES	\$ 122,669.69	\$ 137,266.86	\$ 157,998.38
ORDINARY MAINTENANCE	\$ 64,269.00	\$ 113,410.00	\$ 113,982.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 186,938.69	\$ 250,676.86	\$ 271,980.38
<i>FTE FROM APPROPRIATIONS</i>	<i>1.65</i>	<i>1.85</i>	<i>1.85</i>
ADMINISTRATION			
	\$ 78,791.12	\$ 79,271.49	\$ 86,664.27
<i>FTE FROM APPROPRIATIONS</i>	<i>1.37</i>	<i>1.32</i>	<i>1.32</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 602,377.04	\$ 674,226.00	\$ 682,658.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>8.00</i>	<i>8.00</i>	<i>8.00</i>

ORG 2501: LAW DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: COLLECTIVE BARGAINING/ EMPLOYEE RELATIONS

Description: Assist all departments with legal matters related to employees and unions in a fair and efficient manner.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of union contracts (FY07:actual number; FY08/FY09: estimates)	8	9	9
<u>Program Cost:</u>	\$88,688.61	\$86,983.08	\$91,537.00
<u>Cost per Output:</u>	\$11,086.07	\$9,664.78	\$10,170.77
<u>FTEs:</u>	1.08	1.00	1.00
<u>Outcome 1:</u> % of grievances settled successfully			
<u>Outcome 2:</u> % of department heads satisfied with the Law department's role in providing recommendations to help moderate employee grievances from my department (Department Head Survey)			

PROGRAM FY09 GOALS

1. Bargain and sign all nine union contracts, and serve as the City's representative on school bargaining unit negotiations pursuant to Mass. Ed. Reform Act.

PROGRAM FY08 GOAL REVIEW

1. Bargain and sign all nine union contracts, and serve as the City's representative on school bargaining unit negotiations pursuant to Mass. Ed. Reform Act (on-going).
2. Negotiate, interpret, and enforce collective bargaining agreements for the City's nine bargaining units (on-going).
3. Advise Department Heads in labor conflict management (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Moderate Employee Grievances and Disciplinary Actions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	30	42
<u>Description:</u> Moderate and resolve disputes between City departments and their employees in order to facilitate fair management and fair working conditions.			
<u>Output:</u> # of grievances/disciplinary actions addressed (FY07-FY09: Estimate from Personnel Department)			
Negotiate Contracts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	8	9	9
<u>Description:</u> Conduct negotiations with various unions. Establish affordable and reasonable contracts.			
<u>Output:</u> # of union contracts (FY07 & FY08: actual number of union contracts; FY09: estimate)			

ORG 2501: LAW DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: DRAFT DOCUMENTS AND ISSUE OPINIONS

Description: Draft and review legal documents and provide competent and effective legal advice to the Mayor, Aldermen, and departments to assist them in the performance of their duties.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of documents drafted and opinions issued (FY07: actual based on contracts, written and verbal opinions, MOUs, and agreements; FY08/FY09: Estimate)	23,342	27,670	27,830
<u>Program Cost:</u>	\$190,331.82	\$192,522.06	\$164,082.00
<u>Cost per Output:</u>	\$8.15	\$6.95	\$5.89
<u>FTEs:</u>	3.00	2.85	2.85
<u>Outcome 1:</u> % of department heads satisfied with the length of time it takes for the Law Office to respond to my unit's requests for assistance (Department Head Survey)			
<u>Outcome 2:</u> % of department heads satisfied with the Law department's role in providing assistance with all legal questions that arise from my department (Department Head Survey)			

PROGRAM FY09 GOALS

1. Organize three training seminars for employees regarding legal services including open meeting law.
2. Provide legal-related resources to department heads on newly-released intranet.

PROGRAM FY08 GOAL REVIEW

1. Organize training seminars for employees regarding legal services (on-going).
2. Work closely with Department Heads to discuss their legal needs (on-going).
3. Be a proactive resource for the Mayor, Board of Aldermen, and all City Departments (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Draft Standard Contracts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	325	341
<u>Description:</u> Draft proposals and standard contracts for City officials by request.			
<u>Output:</u> # of contracts signed (FY08 and FY09 estimate based on FY07 actual number of contracts signed)			
Provide Counsel	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	23,000	27,300	27,000
<u>Description:</u> Provide formal and informal counsel to clarify legal issues facing the City.			
<u>Output:</u> # of written and verbal opinions provided (FY07-FY09: Estimate based on 35 written opinions per day and 70 verbal opinions per day.)			
Issue Memorandums of Understanding	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	37	40	34
<u>Description:</u> Deal with legal issues that require clarification of rights and responsibilities of City officials and authorities vis-à-vis third parties or inter-agency parties. Achieve consensus among the parties which may serve as a base for future negotiations or actions.			
<u>Output:</u> # of MOUs written (FY08 and FY09 estimate based on FY07 actual number of MOUs written)			
Develop Land Disposition Agreements	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	5	6
<u>Description:</u> Develop agreements on behalf of City officials with land developers.			
<u>Output:</u> # of agreements entered into (FY08 and FY09 estimate based on FY07 actual number of agreements)			

ORG 2501: LAW DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: SELF INSURANCE

Description: Provide efficient and fair resolution of claims to protect the City against costly and unfair claims that negatively affect the functioning of government.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of investigated and resolved claims (FY07:actual number; FY08/FY09: estimates)	100	100	159
<u>Program Cost:</u>	\$31,143.14	\$30,441.44	\$31,042.00
<u>Cost per Output:</u>	\$311.43	\$304.41	\$195.23
<u>FTEs:</u>	0.55	0.50	0.50
<u>Outcome 1:</u> % of claims settled to the satisfaction of the City			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

PROGRAM FY08 GOAL REVIEW

1. Minimize the financial burden to the City (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Resolve Claims	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	287	300	400
<u>Description:</u>	Deny claims when no merit exists and settle when claims have merit. Fairly and efficiently protect the City from costly and unfair legal dispositions.		
<u>Output:</u>	# of claims pending (FY08 and FY09 estimated based on FY07 actual)		
Investigate	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	159
<u>Description:</u>	Gather information for the legal staff, determine the validity of claims, and provide guidance for the proper course of action.		
<u>Output:</u>	# of claims closed due to settlement or expiration of statute of limitations (FY08 and FY09 estimated based on FY07 actual)		

ORG 2501: LAW DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: LEGISLATIVE ADVOCACY

Description: Provide competent and efficient legal representation and advocacy regarding issues affecting the City that come before the State Legislature and the Board of Alderman.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of Home-Rule Petitions and ordinances (FY07: actual number of Home Rule Petitions plus ordinances; FY08/FY09: estimate)	50	45	42
<u>Program Cost:</u>	\$26,483.66	\$34,331.08	\$37,351.00
<u>Cost per Output:</u>	\$529.67	\$762.91	\$889.30
<u>FTEs:</u>	0.35	0.48	0.48
<u>Outcome 1:</u> % of city officials satisfied with service provided			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Increase legislative advocacy role to include networking with State Legislators and Aldermen to educate them regarding the City's need for passing State legislation and City home rule petitions.

PROGRAM FY08 GOAL REVIEW

1. Increase legislative advocacy role to include networking with State Legislators and Aldermen to educate them regarding the City's need for passing State legislation and City ordinances (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Pass Home-Rule Petitions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	15	15
<u>Description:</u> Enable beneficial City proposals to pass legislation by winning the approval of legislators and the votes of legislative bodies.			
<u>Output:</u> # of HRP drafted (FY07 actual, FY08 actual through 5/30/8, FY09 estimate)			
Draft Ordinances	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	30	27
<u>Description:</u> Assist City officials in establishing ordinances to protect the best interests of the City and its citizens.			
<u>Output:</u> # of ordinances drafted (FY07 actual, FY08 actual through 5/30/08, FY09 estimate)			

ORG 2501: LAW DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: LITIGATION

Description: Provide the city with competent and effective legal representation in court.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of cases and appeals (FY07: actual number of appeals plus cases FY08/FY09: estimate)	130	86	115
<u>Program Cost:</u>	\$186,938.69	\$250,676.86	\$271,980.00
<u>Cost per Output:</u>	\$1,437.98	\$2,914.84	\$2,365.04
<u>FTEs:</u>	1.65	1.85	1.85
<u>Outcome 1:</u> % of clients satisfied with service received			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Provide legal assistance where necessary to support the Mayor's inaugural goals.

PROGRAM FY08 GOAL REVIEW

1. Reduce the number of cases that go to litigation (on-going).
2. Use in-house legal capacity for all litigation matters (on-going).
3. Obtain case management software to better track current and past cases (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Legal Representation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	71	87
<u>Description:</u> Provide the City with competent and effective legal representation in cases that arise within City departments in federal, state and district courts (e.g., contracts, employment, land use appeals, enforcement of codes, civil rights, torts, property damage, personal injury, election law, bankruptcy of City taxes).			
<u>Output:</u> # of cases handled (FY07 actual, FY08 actual through 5/30/08, FY09: estimate)			
Attend Administrative Law Hearings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	15	28
<u>Description:</u> Provide effective and competent legal representation for the City in cases concerning administrative procedures before federal and state administrative agencies (e.g., Appeals to Civil Service Commission or State Labor Relations Commission, and Appellate Tax Board).			
<u>Output:</u> # of appeals handled (FY07 actual, FY08 actual through 5/30/08, FY09: estimate)			

DEPARTMENT OVERVIEW

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

DEPARTMENT ORGANIZATION: The Mayor's Office of Strategic Planning and Community Development is led by the Director's Office (i.e. Administration) which includes a staff of nine and is then divided into five functional divisions – Economic Development, Housing, Transportation & Infrastructure, Planning, and Inspectional Services. In order to better understand how the budgets and resources are tracked for these functional areas, please note the following:

The Office of Strategic Planning budget proposal has been restructured to more accurately reflect the functional operations of the department. The proposal is broken out into the following seven programs which align with the seven orgs:

- Administration
- Economic Development
- Housing
- Transportation & Infrastructure
- Planning
- Inspectional Services
- Somerville Redevelopment Authority

To carry out the responsibilities within each division, OSPCD has 58 positions. In addition, the Office of Strategic Planning and Community Development facilitates and coordinates the efforts of 24 board members serving on five boards and commissions.

OSPCD **Administration** provides support and oversight to all of OSPCD. This is in large part focused on managing the department's locally funded budget, personnel, contractual resources, and awarded grant funds. The Administration also manages and oversees large projects such as the mixed-use development at Assembly Square and the Green Line extension project. The Administration is committed to enhancing communication and collaboration among the divisions and does so through regular communication, trainings and an annual all-staff retreat.

The **Economic Development** division continues to utilize the tools of smart growth and transit oriented development to facilitate economic opportunity across the City. Business development efforts will include continuing support of the Main Streets Programs and Storefront Improvement Program, partnering with ACCION USA and other financial institutions to provide small business loans, and enhanced business

DEPARTMENT OVERVIEW

retention, attraction, development efforts. The division is also focused on facilitating real estate development opportunities by identifying opportunity sites, determining infrastructure needs, and identifying funding available to build a cadre of “shovel ready” sites in Somerville.

The **Housing Division** coordinates a number of important functions, including: financing the development of large affordable housing projects such as the VNA Assisted Living project, SHA Capen Court project, and SCC St. Polycarp’s Village; administering the housing rehabilitation and expanded lead abatement programs; and managing the Inclusionary Housing Program, Condominium Conversion Review Board, Fair Housing Commission, Down Payment and Closing Cost Assistance and the Affordable Housing Trust Fund.

The **Transportation and Infrastructure Division** serves as a City representative to local, regional, and state transportation planning organizations, applies for transportation-related funding, and manages transportation studies, contracts, and grants. In addition, the Transportation and Infrastructure division plans, designs, and manages the reconstruction of parks within the City, and oversees open space planning.

The **Planning Division** conducts and coordinates review of development projects that require approval by the Planning Board and/or Zoning Board of Appeals. They also coordinate design review of projects by the Citywide and the Assembly Square Design Review Committees. In addition, Planning Staff identify needed changes to the Somerville Zoning Ordinance and the Rules and Regulations of the Permit Granting Authorities, researching and drafting language for adoption.

The **Inspectional Services Division** is divided into two teams: Buildings and Health. The Buildings Division is responsible for reviewing construction plans, issuing permits, inspecting properties, assisting residents and other tasks involved in development and improvement of property. In addition, they are responsible for enforcing City ordinances concerning these issues. The Health Division works to provide all residents and community members with consistent and high quality education, code enforcement, emergency services and support to improve health and safety in the City of Somerville.

The **Somerville Redevelopment Authority** has all of the powers granted to redevelopment authorities under G.L. c. 121B, including the adoption and implementation of urban renewal plans. In designated urban renewal areas, the SRA has the power to acquire properties by eminent domain, but the SRA also has the power to acquire properties for economic development in non-urban renewal areas by consensual purchase. The SRA is staffed by OSPCD.

Throughout the upcoming fiscal year, the Office of Strategic Planning and Community Development will continue to orient itself towards providing the highest level of

DEPARTMENT OVERVIEW

assistance and services to residents and others to help facilitate the priorities of the Mayor and the City of Somerville.

FY08 ACCOMPLISHMENTS:

Administration Division:

1. Manage Large Projects

Assembly Square:

- Facilitated review and approval of a Special Permit with Site Plan Review for construction of a 340,000 square foot IKEA store relocated away from its previously approved location on the Mystic River, and a new roadway, Assembly Square Drive, which will become the main boulevard of the fully built out Assembly Square mixed-use development
- Worked with the Mayor's Office, Board of Aldermen, and community to successfully negotiate a Local Hiring Agreement with IKEA, giving Somerville and East Somerville residents' preference in the IKEA hiring process. This agreement is only one of three IKEA local hiring agreements nationwide
- Held two community meetings (Ten Hills and East Somerville) to inform and engage the community on the development at Assembly Square
- Received \$1,000,000 in donations from IKEA for Parks & Open Space and other municipal purposes, as required in the development covenant
- Continued to work on the preliminary design and Federal Transit Administration (FTA) funding of the new MBTA Assembly Square Orange Line station

2. Organizational Change

- Implemented quarterly OSPCD newsletter
- Held 1st Annual OSPCD staff retreat
- Created 1st Citywide Economic and Community Development Bus Tour
- Recruited and hired five new staff members in Economic Development, one new staff member in Parks & Open Space, two new staff members in Planning, one new staff member in Transportation and Infrastructure and two new staff members in Housing.
- Recruited and managed six plus interns who assisted the City in the areas of GIS mapping, foreclosure prevention, historic preservation, HUD Consolidated Planning, parks & open space planning, and economic development.
- Facilitated and managed the implementation of the annual non-union staff performance evaluations department-wide

3. Manage Department's Finances

- Drafted and submitted the Five Year Consolidated Plan for the Department of Housing and Urban Development (HUD). This plan was approved on April 23, 2008 by HUD with no revisions.
- Drafted and submitted the One Year Action Plan for HUD.

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- Assisted the Finance Office with the City’s outside audit.
- Upgraded computer and phone systems department-wide.
- 4. Secure Outside Resources for Strategic Planning and Community Development**
 - Secured \$100,000 from the state through the 43D Expedited Permitting program.
 - Secured \$20 million in transportation and infrastructure funding in the State’s Transportation Improvement Plan (TIP) from MPO.
 - Applied for and received \$3,836,281 in Housing and Urban Development (HUD) Community Development Block Grant, Emergency Shelter Grants, and HOME entitlements
 - Secured \$494,942 in new Urban Self Help grants for parks and open space design and redevelopment.
 - Applied for additional resources from the following programs:
 - MORE Jobs – Applied for a grant to support the new infrastructure in Assembly Square.
 - Enhancement Funds – Applied for funding towards the Lower Broadway Streetscape Design.
 - Transit Oriented Development Grant – for support of the Max Pak project.

Economic Development Division:

1. Promote Development in Underutilized and Strategic Locations:

Union Square:

- Facilitated focus groups and community meetings / presentations to engage the community in a dialogue around the Union Square Zoning amendment
- Drafted new zoning language responsive to community concerns, proposing new Transit Oriented Districts, Commercial Corridor, and Arts Overlay Districts, which proposed revisions to parking requirements, new design guidelines, and the creation of an Open Space Stabilization Fund and a Payment in-lieu of Parking Fund.
- Revised the District Improvement Financing feasibility study and worked with the Assessor’s office to continue to evaluate this financing strategy
- Drafted scope of work for Union Square Transportation and Infrastructure plan with EOT
- Successfully applied to the State’s 43D Expedited Permitting Program and selected a preferred vendor to implement the grant funding for Kiley Barrel and Public Safety Building sites

Inner Belt / Brickbottom:

- Published “Edge as Center,” a report on the Brickbottom design competition

Davis Square:

- Completed the Request for Qualifications for the development of a 100+ room hotel on City owned property in Davis Square

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- Facilitated discussion on the potential benefits of a Business Improvement District (BID) with community leaders

Other:

- Presented the Municipal Property Review Committee report, analyzing consolidation and disposition scenarios
- Prepared and issued Harris Park Request for Proposal
- Prepared and issued West Somerville Police Substation Request for Proposals; secured lease for East Somerville Substation

2. Support Existing and New Businesses

- Updated Site Inventory and made it accessible to all City staff through the intranet
- Improved application and process to re-launch the Storefront Improvement Program including “job creation” activities outside of LMI areas
- Continued to produce the “Talking Business” TV show to promote small businesses, city programs in Somerville, and historic rehabilitation successes
- Expanded the “Business Welcome Kit” to inform the business community about federal, state and city programs, services, and resources available to them
- Translated Business Welcome Kits into Spanish, Portuguese and Haitian Creole
- Developed schedule of Business Workshops in conjunction with the two Main Street organizations for new and existing businesses
- Hosted three business workshops

3. Promote the Historic Character and Assets of Somerville

- Presented summary report with recommendations for Expansion of Local Historic Districts (LHDs) to Board of Aldermen at three public meetings
- Researched, photographed and completed 7 property surveys to determine historic eligibility
- Reviewed and issued decisions on 50 alteration or repair/maintenance applications and 19 demolition applications
- Prepared and presented, in collaboration with Law Department, a draft of the Demolition by Neglect Ordinance to Board of Aldermen
- Met with City’s ADA Commission Coordinator to review conditions, assess progress and draft work specifications for Accessibility Feasibility Study at West Branch Library
- Initiated feasibility study for creating Historic Loan Program targeted to eligible property owners
- Developed a Flag Raising Re-enactment, and Patriot’s Day Celebration in concert with additional local organizations, and co-sponsored with Somerville Museum
- Designed and co-sponsored with various local organizations (East Somerville & Union Square Main Streets Programs, Bike Committee, and Historic Somerville) walking and biking tours, and re-enactment events to

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- showcase City’s historic assets to local community and wider regional public, stimulating tourism and investment
- Organized and executed Annual Preservation Awards Program honoring 12 historic properties
- Collaborated with Somerville High School on heritage education and community pride project
- Initiated and coordinated with local real estate offices two heritage tourism projects (Preservation Awards Exhibit of SHS artwork and Real Estate Continuing Education Course on Historic Preservation)
- Highlighted community’s historic character and needs through development, marketing, and sales of “Preserving Somerville” merchandise

Transportation and Infrastructure Division:

1. Transportation

- Participated in Regional Transportation Planning
- Represent the Mayor on the Metropolitan Planning Organization (MPO)
- Participated in Urban Ring Planning
- Presented at TIP day on April 18, 2008

2. Increased Access to Transit

Green Line Extension Planning

- Participated in the Green Line Public Advisory Group
- Convened the Green Line “PAC Plus” group to include a larger group of stakeholders in discussions around station locations and maintenance facilities
- Initiated Green Line Land Use Planning Committee
- Attended station locating meetings and focus groups

Improved Roadways

- Completed 25% designs of the Lower Broadway Streetscapes Project

Increased Bike and Pedestrian Access

- Completed design and initiated remediation and construction of The Park at Somerville Junction (formerly the CHA Lot)
- Installed 50 new bike racks throughout the City
- Striped bike lanes the full length of Beacon Street

3. Parks and Open Space

- Officially opened Allen Street Community Garden and Durell Pocket Park Community Garden, two new additions to the City’s public open space
- Completed construction of Perry Park and Stone Place Park, with official public reopenings in September 2007
- Completed construction of the Ed Leathers (Kemp Nut) Park
- Leveraged \$495,000 in an Urban-Self Help grant to finance design and construction of Central Hill Park; initiated and completed design portion
- Dedicated 4.3 acres of Central Hill Park to permanent open space

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- Initiated design of Albion Park, Grimmons Park, Hodgkins-Curtin Park, 111 South Street Off Leash Recreation Area and Zero New Washington Street Off Leash Recreation Area
- Planted approximately 96 trees throughout HUD eligible areas of the City
- Prepared and completed a study of vendor options and program requirements for the establishment of a tree inventory program
- Updated the City website as part of public education and outreach on current Parks and Open Space projects
- Assisted with the Parks Signage project, managed by SomerStat
- Initiated and coordinated the public process for the revision of the Open Space and Recreation Plan and drafted extensive sections of the plan

4. Community Path

- Won appeal that secured \$200,000 EPA Brownfield Grant for clean-up at the Park at Somerville Junction. Also, completed Alternative Analysis for Clean-up and held a public meeting on clean-up and park design
- Completed 100% design of the Park at Somerville Junction, developed an Invitation for Bid and won a bid protest appeal so that park construction could proceed
- Shared information on Community Path extension along Green Line with Green Line Planners

Planning Division:

1. Zoning Amendments

- Drafted and passed a zoning amendment revising the T Table of Permitted Uses to eliminate or require special permit review of undesirable, hazardous, noxious, or auto-oriented uses, and to establish car-sharing as an allowed use
- Drafted zoning amendments to require removal of abandoned satellite dishes, clarify the review authority for Planned Unit Developments, and establish a process to revise special permits, consistent with MGL Ch40A

2. Process Change

- Eased permitting process through revised administrative practices, increased availability of information, and earlier review of proposals
- Formed subcommittee of Staff and Board members to draft revisions to the Rules and Regulations governing the Planning Board and Zoning Board, correcting inconsistencies, eliminating unnecessarily duplicative processes, and updating fees
- Created new application form to summarize information more clearly and provide a list of regularly scheduled meetings.

Housing Division:

1. Boards / Commissions / Agencies ***Condominium Review Board***

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- Processed 200 Condominium Conversions in FY08
- Continued meetings of the Condominium Conversion Ordinance Working Group to create more appropriate and operational condominium conversion ordinance, seeking input from a wide range of sectors affected by the ordinance

Affordable Housing Trust

- Awarded \$65,000 in grants to agencies targeting housing-related programs serving low and moderate income households. Distributed RFP for \$65,000 in grants for upcoming fiscal year
- Committed and disbursed over \$400,000 in loans for low and moderate income housing development, including \$250,000 to SCC's St. Polycarp's Phase I and \$180,000 to RESPOND's DV Shelter
- Assisted 10 Moderate-Income Homebuyers with Closing Cost Assistance grants of \$5,000 each
- Increased contract with Somerville Community Corporation to provide rental assistance to low-income households through a two-year Tenancy Stabilization Pilot Program by \$25,000
- Initiated Strategic Visioning Process with Trustees

Fair Housing Commission

- Updated "The Tenant's Helper: A Guidebook for Renters"
- Assisted three Somerville residents with housing discrimination cases, two of which were referred to a higher body to file a complaint against the landlord
- Conducted Landlord Fair Housing Training for Fair Housing month
- Continued outreach through distribution of flyers in six languages

2. Education / Outreach

Foreclosure Prevention:

- Commissioned study on Foreclosure Prevention by Harvard Kennedy School of Government intern
- Updated Website with multiple resources for homeowners at risk of foreclosure
- Created FAQs for 311 Call Center and Mailer for Homeowners

3. Housing Development / Rehabilitation

Housing Development:

- Temple Street Condominiums: The last unit of this 15-unit condominium development was sold and occupied during this year. Developed by SCC, the development consists of two and three bedroom homeownership units, providing family-size households with affordable homeownership options. Eight of the units are affordable to households earning up to 80 percent of AMI. The remaining 7 units are affordable to households earning up to 100 percent of AMI.
- 109 Gilman Street: Also owned by SCC, the building at 109 Gilman Street was rehabilitated to house six affordable rental units. Four of the units are

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affordable to households earning up to 80 percent of AMI, while two are affordable to households earning up to 30 percent of AMI and formerly homeless, made possible by a McKinney Grant from HUD. The Somerville Affordable Housing Trust also contributed funds for acquisition costs. This project was completed and occupied in Winter of 2008.

- Visiting Nurse Assisted Living Development at Conwell School: The VNA has initiated construction of its second assisted living facility in Somerville. Located on the old Conwell School property in West Somerville, the project includes 99 units of assisted living, 72 of which will be affordable. The remaining 27 units will be rented at market-rate. The project is slated for completion in Spring of 2009.
- Domestic Violence Shelter: The City and the Somerville Affordable Housing Trust Fund both funded this project that provides 8 units of emergency shelter for women and their children fleeing domestic violence, all of which will be affordable. The project was completed and occupied in April 2008.
- St. Polycarp's Phase One: Somerville Community Corporation is developing this rental building on the site of the former St. Polycarp's parish. Phase One will consist of 24 affordable rental units. Two of the units will be reserved for formerly homeless households, made possible through a McKinney grant. Three of the units will be handicapped accessible. This building will also have retail and office space on the first floor. Phase Two of the development will add 65 homeownership units to the project.
- Capen Court Housing Development: The City committed funds to this project being developed by the Somerville Housing Authority. This development will demolish 64 units at the existing Capen Court elderly public housing development and replace them with 95 units in a four-story elevator building. The building will connect to the Visiting Nurse Assisted Living Building at the Conwell School to allow residents to access services.

Housing Rehabilitation:

- Provided loans for the rehabilitation of 26 Somerville homes
- Provided loans for the replacement of 6 heating systems in Somerville homes

Lead Abatement:

- 52 Somerville housing units received loans for lead abatement

Inclusionary Housing Units:

- Successfully marketed and sold 8 units to eligible low and moderate-income households. Roughly 10 units in production currently.

4. Home Ownership Programs

First Time Home Buyer Training:

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- Supported Somerville Housing Authority in offering courses by providing outreach to interested participants and information on City programs for First Time Homebuyers.

Closing and Down Payment Assistance Program:

- Provided Closing Cost Assistance to 7 households in the amount of \$5,000 per household and Down Payment Assistance to 3 households for up to 15% of the purchase price of their home.

5. Homelessness Prevention

Tenant Based Rental Assistance:

- Assisted 9 Households through Somerville Homeless Coalition's PASS program, for a total of 78 months of subsidized rent
- Assisted 31 formerly homeless young adults through Wayside Youth and Family Support Network, 11 of whom transitioned to permanent housing

Continuum of Care:

- Awarded over \$1.9 million for programs serving Somerville's homeless population
- Created one new permanent housing program to increase permanent housing stock by 5 units for chronically homeless individuals

Inspectional Services Division

1. Permit Issuance

- Issued over 1,800 building permits

2. Construction Inspection

- Issued a stop work order at 515 Somerville Avenue for failing to comply with conditions of approval. Worked with the owner, Department of Environmental Protection, neighbors, and the developer to address issues and move the project forward

3. Code Inspection

- Served on the Neighborhood Impact Team
- Drafted and released in RFP for a fully subsidized modular news rack program
- Implemented Shopping Cart Ordinance in September of 2007

4. Process Improvement

- Improved citywide customer service by working with 311 to successfully transition all calls to the Health Division over to 311
- Designed and purchased jackets for all Inspectors to better identify them while working in the field
- Held first annual training with the Department of Environmental Protection on environmental regulations and procedures
- Attended LEED training for "Technical Reviews: New Construction" to improve the knowledge base of the department in sustainable development

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FY09 DEPARTMENT PRIORITIES & HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

In FY09, the Mayor's Office of Strategic Planning and Community Development will focus on the Mayor's priority of promoting economic development that makes the City of Somerville an exceptional place to live, work and play.

Administration:

1. Manage Large Projects

- Initiate update to City's Comprehensive Plan (adopted in 2004). Prepare background trends reports in summer 2008 and work with Mayor and Board of Aldermen to design and kick off the public input process in the fall.

Assembly Square:

- Facilitate the submission and review of a revised Master Plan and Phase 1A (Mixed-Use residential) applications
- Continue to collaborate with the MBTA and Federal Realty Investment Trust (FRIT) on the planning and design of the Orange Line T Station
- File a joint application with FRIT for the State's Infrastructure Improvement Incentives Program (I-Cubed) to fund infrastructure in Assembly Square

2. Organizational Change

- Lead a permit streamlining initiative including relevant OSPCD divisions, community members, and the business community in the process
- Produce a department wide newsletter on a quarterly basis
- Hold annual department wide retreat

3. Manage Department's Finances

- Develop the City's 2009-2010 HUD Action Plan
- Compile the City's 2008-2009 HUD Performance Report
- Develop FY10 OSPCD Budget Request for Appropriations
- Write grants management policies and procedures
- Hire intern to assist in financial accounting and reconciliation work

4. Secure Outside Resources for Strategic Planning and Community Development

- Continue to pursue outside resources to support projects within OSPCD

Economic Development Division:

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1. Promote Development in Underutilized and Strategic Locations:

Union Square:

- Identify needed infrastructure and transportation improvements in the area and develop cost estimates for the work
- Prepare an application and plan for District Improvement Financing (DIF)

Inner Belt / Brickbottom:

- Secure consulting services to work with the community and stakeholders on a master development plan for the district

Davis Square:

- Continue to participate in Davis Square community planning processes
- Provide information and technical assistance to consider the possible creation of a Business Improvement District (BID)
- Evaluate responses to the Davis Square Hotel Request for Qualifications and Request for Proposal to select a development team to construct and operate hotel and public parking facility

Other:

- Facilitate review of proposals submitted as part of the Harris Park potential land swap and submit Mayor’s recommendations to the Board of Aldermen
- Complete space needs analysis and facilities master plan for the City of Somerville operations and School Department administration
- Leverage local, state and Federal funds to promote the redevelopment of brownfield sites across the City.
- Hire interns to begin work on a Boynton Yards Master Plan, complete a Land Use Inventory, and complete a Housing and Population trends report.

Green Line Planning

- Facilitate the Green Line Land Use Planning Committee

2. Support Existing and New Businesses

Develop a Business Visitation Program:

- Prepare a survey instrument and gather data about existing businesses
- Maintain and regularly update a database of available commercial spaces

Develop a Business Marketing Strategy:

- Draft a business marketing strategy including a needs assessment of current businesses and an analysis of Somerville’s competitive advantages and/or impediments to attracting businesses in growth sectors of the regional economy

Promote Growth Industries in Somerville:

- Conduct a formal cluster analysis to identify growth industries in Somerville
- Hire intern to study the creative design industry in Somerville.

Provide Small Businesses Assistance:

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- Facilitate technical assistance workshops for small business owners on topics such as business plan writing, financial literacy, marketing and business growth.
- Work with ACCION to give out 12 small business loans
- Hire intern to develop and promote small business workshops

Encourage Support of Local Businesses:

- Continue the “Talking Business” public access TV show that highlights and promotes local businesses in Somerville

3. Promote the Historic Character and Assets of Somerville

- Review the current zoning and licensing requirements for Bed and Breakfasts and make recommendation on how B&B’s can add to the local economy and help preserve historic structures
- Finalize research to determine the feasibility of a private loan program for Historic Property owners
- Continue to host events that foster community pride in the City’s history and encourage reinvestment in its historic assets
- Collaborate with a local business to further execute the preservation master plan for the Milk Row Cemetery
- Submit to BOA recommendations for expansion of Local Historic Districts in groups of properties organized around different architectural styles and other themes together with affidavit of understanding of program requirements.
- Hire intern to assist with historic preservation events and community outreach.

Transportation and Infrastructure Division:

1. Transportation

Participate in Regional Transportation Planning

- Represent the Mayor on the Metropolitan Planning Organization (MPO)

Increased Access to Transit

- Advocate for additional bus service and bus shelters throughout the City

Green Line

- Participate in the EOT’s Green Line Public Advisory Group
- Coordinate the Green Line PAC “Plus” group while station locations are being determined

Improved Roadways

- Initiate the transportation study and design of I-93 / Mystic Avenue
- Complete design of streetscape plan for Lower Broadway and secure funding
- Seek funding for the design and construction of Beacon Street and Magoun Square

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Increased Bike and Pedestrian Access

- Implement a pilot of the Mayor's Safe Start initiative to increase pedestrian safety
- Install ADA improvements at three locations in the City
- Serve as a liaison on a variety of pedestrian / bike oriented committees and organizations

2. Parks and Open Space

- Complete the design of: Zero New Washington Street Off Leash Recreation Area, 111 South Street OLRA, Albion Park, Grimmons Park, and Hodgkins-Curtin Park
- Complete the construction of: the Park at Somerville Junction, Zero New Washington Street and Highland Road Gardens
- Complete reconstruction of Central Hill Park
- Begin construction of: Albion, Grimmons and Hodgkins-Curtin Parks
- Manage the planting of at least 110 trees throughout HUD eligible areas of the City.
- Complete the 2008-2013 Open Space and Recreation Plan
- Hire interns to assist in the Tree Inventory and 2008 - 2013 Open Space and Recreation Plan.

3. Community Path

- Advocate for including the expansion of the Community Path in the environmental review for the Green Line extension
- Ensure the Community Path improvements in Davis Square funded through the TIP are implemented

Planning Division:

1. Zoning Amendments

- Submit final Union Square Zoning Amendments for adoption and ordination
- Analyze the effectiveness of the Residence-A (RA) and Residence-B (RB) zones in Somerville and make recommendations on how the zoning could be modified to maintain and enhance the character of the City of Somerville and the quality of life for its residents; consider and propose amendments to SZO
- Complete study of parking standards; propose amendments to SZO
- Propose amendments needed to support process changes
- Hire intern to do data gathering and preliminary analysis on the RA / RB Zoning Districts.

2. Process Changes

- Request Boards to vote for amendments to Rules and Regulations of Permit Granting Authorities, in order to accomplish the following objectives: schedule public hearings earlier in the review process (consistent with MGL Ch40A); clarify review of each SPGA in project review; establish operational guidelines

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for Zoning Administrator; update fees to reflect actual costs; improve public information.

- Implement file scanning, reorganization, and archival project
- Make other changes needed in response to updated Rules and Regulations, e.g., to application forms, public information sheets, and website
- Complete new design of website and initiate staff updating of its contents
- Produce an Annual Report summarizing the work of the Planning Division

Housing Division:

1. Boards / Commissions / Agencies

Condominium Review Board:

- Process 250 Condominium Conversions
- Work to get Aldermanic approval of proposed Condominium Conversion Ordinance and implement changes once approved.

Affordable Housing Trust:

- Award \$80,500 in grants to agencies targeting housing-related programs serving low and moderate income households.
- Disburse \$250,000 in Trust HOME funds to SCC’s St. Polycarp’s Phase I and commit additional funds towards new housing developments as proposed
- Implement new Strategic Vision

Fair Housing Commission:

- Conduct annual update of “The Tenant’s Helper: A Guidebook for Renters”
- Assist Somerville residents with housing discrimination cases
- Conduct Fair Housing Training for Fair Housing month
- Continue outreach in coordination with Lead Program with focus on discrimination on families with children

2. Education / Outreach

Foreclosure Prevention:

- Implement strategies suggested in study on Foreclosure Prevention prepared by Harvard Kennedy School of Government intern
- Continue to update the website with resources for homeowners at risk of foreclosure as they become available
- Partner with SCC to explore new opportunities for purchase and rehab of foreclosed properties
- Explore possibility of Post-homeownership counseling to prevent foreclosures

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3. Housing Development / Rehabilitation

Housing Development:

- Commit \$800,000 in HOME funds to the Somerville Housing Authority for the development of 95 units of low-moderate income housing for the Capen Court project
- Commit \$750,000 in HOME funds to SCC for the development of 44 units of affordable rental housing as part of the redevelopment of the St. Polycarp's parish
- Hire interns to study the Inclusionary Zoning Ordinance, Affordable Housing strategies in large-scale developments, and the aging population in Somerville.

Housing Rehabilitation:

- Rehabilitate 30 housing units

Lead Abatement:

- Implement final year of the \$3 million in Lead Abatement Demonstration grant to be used to facilitate comprehensive abatement of 240 housing units over three years

4. Home Ownership Programs

First Time Home Buyer Training:

- Support Somerville Housing Authority in offering courses by providing outreach to interested participants and information on City programs for First Time Homebuyers

Closing and Down Payment Assistance Program:

- Provide Closing Cost Assistance to 15-20 households in the amount of \$5,000 per household and Down Payment Assistance to 2-3 households for up to 15% of the purchase price of their home

5. Homelessness Prevention

Tenant Based Rental Assistance:

- Support for Tenancy Stabilization Program administered by SCC and funded by the Somerville Affordable Housing Trust Fund

Continuum of Care:

- Support for six outside service agencies through the City's Emergency Shelter Grant Program
- Provide technical and monetary support to the Somerville Homeless Providers Group to reduce homelessness in Somerville
- Apply to HUD for over \$2 million of funds for local Homeless Providers

Inspectional Services Division

1. Permit Issuance

- Issue 1,770 Building Permits

2. Construction Inspection

- Inspect new construction on large projects such as Assembly Square, VNA, Somerville Housing Authority, and St. Polycarps.

3. Code Inspection

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- Continue to serve on the City's Neighborhood Impact Team to improve health and safety in the community
- Select a vendor and initiate a contract related to the modular news rack program
- Continue to oversee Quality of Life Ordinance

4. Process Improvement

- Improved citywide customer service by working with 311 to successfully transition all calls to the ISD Division over to 311
- Improve ISD website to include links to related agencies and resources
- Develop new educational materials and add to existing website to improve public information
- Hold second annual training with the Department of Environmental Protection on environmental regulations and procedures

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED

ACTUALS): Based upon monthly reviews of headcounts, expenditures, and approaching procurement issues, OSPCD projections indicate that all OSPCD divisions will be at or under budget by the end of fiscal year 2008. A number of budget changes occurred in FY08, the largest of these changes was collective bargaining settlements and for Units A & B during the year which added \$42K to the Inspectional Services Department budget. Inspectional Services Department also received an increase of \$15K to its overtime budget to fund increased response to fires and other emergency situations. OSPCD (Org. 2910) requested and received an increase of \$15K to fund needed appraisals to municipally owned properties in the Davis Square area. A reorganization of planning and economic development staffing, as well as accounting staff modifications generated a number of salary adjustments during the course FY08. However, these changes were absorbed within existing overall resources in FY08 and did not necessitate an increase to the overall department's Appropriations resources. Vacancies in various positions in FY08 will contribute offsetting savings to some of the above increases.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): As OSPCD seeks to align City Appropriated resources with its current organizational structure, the department is also continuing to maximize the use of federal grants and other outside funds. OSPCD will see a \$55K decrease in City Appropriated resources from the FY08 estimated actuals to the FY09 recommended request. Among the more significant items where fewer City Appropriated resources will be required are: \$15K in Ordinary Maintenance for the one-time Davis Square appraisals, \$7K of decreased overtime for the Inspectional Services Department (which is still an \$8K increase for this line-item from the FY08 original budget which will allow continued enhanced emergency coverage of Health & Building issues), and the remaining reductions stemming mostly from increased leverage of federal grant resources for Housing and other OSPCD staff.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of

DEPARTMENT OVERVIEW

Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

As this department deals with long-term projects, many of the goals involve progress or completion of projects that started in previous fiscal years. These include park renovations, Assembly Square traffic mitigation and air-quality monitoring, and a land and building use inventory and analysis. A few involve new initiatives, like the Davis Square Hotel project, and exploring necessary zoning changes to support such initiatives. A number of goals involve supporting and strengthening local businesses and business districts through business associations, micro-loans, and storefront improvement grants.

The Inspectional Services Division has its own list of goals as this division deals with much more immediate resident issues. Most of these resident goals involve addressing trash and other code violations, particularly in neighborhoods with a high number of commercial and industrial businesses.

DRG 2910: OFFICE OF STRATEGIC PLANNING AND COMMUNITY DEVELOPMENT

RESISTAT GOAL: BUSINESS DEVELOPMENT

Issue RFQ for developers interested in Davis Square Hotel. Update 5/19/08: The Office of Strategic Planning and Community Development (OSPCD) will issue the RFP and select a developer in FY09. (To Be Completed in FY09)

Re-Zone Union Square. Update 5/19/08: Zoning will be submitted to the Board of Aldermen before 1/1/2009. (To Be Completed in FY09)

Establish outreach to Teele Square businesses and create a business group with Square businesses if possible. Update 6/3/08: The neighborhood is not eligible for Federal Community Development Block Grants (CDBG), but the City's Economic Development office will work with the Ward 7 Alderman in organizing such a business group. (Some Progress Planned for FY09)

Help the State to find way to mitigate impact of a Green Line maintenance facility, including these options (a) find another location, (b) find a way to reduce noise from that yard (e.g. underground maintenance facility), or (c) failing that, offer other positive benefits to Brickbottom residents to offset the negative effects of the facility. Update 5/19/08: the Office of Strategic Planning and Community Development (OSPCD) and the Mayor's Office will monitor plans for this project and work to mitigate community impact and maximize development potential. (Some Progress Planned for FY09)

Initiate "Winter Hill Main Streets" Update 5/9/08: The area is not eligible for federal Community Development Block Grant (CDBG) so there is no existing funding available to establish an official Main Streets group. However, the Office of Strategic Planning and Community Development (OSPCD) will carry out a study of all major business districts, including Winter Hill, to determine what kind of businesses will succeed in the area and to market the area to prospective businesses. (Some Progress Planned for FY09)

Provide outreach to Lower Broadway small businesses through micro-loans and storefront renovation grants. Update 5/19/08: Micro-loans and storefront improvement grants are a major part of the Office of Strategic Planning and Community Development's (OSPCD) business development goals for FY09. East Somerville Main Streets will also play a key role in supporting these initiatives. (Some Progress Planned for FY09)

Try to keep Ball Square storefronts from being empty and unused. Update 5/19/08: the Office of Strategic Planning and Community Development (OSPCD) will carry out a study of all major business districts, including Ball Square, to determine what kind of businesses will succeed in the area and to market the area to prospective businesses. (Some Progress Planned for FY09)

RESISTAT GOAL: OUTREACH

Explore a town-gown initiative with Tufts that addresses quality of life issues in the West Somerville neighborhood. Update 6/3/08: The City will work with the Ward 7 Alderman to determine which quality-of-life issues are involved and what the priorities of such a collaboration would be. (Some Progress Planned for FY09)

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Complete Grimmons Park renovations. Update 5/9/08: Design process underway. City will solicit resident feedback on designs in fall 2008. Construction is scheduled to begin in spring 2009 and to be completed in the fall of 2009. (To Be Completed in FY09)

Create searchable inventory of parks and the various features each one contains. Include all public space, not just City-managed. Update 5/9/08: The Inventory is complete and the Office of Strategic Planning and Community Development is exploring best way to post the information online. (To Be Completed in FY09)

Establish new City Park at Somerville Junction. Update 6/4/08: Design is complete and construction is already underway for a completely new city park on a large site between Central Ave and Woodbine Street. The park will contain a section of the Somerville Community Path which will connect to the rest of the path after the Green line Extension designs are complete. The park is expected to be fully completed in FY09. (To Be Completed in FY09)

Add more off-leash dog areas in the City. Update 5/9/08: In FY09, the City will complete design at Zero New Washington Street and 111 South Street and start construction at Zero New Washington Street. In addition, the Ed Leathers Park at the former site of the Kemp Nut Factory will open in the summer of 2008 with a small off-leash area included. (Some Progress Planned for FY09)

Push for the development of the Community Path between Cedar and Central Streets. Update 5/19/08: The State Executive Office of Transportation is mandated to do conceptual design for the location of the path as a part of the Green Line extension design. When this conceptual design is done, the City will be able to move ahead with full design and construction of the path extension. In the next few years, the developers of the former MaxPak site may use the Cedar-to-Lowell section of the MBTA right-of-way for their construction vehicles; if so, they will remove the old unused rails and ties first, and clear brush from the area. The City will complete a small portion of the path extension in 2008, as part of the construction of the park between Woodbine Street and Central Street. (Some Progress Planned for FY09)

Renovate Albion Park. Update 6/4/08: Community design process for significant park improvements are currently underway. The City hopes to begin construction in the Spring of 2009. (Some Progress Planned for FY09)

Renovate Hodgkins Park and Ballfield. Update 6/4/08: Design and mitigation work is currently underway. After a community design process and environmental mitigation, construction will begin in the spring of 2009. (Some Progress Planned for FY09)

Prioritize Dickerman Park for renovations in 2008. Update 5/9/09: Dickerman Park is not yet on the Capital Plan for park renovation, but is on the list of parks to be added in future years. (Longer-Term Goal)

Work to get the Prospect Hill Tower on the National Historic Register and apply for renovation funding. Update 5/9/08: The Historic Preservation Commission and the Office of Strategic Planning and Community Development (OSPCD) are actively working on this. However, the building may be ineligible because of modifications made to the site since its original construction. (Longer-Term Goal)

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Contact the MBTA to request complete replacement of the retaining wall along the bike path near Thorndike and Kingston Streets. (Outside of City Jurisdiction)

Work with the State Department of Conservation and Recreation (DCR), Som. Conservation Commission, and residents to develop a shoreline maintenance plan. Update 5/9/08: Per OSPCD, the Metropolitan Area Planning Council (MAPC) and the State Department of Conservation and Recreation (DCR) both have current studies working on this. The City serves on the Board of the MAPC Study. (Outside of City Jurisdiction)

RESISTAT GOAL: POLICY

Form a Technical Advisory Group for the Davis Square Hotel and involve at least three individuals from the Davis Square community with a knowledge of dense urban development and a demonstrated commitment to the community. Update 5/15/08: The Office of Strategic Planning and Community Development (OSPDCD) plans to seek public input as they move forward with working with developers for locating of a hotel. (To Be Completed in FY09)

Convene advisory committee on the use of Powderhouse School. Update 5/22/08: The City will be bringing in an outside contractor to assess the property to look at potential uses. The results of the study will be provided to the BOA and members of the community in order to determine what the best alternative is for use of the property. (Some Progress Planned for FY09)

Create more affordable housing developments Update 5/28/08: The City Housing Division is committed to creating 130 new affordable housing units this year, which is their present annual goal. The planned Union Square rezoning and development may lead to an increase in the number of total units over a longer period of time. (Some Progress Planned for FY09)

Create Senior Housing developments at Capen Court. Update 5/19/08: Design and construction will begin in FY09. (Some Progress Planned for FY09)

RESISTAT GOAL: SAFETY

Place emergency call boxes on the Community Path to improve security. Update 5/28/08: The Assembly Square developers have agreed to fund these call boxes, and they will be placed before IKEA opens in 2010 (estimated). (Longer-Term Goal)

RESISTAT GOAL: STREETS

Maintain or expand sidewalk width in Union Square as part of construction. Update 5/9/08: Sidewalk widths and pedestrian and bicycle safety will be a key component of the Union Square Transportation Study, scheduled to be started in FY09. (Some Progress Planned for FY09)

Push Mass Highway to keep the Magoun Square renovations on track and on time. Update 5/28/08: The contractor's preliminary designs are currently being reviewed by Mass Highway. After final approval, final design can begin, which is also subject to State approval. (Some Progress Planned for FY09)

Make improvements to the surface of Beacon Street. Update 5/19/08: State funding will be available in FY11 for a significant repair and resurfacing project, similar to the Somerville Avenue project. Until then, Public Works will continue patching problem areas. Striping of bicycle lanes was completed in May. (Longer-Term Goal)

RESISTAT GOAL: TRAFFIC

Improve pedestrian safety at the intersection of Boston Ave and Broadway in Ball Square. Update 6/4/08: Because of the size of the intersection, the proximity to Medford and the MBTA bridge, and the redesign needed, this project would require state funding. (Longer-Term Goal)

RESISTAT GOAL: TRAFFIC ISSUES

Ensure Assembly Square traffic mitigation work stays on schedule. Update 5/14/08: the Office of Strategic Planning and Community Development (OSPCD) regularly tracks progress on mitigation plans. IKEA will not be permitted to open for business until certain traffic mitigation agreements are met. (Some Progress Planned for FY09)

Continue pushing the State to stay on track with the Green Line Extension. City staff, the Mayor, and the BOA regularly work with the state on this issue. (Longer-Term Goal)

Improve pedestrian usability of the Dane Street / Dane Ave intersection. Update 5/12/08: Traffic and Parking has installed new signage, glowsticks and added high visibility tape to guardrails. More significant changes will need to await major reconstruction of the bridge, which is not currently planned. (Longer-Term Goal)

Use a rotary / traffic circle to address traffic flow in Union Square: Update 5/12/08: All traffic issues will be evaluated in a traffic study of Union Square that will occur in FY09. The City does not, however, currently have plans for a rotary in Union Square. (Not Planned)

RESISTAT GOAL: TRASH

Ensure that residential trash violations follow a progressive penalties system. Update 5/15/08: A policy is being created and should be in place by the end of FY08. (To Be Completed in FY09)

Address illegal dumping in Brickbottom area, especially where Fitchburg Street goes under Rt. 28. Update 5/6/08: The head of Inspectional Services visited with residents and instructed them to report dumping immediately to help increase the City's response time. The City's Highway Foreman will also keep an eye on this area for regular cleaning. (Some Progress Planned for FY09)

Address trash and litter in East Somerville streets, sidewalks, yards, and businesses. Update 5/12/08: Inspectional Services will step up enforcement of business and residential trash violations in the area. DPW will monitor trash and increase street and sidewalk sweeping in areas with trash. Residents should call 311 for specific streets that need sweeping or where there is debris in the streets. (Some Progress Planned for FY09)

Have the Neighborhood Impact Team regularly visit Brickbottom businesses to ensure compliance with City code for trash, parking, and noise. Updated 5/19/08: Inspectional Services staff visited Brickbottom to investigate allegations of business code violations. These inspections will continue. (Some Progress Planned for FY09)

Improve code enforcement of businesses along Webster Ave. Update 5/28/08: Residents should call 311 anytime they see or suspect code violations. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	304,198	363,583	140,657	123,599
51520 AUTO ALLOWANCE				
TOTAL P-ACCT 51000	304,198	363,583	140,657	123,599
P-ACCT 52000 ORDINARY MAINTENANCE				
52770 LEASE-PHOTOCPIER EQUIPMT.	10,981	10,385	5,799	5,551
53000 PROFESSIONL & TECHNCL SVC	7,297	30,000	14,398	13,500
53060 ADVERTISING		2,000	410	1,250
53190 STAFF DEVELOPMENT	90	3,000	593	1,000
53420 POSTAGE		500		500
54200 OFFICE SUPPLIES		500	48	500
54201 OFFICE EQUIPMENT	973			
54221 COMPUTER EQUIPMENT				
55870 MAGAZINES,NEWS,SUBSCRIPTS		250		250
TOTAL P-ACCT 52000	19,341	46,635	21,248	22,551
P-ACCT 58000 CAPITAL OUTLAY				
58575 PARK RECONSTRUCTION			4,990	
TOTAL P-ACCT 58000			4,990	
TOTAL ORG 2910 FUNDING REQUIRED	323,539-	410,218-	166,895-	146,150-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

OSPCD Admin & Finance
2910

Position	Name	Current Base	Fiscal Year Base	TOTAL
EXECUTIVE DIRECTOR	LAMBOY, MONICA	2,115.38	110,422.84	38,647.99
DIRECTOR OF FINANCE & ADMINISTRATION	FRIEDMAN, MARK	1,388.22	72,465.08	14,493.02
ASSISTANT DIRECTOR OF FINANCE	MENGESTU, ZEWDITU	1,051.74	54,900.83	10,980.17
PROJECT MANAGER	BRILLANTES, KATIE	1,153.85	60,230.77	18,069.23
PROGRAM ANALYST - CONTRACTS	CUFF, KATHLEEN	961.54	50,192.39	10,038.48
SENIOR ACCOUNTANT	VACANT	1,153.85	60,230.77	12,046.15
ADMINISTRATIVE ASSISTANT	LYNCH, NANCY	769.24	40,154.33	14,054.01
ADMINISTRATIVE ASSISTANT	OBRIEN, BRIANNA	504.81	26,351.08	5,270.22
				123,599.27

ORG 1033 OSPCD-TRANSPORTATION
& INFRASTRUCTURE

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	27,505	27,606	13,221	151,849
TOTAL P-ACCT 51000	27,505	27,606	13,221	151,849
P-ACCT 52000 ORDINARY MAINTENANCE				
52712 RENTAL - TABLES & CHAIRS				
53000 PROFESSIONL & TECHNCL SVC	900	800		2,967
53060 ADVERTISING	536	400		400
53190 STAFF DEVELOPMENT				1,000
53420 POSTAGE	97	100		100
54200 OFFICE SUPPLIES	233	100		100
54210 PRINTING & STATIONERY				
54230 PHOTOCOPYING		130		30
54600 GROUNDSKEEPING SUPPLIES				
55100 EDUCATIONAL SUPPLIES				
55860 UNIFORMS				
55870 MAGAZINES,NEWS,SUBSCRIPTS				
57110 IN STATE CONFERENCES		300		300
57300 DUES AND MEMBERSHIPS	321	315	306	315
TOTAL P-ACCT 52000	2,087	2,145	306	5,212
TOTAL ORG 1033 FUNDING REQUIRED	29,592-	29,751-	13,527-	157,061-

DEPARTMENT NAME Transportation & Infrastructure
 GENERAL FUND ORG NUMBER 1033

Position	Name	Current Base	Fiscal Year Base	TOTAL
DIRECTOR OF TRANSPORT & INFRA DIRECTOR OF PARKS & OPEN SPACE	VACANT	1,538.46	80,307.61	54,609.18
LANDSCAPE PROJECT MANAGER	FRANZEN, ARN	1,180.55	61,624.71	18,487.41
PROJECT MANAGER	SCHNEIDER, ELLEN	1,057.69	55,211.54	49,690.38
	WINSLOW, STEVE	1,113.50	58,124.70	29,062.35
				151,849.32

ORG 2901 OSPCD-PLANNING
& ZONING DEPARTMENT

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	146,994	204,906	82,346	230,057
51115 SALARIES - MONTHLY	19,045	36,473	16,120	64,407
51410 LONGEVITY	1,950	1,950	975	1,950
51520 AUTO ALLOWANCE	549	550	274	
51532 HOLIDAYS - S.M.E.A.	164			
51540 PERFECT ATTENDANCE				
51691 OTHER LUMP SUM PAYMENTS				
51930 UNIFORM ALLOWANCE		350	350	350
TOTAL P-ACCT 51000	168,702	244,229	100,065	296,764
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT				
52480 REPAIRS COMPUTER EQUIPMT				
53000 PROFESSIONL & TECHNCL SVC	8,500	4,000	3,684	6,500
53060 ADVERTISING	3,344	3,000	208	3,000
53420 POSTAGE	111	200		400
53820 PHOTOGRAPHY				
53900 SOFTWARE		5,000		3,000
54200 OFFICE SUPPLIES	807	250		750
54210 PRINTING & STATIONERY	1,557	500		800
54220 COMPUTER SUPPLIES	410	500		500
54221 COMPUTER EQUIPMENT				
54230 PHOTOCOPYING				
54240 BOOKS & BOOKBINDING		2,000		2,000
55850 PHOTOGRAPHIC SUPPLIES				

55870	MAGAZINES,NEWS,SUBSCRIPTS				
55874	MAGAZINES & PUBLICATIONS	28	28	31	28
57100	IN STATE TRAVEL				
57110	IN STATE CONFERENCES				100
57300	DUES AND MEMBERSHIPS				
TOTAL P-ACCT 52000		14,757	15,478	3,923	17,078
P-ACCT 60000 SPECIAL ITEMS					
61700	GRANT MATCH				
TOTAL P-ACCT 60000					
TOTAL ORG	2901 FUNDING REQUIRED	183,459-	259,707-	103,988-	313,842-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Planning & Zoning Department
2901

Position	Name	Current Base	Fiscal Year Base	TOTAL
DIRECTOR OF PLANNING	MASTERS, MADELIENE	1,274.54	66,530.99	66,530.99
PLANNER	MASSA, LORI	865.38	45,172.84	45,172.84
SENIOR PLANNER ZBA ADMIN	DIORIO, CHRIS	1,038.46	54,207.61	54,207.61
SENIOR DRAFTSMAN	LUND, FRED	461.54	24,092.39	26,392.39
LEGAL TECHNICIAN	PEREIRA, DAWN	767.31	40,053.58	40,053.58
BOARD MEMBER - Planning	PRIOR, KEVIN	423.23	5,078.76	5,078.76
BOARD MEMBER - Planning	MORONEY, ELIZABETH	423.23	5,078.76	5,078.76
BOARD MEMBER - Planning	KIRYLO, JAMES	423.23	5,078.76	5,078.76
BOARD MEMBER - Planning	FAVALORO JR, JOSEPH	423.23	5,078.76	5,078.76
BOARD MEMBER - Planning	BOHAN, LINDA	423.23	5,078.76	5,078.76
ASSOCIATE BOARD MEMBER - Planning	Capuano, Michael	211.62	2,539.44	2,539.44
MPO REPRESENTATIVE	BENT, THOMAS	500.00	6,000.00	6,000.00
BOARD MEMBER - ZBA	ROSSETTI, RICHARD	423.24	5,078.88	5,078.88
BOARD MEMBER - ZBA	FOSTER JR, HERBERT F.	423.24	5,078.88	5,078.88
BOARD MEMBER - ZBA	DARLING III, T.F.SCOTT	423.24	5,078.88	5,078.88
BOARD MEMBER - ZBA	FILLIS, DANIELLE	423.24	5,078.88	5,078.88
BOARD MEMBER - ZBA	FONTANO, ORSOLA SUSAN	423.24	5,078.88	5,078.88
ASSOCIATE BOARD MEMBER - ZBA	VACANT	211.62	2,539.44	2,539.44
ASSOCIATE BOARD MEMBER - ZBA	SEVERINO, ELAINE	211.62	2,539.44	2,539.44
				296,763.93

ORG 3101 OSPCD-HOUSING
& CONDOMINIUM REVIEW BOARD

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	26,305	22,149	10,608	22,149
51115 SALARIES - MONTHLY	15,234	15,234	6,855	15,234
TOTAL P-ACCT 51000	41,539	37,383	17,463	37,383
P-ACCT 52000 ORDINARY MAINTENANCE				
53060 ADVERTISING				750
53190 STAFF DEVELOPMENT				1,000
53420 POSTAGE	65			
54200 OFFICE SUPPLIES		100		100
54210 PRINTING & STATIONERY		250		250
57300 DUES AND MEMBERSHIPS				500
TOTAL P-ACCT 52000	65	350		2,600
TOTAL ORG 3101 FUNDING REQUIRED	41,604-	37,733-	17,463-	39,983-

DEPARTMENT NAME Housing & Condominium
 GENERAL FUND ORG NUMBER Review Board
3101

Position	Name	Current Base	Fiscal Year Base	TOTAL
EXECUTIVE SECRETARY PT	WALKER, MARY	424.31	22,148.98	22,148.98
BOARD MEMBER	MEDEIROS, WILLIAM	253.90	3,046.80	3,046.80
BOARD MEMBER	CANGIAMILA, JOHN	253.90	3,046.80	3,046.80
BOARD MEMBER	MEDEIROS, ELIZABETH	253.90	3,046.80	3,046.80
BOARD MEMBER	RACICOT, ROBERT	253.90	3,046.80	3,046.80
BOARD MEMBER	JOYCE, KENNETH	253.90	3,046.80	3,046.80
				37,382.98

ORG 3201 REDEVELOPMENT AUTHORITY

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51115 SALARIES - MONTHLY	10,882	10,883	4,353	10,883
TOTAL P-ACCT 51000	10,882	10,883	4,353	10,883
TOTAL ORG 3201 FUNDING REQUIRED	10,882-	10,883-	4,353-	10,883-

DEPARTMENT NAME Somerville Redevelopment
 GENERAL FUND ORG NUMBER Authority
3201

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
BOARD MEMBER	MCCARTHY, JAMES	181.38	2,176.56	2,176.56
BOARD MEMBER	BUSNACH, ANN NANCY	181.38	2,176.56	2,176.56
BOARD MEMBER	BONNEY, IWONA	181.38	2,176.56	2,176.56
BOARD MEMBER	VACANT	181.38	2,176.56	2,176.56
BOARD MEMBER	LEVINE, JEFF	181.38	2,176.56	2,176.56
				10,882.80

ORG 1044 OSPCD-ECONOMIC DEVELOPMENT
& HISTORIC PRESERVATION

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	71,892	77,638	37,183	185,451
TOTAL P-ACCT 51000	71,892	77,638	37,183	185,451
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC	1,948	725	2,537	2,892
53060 ADVERTISING				
53190 STAFF DEVELOPMENT				1,000
53420 POSTAGE		400		400
53820 PHOTOGRAPHY				
54056 CITY WIDE ACTIVITY				
54200 OFFICE SUPPLIES			11	
54210 PRINTING & STATIONERY	322	300		300
55810 FLOWERS & FLAGS		100		100
55820 BADGES, EMBLEMS, TROPHIES				
57110 IN STATE CONFERENCES				500
57300 DUES AND MEMBERSHIPS	204	125		125
TOTAL P-ACCT 52000	2,474	1,650	2,548	5,317
P-ACCT 60000 SPECIAL ITEMS				
61700 GRANT MATCH				
TOTAL P-ACCT 60000				
TOTAL ORG 1044 FUNDING REQUIRED	74,366-	79,288-	39,731-	190,768-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Economic Development &
Historic Preservation

1044

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DIR ECONOMIC DEVELOPMENT	MAY, ROBERT	1,538.46	80,307.69	28,107.69
EXECUTIVE DIRECTOR PT	WILSON, J. BRANDON	938.82	49,006.40	49,006.40
PRINCIPAL PLANNER	TINTOCALIS, MELISA	1,250.00	65,250.00	13,050.00
SENIOR PLANNER	HOUDLETTE, STEPHEN	1,038.46	54,207.61	13,551.90
PLANNER	AZAR, STEVEN	884.62	46,177.16	36,941.73
PLANNER	GUZMAN, DAVID	884.62	46,177.16	16,162.01
PLANNER PT	CHASE, KRISTI	548.50	28,631.70	28,631.70
				185,451.44

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	884,889	934,763	443,179	921,625
51300	OVERTIME	12,509	13,000	11,456	21,000
51410	LONGEVITY	12,750	10,950	5,700	12,350
51460	OUT OF GRADE	1,210	2,500	1,234	2,500
51520	AUTO ALLOWANCE	7,524	7,250	3,624	7,250
51532	HOLIDAYS - S.M.E.A.	2,808			
51540	PERFECT ATTENDANCE	1,800		3,200	
51690	OTHER DIFFERENTIALS	22,676	22,262	9,604	22,525
51691	OTHER LUMP SUM PAYMENTS				
51920	SICK LEAVE BUYBACK				
51930	UNIFORM ALLOWANCE	5,350	5,400	5,400	4,400
TOTAL P-ACCT 51000		951,516	996,125	483,397	991,650

P-ACCT 52000 ORDINARY MAINTENANCE

52460	REPAIRS OFFICE EQUIPMENT		500		
52470	MAINT CONTRACT-OFFC EQUIP	135		345	500
52660	CARE OF TREES				
52770	LEASE-PHOTOCPIER EQUIPMT.				3,110
52920	EXTERMINATION	11,910	17,500	6,092	15,000
53000	PROFESSIONL & TECHNCL SVC		3,110		
53140	POLICE DETAIL				
53190	STAFF DEVELOPMENT	2,789	1,750	1,196	1,750
53210	EMPLOYEE TRAINING COURSES				
53820	PHOTOGRAPHY				
53850	DEMOLITION SERVICES	1,300	2,500		2,500
54200	OFFICE SUPPLIES	3,028	3,147	2,187	4,000

54201	OFFICE EQUIPMENT	385	700	1,343	700
54202	OFFICE FURNITURE				
54210	PRINTING & STATIONERY	3,767	10,590	4,860	10,590
54240	BOOKS & BOOKBINDING	4,976	3,262		3,262
54860	REIMB OF LICENSES	100			
55305	INSPECTION SVC SUPPLIES				
55864	UNIFORMS & FOUL WEATH GR				
57300	DUES AND MEMBERSHIPS	330			500
57866	HOUSING ASSISTANCE				
TOTAL P-ACCT 52000		28,720	43,059	16,023	41,912
TOTAL ORG	8010 FUNDING REQUIRED	980,236-	1,039,184-	499,420-	1,033,562-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Inspectional Services Division
8010

Position	Name	Current Base	Fiscal Year Base	TOTAL
SUPERINTENDENT	LANDERS, GEORGE	1,292.30	67,458.06	67,458.06
SENIOR BUILDING INSPECTOR	NONNI, PAUL	1,282.17	66,929.27	71,334.61
BUILDING INSPECTOR	AURILIO, JAMES	960.51	50,138.62	53,240.70
BUILDING INSPECTOR	BARGOOT, ALBERT	960.51	50,138.62	53,490.70
INSPECTIONAL COORDINATOR	BELYEA, PATRICIA	730.91	38,153.59	38,653.59
SENIOR CODE INSPECTOR	BOWLER, MICHELLE	1,041.66	25,416.50	58,177.59
	step 3 effective 12/17/08	1,061.85	29,519.43	
INSPECTIONAL COORDINATOR	COMO, KELLY	823.84	43,004.65	43,604.65
BUILDING INSPECTOR	COVINGTON, GENE	960.51	50,138.62	52,890.70
BUILDING INSPECTOR	DRISCOLL, JOHN	960.51	50,138.62	52,640.70
BUILDING INSPECTOR	KARAPETIAN, LEO	960.51	50,138.62	53,490.70
CHIEF CODE ENFORCEMENT INSPECTOR	KEOHANE, FRANK	1,110.50	57,968.10	62,078.16
CODE ENFORCEMENT INSPECTOR	KOTY, RUSSELL	878.21	24,062.95	26,423.48
	step 3 effective 1/09/09	895.09	22,198.23	22,198.23
CODE ENFORCEMENT INSPECTOR	OLIVEIRA, JOSEPH	878.21	24,062.95	27,273.48
	step 3 effective 1/09/09	895.09	22,198.23	22,198.23
INSPECTIONAL COORDINATOR	PEFINE, LISA	730.91	38,153.59	38,153.59
ADMINISTRATIVE ASSISTANT	PICKETT, DONNA	951.86	49,687.30	51,287.30
SENIOR CODE INSPECTOR	SELFRIEDGE, GUY	1,041.63	34,998.77	38,890.37
	step 3 effective 2/21/09	1,061.85	19,538.04	19,538.04
PLUMBING & GASFITTING INSPECTOR	SILLARI, ANTHONY	999.12	52,154.10	55,622.58
SENIOR SANITARY INSPECTOR	VAUGHAN, HARRY	1,061.84	55,428.05	59,504.41
				968,149.85

ORG 2910: OFFICE OF STRATEGIC PLANNING AND COMMUNITY DEVELOPMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ECONOMIC DEVELOPMENT			
PERSONAL SERVICES	\$ 71,892.00	\$ 77,638.00	\$ 185,451.00
ORDINARY MAINTENANCE	\$ 2,474.00	\$ 1,650	\$ 5,317.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 74,366.00	\$ 79,288.00	\$ 190,768.00
<i>FTE FROM APPROPRIATIONS</i>	3.85	4.00	3.30
PLANNING			
PERSONAL SERVICES	\$ 168,702.00	\$ 244,229.00	\$ 296,764.00
ORDINARY MAINTENANCE	\$ 14,757.00	\$ 15,478.00	\$ 17,078.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 183,459.00	\$ 259,707.00	\$ 313,842.00
<i>FTE FROM APPROPRIATIONS</i>	5.55	5.77	5.77
ADMINISTRATION			
PERSONAL SERVICES	\$ 304,198.00	\$ 363,583.00	\$ 123,599.00
ORDINARY MAINTENANCE	\$ 19,341.00	\$ 46,635.00	\$ 22,551.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 323,539.00	\$ 410,218.00	\$ 146,150.00
<i>FTE FROM APPROPRIATIONS</i>	2.79	2.90	2.10
TRANSPORTATION & INFRASTRUCTURE			
PERSONAL SERVICES	\$ 27,505.00	\$ 27,606.00	\$ 151,849.00
ORDINARY MAINTENANCE	\$ 2,087.00	\$ 2,145.00	\$ 5,212.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 29,592.00	\$ 29,751.00	\$ 157,061.00
<i>FTE FROM APPROPRIATIONS</i>	1.64	1.70	2.40
HOUSING			
PERSONAL SERVICES	\$ 41,539.00	\$ 37,383.00	\$ 37,383.00
ORDINARY MAINTENANCE	\$ 65.00	\$ 350.00	\$ 2,600.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 41,604.00	\$ 37,733.00	\$ 39,983.00
<i>FTE FROM APPROPRIATIONS</i>	0.77	0.80	0.50
INSPECTIONS			
PERSONAL SERVICES	\$ 951,516.00	\$ 996,125.00	\$ 991,650.00
ORDINARY MAINTENANCE	\$ 28,720.00	\$ 43,059.00	\$ 41,912.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 980,236.00	\$ 1,039,184.00	\$ 1,033,562.00
<i>FTE FROM APPROPRIATIONS</i>	17.31	18.00	18.00
REDEVELOPMENT AUTHORITY			
PERSONAL SERVICES	\$ 10,882.00	\$ 10,883.00	\$ 10,883.00
ORDINARY MAINTENANCE	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS TO PROGRAM	\$ 10,882.00	\$ 10,883.00	\$ 10,883.00
<i>FTE FROM APPROPRIATIONS</i>	0.10	0.10	0.10
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 1,643,678.00	\$ 1,866,764.00	\$ 1,892,249.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	32.01	33.27	32.17

PROGRAM COST AND ACTIVITIES

PROGRAM: ECONOMIC DEVELOPMENT

Description: Improve economic conditions and quality of life within the City of Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of square feet of new commercial space occupied (Estimated Data)	250,000	270,000	250,000
<u>Program Cost:</u>	\$74,366.00	\$79,288.00	\$190,768.00
<u>Cost per Output:</u>	\$0.29	\$0.29	\$0.76
<u>FTEs:</u>	3.85	4.00	3.30
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who believe the City needs more business and economic development (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Identify needed infrastructure and transportation improvements in Union Square and develop cost estimates for the work.
2. Prepare an application and plan for District Improvement Financing (DIF) in Union Square.
3. Secure consulting services to work with the community and stakeholders on a master development plan for Inner Belt/Brickbottom.
4. Continue to participate in Davis Square community planning processes.
5. Provide information and technical assistance to consider the possible creation of a Business Improvement District (BID) in Davis Square.
6. Evaluate responses to the Davis Square Hotel Request for Qualifications and Request for Proposal to select a development team to construct and operate hotel and public parking facility.
7. Facilitate review of proposals submitted as part of the Harris Park potential land swap and submit Mayor's recommendations to the Board of Aldermen.
8. Complete space needs analysis and facilities master plan for the City of Somerville operations and School Department administration.
9. Facilitate the Green Line Land Use Planning Committee.
10. To leverage local, state and Federal funds to promote the redevelopment of brownfield sites across the city.

PROGRAM FY08 GOAL REVIEW

1. Begin the review and permitting of the Assembly Square development Phase IAA (IKEA) and 1A (mixed use residential); submit a joint application with FRIT for the I-Cubed State program to fund infrastructure in the Assembly Square district (Phase IAA Complete; Rest In progress).
2. Complete the Union Square Zoning Amendment (In process).
3. Secure consulting services to work with the community and stakeholders to craft a preliminary development strategy for Brickbottom / Innerbelt district (In process).
4. Produce a Draft Business Marketing Strategy including a needs assessment of current businesses and an analysis of Somerville's competitive advantages and/or impediments to attracting businesses in growth sectors of the regional economy (Revised).
5. Create design review guidelines for Union Square and other historic areas (In process).
6. Continue to draft demolition by neglect ordinance in collaboration with the Law Department (Complete).
7. Research the feasibility of and interest in the establishment of a private loan program for Historic Property owners to maintain and upgrade their buildings while retaining the historic assets of the property (In process).
8. Continue to develop events to foster community pride in the City's history and encourage reinvestment in its historic assets and will also collaborate with a local business to continue the preservation project of the Milk Row Cemetery (In process).

PROGRAM ACTIVITIES AND OUTPUTS

PROGRAM COST AND ACTIVITIES

Business Visitation Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	0	15
<i>Description: Survey and Face to Face interviews of key local employers to identify expansion opportunities and relocation threats.</i>			
<i>Output: # of companies surveyed (Actual Data)</i>			
Small Business Development Workshops	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	3	12
<i>Description: Workshops to provide technical assistance to entrepreneurs and existing businesses.</i>			
<i>Output: # of workshops (Actual Data)</i>			
Storefront Improvement Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	1	4
<i>Description: Provide matching fund grants to local businesses to improve their storefronts and signage.</i>			
<i>Output: # of grants (Actual Data)</i>			
Redevelop Brownfields	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	4	9
<i>Description: Pursue and strategically manage awards of EPA grant funds to undertake environmental site assessment and environmental cleanup activities on key environmentally compromised properties in the City.</i>			
<i>Output: # of sites managed. (Count)</i>			
Business District Support	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2	3	4
<i>Description: Provide technical assistance to local business development groups including Main Streets, DARBI, and Somerville Local First.</i>			
<i>Output: # of active groups (Actual Data)</i>			
Historic Preservation Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1	1	2
<i>Description: Manage rehabilitation, repair, and restoration projects on municipally owned properties.</i>			
<i>Output: # of historic preservation projects completed (Actual Data)</i>			
Historic Preservation Survey	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	180	50	25
<i>Description: Identify and inventory private and public buildings.</i>			
<i>Output: # of properties surveyed (Actual Data)</i>			
Process Alteration and Repair Permit Applications (Historic Preservation)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	41	40	40
<i>Description: Ensure that the Commission reviews and renders a decision on all historic property alteration applications within the City ordinance-mandated response time of 45 days, unless time period is waived by applicant.</i>			
<i>Output: # of applications (Actual Count)</i>			
Sponsor Community Pride Initiatives (Historic Preservation)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	17	17	10
<i>Description: Sponsor and coordinate historic re-enactments and May Preservation Month events, including walking tours, media articles, videotapes, talks, and bicycle tours.</i>			
<i>Output: # of events (Actual Count)</i>			
Process Demolition Review Applications (Historic Preservation)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16	20	20
<i>Description: Ensure that the Commission reviews and renders a decision on all proposed demolition applications within the City ordinance-mandated response time.</i>			
<i>Output: # of applications (Actual Count)</i>			
Provide support to Commission (Historic Preservation)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	30	30
<i>Description: Ensure that the volunteer member commission has adequate technical and professional assistance needed to render sound, defensible, and timely decisions related to their overall mission.</i>			
<i>Output: # of commission meetings supported by staff (Staff Estimate)</i>			

PROGRAM COST AND ACTIVITIES

Process Section 106 / NEPA Applications (Historic Preservation)	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	7	8	8

Description: *Ensure that all Section 106 or NEPA applications are reviewed within the Federal-mandated 30 day review period and public hearings are scheduled if required.*

Output: *# of applications processed (Actual Count)*

PROGRAM COST AND ACTIVITIES

PROGRAM: PLANNING

Description: Improve economic conditions and quality of life within the City of Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of plans reviewed (Actual Data)	81	90	100
<u>Program Cost:</u>	\$183,459.00	\$259,707.00	\$313,842.00
<u>Cost per Output:</u>	\$2,264.92	\$2,885.63	\$3,138.42
<u>FTEs:</u>	5.55	5.77	5.77
<u>Outcome 1:</u> % of all applications and reviews conducted within statutory time limits (Estimate)	100%	100%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Submit final Union Square Zoning Amendments for adoption and ordination.
2. Analyze the effectiveness of the Residence-A (RA) and Residence-B (RB) zones in Somerville and make recommendations on how the zoning could be modified to maintain and enhance the character of the City of Somerville and the quality of life for its residents; consider and propose amendments to SZO.
3. Propose amendments needed to support process changes.
4. Request Boards to vote for amendments to Rules and Regulations of Permit Granting Authorities, in order to accomplish the following objectives: schedule public hearings earlier in the review process (consistent with MGL Ch40A); clarify review of each SPGA in project review; establish operational guidelines for Zoning Administrator; update fees to reflect actual costs; improve public information.
5. Implement file scanning, reorganization, and archival project.
6. Complete new design of website and initiate staff updating of its contents.

PROGRAM FY08 GOAL REVIEW

1. Streamline and shorten the development review process while operating within local and state legal requirements (Ongoing).
2. Provide quality review of projects and quick and accurate responses to citizen inquiries (Ongoing).
3. Study amendments to improve and clarify development zoning ordinance (Ongoing).
4. Find and resolve inconsistencies and inefficiencies in the Zoning Ordinance, Rules and Regulations, and standard operating procedures that impede expedient and accurate review of applications (Ongoing).
5. Ensure timely review of all applications and amendments (Zoning Board of Appeal and Planning Board) (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Zoning Ordinance Amendments	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	8	4	4

Description: Update Zoning Ordinances to more effectively accommodate community needs and economic and community development.

Output: # Zoning Ordinances drafted and passed (Actual Data)

Plans and Applications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	81	90	100

Description: Review all plans and applications within required statutory timelines.

Output: # of plans reviewed (Actual Data)

Process Zoning Applications (Zoning Board of Appeals)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	75	87	95

Description: Ensure all applications for variances, special permits, special permits with site plan review, minor revisions, any extension, modification or renewal thereof follow state-mandated time limits for opening appeal applications within 65 days, as well as follow the rules governing the hearing process mandated by Chapter 40A of Massachusetts General Law, the Special Permit Granting Authority Rules and the Somerville Zoning Ordinance.

Output: # of applications reviewed and decided upon (actual count based on calendar NOT fiscal year)

PROGRAM COST AND ACTIVITIES

Process Zoning Applications (Planning Board)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7	2	5

Description: *Ensure all site plan reviews, PUD apps, and apps within the Assembly Square Mixed-Use District follow state-mandated time limits and procedures according to Chapter 40A and 40B of Massachusetts General Law.*

Output: *# of applications reviewed and decided upon (actual count based on calendar NOT fiscal year)*

PROGRAM COST AND ACTIVITIES

PROGRAM: ADMINISTRATION

Description: Research, analyze, budget, evaluate, and report on federal, state, and local resources used to carry out OSPCD's and the Mayor's larger missions.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # individual H.U.D. projects and activities assessed, approved, and established (Actual data)	88	74	70
<u>Program Cost:</u>	\$323,539.00	\$410,218.00	\$146,150.00
<u>Cost per Output:</u>	\$3,676.57	\$5,543.48	\$2,087.85
<u>FTEs:</u>	2.79	2.90	2.10
<u>Outcome 1:</u> % of projects and budgets within authorized spending limits			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Facilitate the submission and review of a revised Master Plan and Phase 1A (Mixed-Use residential) applications.
2. Continue to collaborate with the MBTA and Federal Realty Investment Trust (FRIT) on the planning and design of the Orange Line T Station.
3. File a joint application with FRIT for the State's Infrastructure Improvement Incentives Program (I-Cubed) to fund infrastructure in Assembly Square.
4. Lead a permit streamlining initiative including relevant OSPCD divisions, community members, and the business community in the process.
5. Facilitate department wide communication by producing a department wide newsletter on a quarterly basis and holding an annual department wide retreat.
6. Develop the City's 2009-2010 HUD Action Plan.
7. Compile the City's 2008-2009 HUD Performance Report.
8. Develop FY10 OSPCD Budget Request for Appropriations.
9. Write grants management policies and procedures.
10. Continue to pursue outside resources to support projects within OSPCD.

PROGRAM FY08 GOAL REVIEW

1. Draft the City's "Five Year Consolidated Plan" (Complete).
2. Incorporate the East Somerville NRSA and the Union Square NRSA into the Five Year Consolidated Plan (Complete).
3. Compile and produce the City's H.U.D. Annual Consolidated Annual Performance Evaluation Report (CAPER) (Complete).
4. Develop FY09 City Budget Request for Appropriations (Complete).
5. Apply to HUD for additional federal CDBG, HOME, and ESG funds (Ongoing).
6. Monitor resource allocations in H.U.D. mainframe system, City's mainframe system, and internal software systems to ensure compliance with all federal, state, and local requirements (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Prepare Grant Applications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	3	4
<u>Description:</u> Prepare grant applications for federal Housing and Urban Development CDBG, HOME, and ESG funds.			
<u>Output:</u> # of federal grant applications prepared (Actual Data)			
Grant Funds Awarded	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7,457,981	3,836,281	3,836,281
<u>Description:</u> Apply for Federal Housing and Urban Development resources.			
<u>Output:</u> \$ of federal grant funds awarded (Actual Data)			

PROGRAM COST AND ACTIVITIES

Prepare Budgets	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	88	74	70

Description: Create and prepare budget allocations for the H.U.D. One Year Action Plan projects, City Annual Appropriations, and other special projects.

Output: # of individual H.U.D. projects and activities assessed, approved, and established (Actual Data)

Prepare and Distribute Quarterly Newsletter	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	3	4

Description: Prepare and distribute Department's Quarterly Newsletter updating staff of the activities of the Department.

Output: # of newsletters (Actual Data)

Hold Annual OSPCD Planning Retreat	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	1	1

Description: Plan for and hold Department's Annual staff planning retreat.

Output: # of retreats (Actual Data)

PROGRAM COST AND ACTIVITIES

PROGRAM: TRANSPORTATION AND INFRASTRUCTURE

Description: Improve economic conditions and quality of life within the City of Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of new bus shelters installed citywide (Actual Data)	17	2	3
<u>Program Cost:</u>	\$29,592.00	\$29,751.00	\$157,061.00
<u>Cost per Output:</u>	\$1,740.70	\$14,875.50	\$52,353.66
<u>FTEs:</u>	1.64	1.70	2.40
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with ease of bus travel in Somerville (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with ease of travel by subway in Somerville (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Represent the Mayor on the Metropolitan Planning Organization (MPO).
2. Advocate for additional bus service and bus shelters throughout the city.
3. Advocated for the Green Line Extension by participating in the EOT's Green Line Public Advisory Group and coordinating the PAC "Plus" group.
4. Improve roadways in the city including initiating the transportation study and design of I-93 / Mystic Avenue, completing design of streetscape plan for Lower Broadway and secure funding and seek funding for the design and construction of Beacon Street and Magoun Square.
5. Increase bike and pedestrian access by implementing Safe Start recommendations, installing ADA improvements, and serve as a liaison on a variety of pedestrian / bike oriented committees and organizations.
6. Complete the 2008-2013 Open Space and Recreation Plan.
7. Complete the construction of Somerville Junction Park, Zero New Washington Street, Highland Road Gardens, and Central Hill Park.
8. Begin construction of Albion, Grimmons and Hodgkins-Curtin Parks.
9. Advocate for including the expansion of the Community Path in the environmental review for the Green Line extension.
10. Ensure the Community Path improvements in Davis Square funded through the TIP are implemented.

PROGRAM FY08 GOAL REVIEW

1. Assembly Square: Move to 100% design and construct the Route 28 Undercarriage. Construct ADA Ramps @ Kensington to Assembly Square. Finish Scope of Work for I-93/ Mystic Avenue Study. Draft Scope of Work for the \$4.2 million Multi-Modal Access Study. Continue planning for the new Orange Line MBTA stop (In process).
2. Complete 100% Design plan specifications and estimates for Beacon Street reconstruction, including moving utilities underground (In process).
3. Manage the Green Line Public Advisory Group and review EIS. Coordinate and participate in Regional Planning of the Urban Ring (Ongoing).
4. Lower Broadway Streetscape: Complete Phase I of streetscape designs (Complete).
5. Continue membership and attendance at regional agency meetings: MPO, MBTA Advisory Group, TransitWorks, MAPC InnerCore, MetroFuture, MM2000, STEP, Bike and Walk Boston, SafeStart, Shape up Somerville, Rails to Trails 2010 Campaign, Mystic River Watershed Alliance (Ongoing).
6. Complete New Open Space Plan (In process).
7. Design and construct the Community Path Park on the former Cambridge Health Center property (In process).
8. Complete the Design of the following parks: Harris Park, 111 South Street, Zero New Washington, Memorial Park, Hodgkins Park, North Street Playground, and Central Hill Playground. Construct 111 South Street Park. Additional parks to be constructed may include: Grimmons Park and Memorial Park. Begin implementation of Skilton Ave. reconstruction. Update progress reports and implementation of Safe Start initiative (In process).
9. Complete 100% design of Magoun Square and apply for enhancement grant (In process).

PROGRAM COST AND ACTIVITIES

10. Initiate Union Square infrastructure study and design (In process).

PROGRAM ACTIVITIES AND OUTPUTS

Transit Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25,000,000	45,000,000	25,000,000
<i>Description: Analyze and plan for transit improvements within the City. Apply for federal funds for the design and construction of transit projects.</i>			
<i>Output: \$ of Federal Transit Projects Commitments (Estimated Data)</i>			
Redesign Parks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7	7	6
<i>Description: Prepare and finalize designs for park reconstructions.</i>			
<i>Output: # of Parks redesigned (Actual Data)</i>			
Reconstruct Parks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	5	5
<i>Description: Bid, award, and manage reconstruction of parks in the City.</i>			
<i>Output: # of Parks reconstructed (Actual Data)</i>			
Process Wetland Permit Applications (Conservation Committee)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6	4	3
<i>Description: Ensure that wetland permit applications follow the state-mandated response time of 65 days to open a case and 90-100 days to render a decision on the permit application.</i>			
<i>Output: # of submitted permit application cases opened within the state-mandated 65-day period after receipt of application (actual count)</i>			
Bus Shelters	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	17	2	3
<i>Description: Work with community, the MBTA and other interest groups in order to have new bus shelters installed throughout the City.</i>			
<i>Output: # of new bus shelters installed City-wide (Estimated Data)</i>			
Manage Community Gardeners (Conservation Committee)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	110	140	140
<i>Description: Registered community gardeners.</i>			
<i>Output: # of community gardeners (Estimated Data)</i>			
State Funds for City Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18,000,000	20,000,000	25,600,000
<i>Description: Work with planning agencies and officials to receive State Transportation Improvement Program funds for local construction projects.</i>			
<i>Output: State T.I.P. Fund Commitments Received (Estimated Data)</i>			
CDBG Tree Planting Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	100
<i>Description: Identify locations in eligible areas of the City, and work with residents to effectuate the planting of trees.</i>			
<i>Output: # of Trees Planted (Actual Data)</i>			
Serve as liaison to local agencies / community groups	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	26	30	30
<i>Description: Serve as a city liaison on the following committees / groups: Bike Committee, Green Line Forum, Shape up Somerville, Eastern Mystic Watershed Alliance, STEP, Green Line Public Working Group, East Somerville Main Streets, and Union Square Main Streets.</i>			
<i>Output: # of Meetings attended per year (Estimated data)</i>			
Serve as liaison to regional agencies / organizations.	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	15	20	20
<i>Description: Serve as a city liaison to the following regional agencies / organizations: MAPC, Bicycle Committee, Regional Transit Advisory Committee, MBTA Advisory Committee, TransitWorks, MetroFuture, MM2000, Urban Ring, CAC.</i>			
<i>Output: # of Meetings attended per year (Estimated data)</i>			

PROGRAM COST AND ACTIVITIES

Serve as liaison to state agencies / organizations.	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	8	10	10
<i>Description: Serve as a city liaison to the following state agencies / organizations: State Bike Plan, Trails Committee, State Joint Transportation Committee, MPO.</i>			
<i>Output: # of Meetings attended per year (Estimated data)</i>			
Manage the Safe Start Initiative	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	25	16
<i>Description: Provide interdepartmental coordination to implement the improvements of the Safe Start initiative citywide.</i>			
<i>Output: # of Safe Start improvements implemented (contingent upon CIP funding) (Estimated data)</i>			
Manage MAPC's Reimbursable Bike Rack Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	50	50
<i>Description: Select strategic locations for bike racks citywide, coordinate installation and reimbursement through MAPC.</i>			
<i>Output: # of Bike Racks installed citywide (Estimated data)</i>			
Apply for grants & funding for new parks projects.	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	612,100	192,104	
<i>Description: Write grant applications and coordinate with state agencies to receive funding for the design / construction of new parks.</i>			
<i>Output: \$ of grant funds received per year for parks and open space (Actual data - Urban Self Help Grant)</i>			
Conservation Commission Inspections	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	9	10	10
<i>Description: Inspect "order of conditions" from approvals of the Conservation Commission to ensure all requirements are met.</i>			
<i>Output: # of inspections (Estimate)</i>			
Bike Lanes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	600	600
<i>Description: Coordinate installation of bike lanes.</i>			
<i>Output: # of feet of bike lanes (Estimate)</i>			
Flood Plan	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	0	1,000
<i>Description: Revise flood plan zoning</i>			
<i>Output: # of feet (Estimate)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: HOUSING

Description: Provide safe, attractive and affordable housing in Somerville through Housing Programs and Services.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of properties rehabilitated, affordable units created, expiring use units preserved, and tenant rental assistance cases. (Based on estimate by OSPCD.)	321	273	272
<u>Program Cost:</u>	\$41,604.00	\$37,733.00	\$39,983.00
<u>Cost per Output:</u>	\$129.60	\$138.21	\$146.99
<u>FTEs:</u>	0.77	0.80	0.50
<u>Outcome 1:</u> % of Somerville Housing Units that are affordable (on 40 B Subsidized inventory list) (Based on count)	9.75%	9.85	
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with access to affordable housing in Somerville (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Implement strategies suggested in study on Foreclosure Prevention.
2. Rehabilitate 30 housing units.
3. Implement final year of the \$3 million in Lead Abatement Demonstration grant.
4. Provide Closing Cost Assistance to 15-20 households in the amount of \$5,000 per household and Down Payment Assistance to 2-3 households for up to 15% of the purchase price of their home.
5. Apply to HUD and receive over \$2 million of funds for local Homeless Providers.
6. Obtain Aldermanic approval of proposed Condominium Conversion Ordinance and implement changes once approved.
7. Fund development of over 200 affordable housing units through HOME, CDBG and Trust funds.
8. Conduct studies of Elder Housing Needs and Inclusionary Housing and Linkage Programs.

PROGRAM FY08 GOAL REVIEW

1. Create 130 new affordable housing units (Complete).
2. Rehabilitate/improve 100 existing housing units (Complete).
3. Provide rental assistance to 43 households (Complete).
4. Increase the percent of total housing units in the City that are affordable to reach an ultimate 10% goal (In process).
5. Institute changes to ordinance and procedural requirements (Condominium Review Board) (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Create Affordable Housing	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	130	130
<u>Description:</u> Create new units of affordable housing through Affordable Housing Trust Fund Loans, HOME loans, and marketing of units created by inclusionary housing zoning ordinance.			
<u>Output:</u> # of affordable units created (Existing client loan database.)			
Preserve Expiring Affordable Housing	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	44	0	0
<u>Description:</u> Preserve expiring use Section 8 units.			
<u>Output:</u> # of affordable units preserved (Subsidized Housing Inventory.)			
Rehabilitate/Improve Properties	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	84	100	99
<u>Description:</u> Provide assistance to homeowners through Housing Rehab/Lead Abatement and Heating System Replacement programs.			
<u>Output:</u> # of properties rehabilitated/improved. (Existing client database.)			

PROGRAM COST AND ACTIVITIES

Assist Tenants with Rent	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	43	43	43
<i>Description: Review and approve requests for tenant-rental assistance through PASS, Wayside, and Rental Revolving Loan Fund.</i>			
<i>Output: # of households receiving tenant rental assistance (Existing contracts.)</i>			
Process Permit Applications (Condominium Review Board)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	270	200	275
<i>Description: Ensure that permit applications follow the state-mandated response time of 65 days to open a case and 90-100 days to render a decision on the permit application.</i>			
<i>Output: # of submitted permit application cases opened within the state-mandated 65-day period after receipt of application (Condo conversion database)</i>			
Downpayment / Closing Cost Assistance	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	20	15
<i>Description: Provide loans to income eligible households to assist in the purchase of a home in Somerville using Trust and Home Funds.</i>			
<i>Output: # of loans provided (Based on budget)</i>			
Condominium Conversions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	220	200	275
<i>Description: Review and approve requests for Condominium conversions.</i>			
<i>Output: # of rental units converted to condominiums (Condo conversion database)</i>			
Obtain Homeless Assistance Grants	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,125,435	1,906,069	2,000,000
<i>Description: Apply for and receive funding from HUD for Homeless Assistance Projects.</i>			
<i>Output: \$ amount received for Homeless Programs (Actual grant funds received)</i>			
Fair Housing Commission	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	15	15	15
<i>Description: Intake for Fair Housing Commission complaints and assess next steps. Staff Commission meetings and events.</i>			
<i>Output: # of Fair Housing Complaints filed with MCAD. (Actual Data)</i>			
Affordable Housing Trust Fund	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	445,000	500,000
<i>Description: Make grants and loans to non-profits for housing development and homelessness prevention work.</i>			
<i>Output: \$ committed to programs and projects (Actual Data)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: INSPECTIONS

Description: Address safety issues, and enforce building safety and zoning ordinances.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of inspections and permits issued (Based on count by ISD).	5,768	5,393	5,500
<u>Program Cost:</u>	\$980,236.00	\$1,039,184.00	\$1,033,562.00
<u>Cost per Output:</u>	\$169.94	\$192.69	\$187.92
<u>FTEs:</u>	17.31	18.00	18.00
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with code enforcement in Somerville (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from ISD (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Issue 1740 Building Permits.
2. Inspect new construction related to the Assembly Square project.
3. Continue to serve on the City's Neighborhood Impact Team to improve health and safety in the community.
4. Select a vendor and initiate a contract related to the modular news rack program.
5. Continue to oversee Shopping Cart Ordinance.
6. Improved citywide customer service by working with 311 to successfully transition all calls to the ISD Division over to 311.
7. Improve ISD website to include links to related agencies and resources.
8. Develop new educational materials and add to existing website to improve public information.
9. Hold second annual training with the Department of Environmental Protection on environmental regulations and procedures.

PROGRAM FY08 GOAL REVIEW

1. Continue to participate on the NIT team to improve safety citywide (Ongoing).
2. Continue to ensure all applications, permits, and/or certificates are processed within 30 days as required by Massachusetts General Law (MGL) (Ongoing).
3. Explore a pilot modular news rack program to further improve the appearance of the squares and increase pedestrian safety (In process).
4. Centralize and streamline accounting procedures in ISD (In process).

PROGRAM ACTIVITIES AND OUTPUTS

Issue Certificate of Occupancy and Certificates of Inspections	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	825	800	815
<u>Description:</u> Inspect businesses on an annual basis, residences every five years, Somerville Public Housing holdings annually and issue Certificates of Occupancy.			
<u>Output:</u> # of inspections conducted (Estimate)			
Inspect Public Schools	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	13	13	13
<u>Description:</u> Inspect all public school facilities within the City of Somerville on an annual basis.			
<u>Output:</u> # of inspections (Actual Count)			

PROGRAM COST AND ACTIVITIES

Emergency Inspections	FY07 (Act.): 80	FY08 (Proj.): 80	FY09 (Proj.): 80
<i>Description: Inspect buildings damaged during the commission of a fire, natural disaster, or accident.</i>			
<i>Output: # of inspections (Staff Estimates)</i>			
Issue Permits and Certificates	FY07 (Act.): 4,850	FY08 (Proj.): 4,500	FY09 (Proj.): 4,650
<i>Description: Issue builders' permits, plumbing permits, gas permits, and dumpster permits.</i>			
<i>Output: # of permits issued (Actual Count)</i>			
Renew Builders' Licenses	FY07 (Act.): 10	FY08 (Proj.): 12	FY09 (Proj.): 11
<i>Description: Renew Somerville builders' licenses.</i>			
<i>Output: # of renewals (Actual Count)</i>			
Review Building Plans	FY07 (Act.): 310	FY08 (Proj.): 300	FY09 (Proj.): 305
<i>Description: Review plans for zoning and building codes for possible issuance of permits.</i>			
<i>Output: # of building plan reviews (Actual Count)</i>			
Enforcement of Codes and Ordinances	FY07 (Act.): 4,113	FY08 (Proj.): 4,500	FY09 (Proj.): 4,650
<i>Description: Issue snow and trash tickets.</i>			
<i>Output: # of tickets issued (Actual Count)</i>			
Respond to Citizens' Requests for Assistance	FY07 (Act.): 1,200	FY08 (Proj.): 1,200	FY09 (Proj.): 1,200
<i>Description: Provide assistance for requests regarding building code, Massachusetts Zoning Ordinance and Somerville Code of Ordinance received directly and via the 311 system.</i>			
<i>Output: # of responses to requests (Staff Estimates)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: REDEVELOPMENT AUTHORITY

Description: Manage and implement existing Urban Renewal Plans.

PROGRAM COST CENTER SUMMARY

	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
<u>Key Output:</u> # of Urban Renewal Plans (Actual Data)	2	2	2
<u>Program Cost:</u>	\$10,882.00	\$10,883.00	\$10,883.00
<u>Cost per Output:</u>	\$5,441.00	\$5,441.50	\$5,441.50
<u>FTEs:</u>	0.10	0.10	0.10
<u>Outcome 1:</u>			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Collect payment for Yard 21 Disposition.
2. Resolve the two acquisition/disposition parcels in Assembly Square either through eminent domain or private acquisition.
3. Explore feasibility of an Urban Renewal Plan in Inner Belt/Brickbottom and an Urban Renewal District in Union Square.
4. Either transfer Kiley Barrel parcels to the city or participate with the City in the disposition of the Kiley Barrel parcels.

PROGRAM FY08 GOAL REVIEW

1. Collect payment for Yard 21 Disposition (In process).
2. Resolve the two acquisition/disposition parcels in Assembly Square either through eminent domain or private acquisition (In process).

PROGRAM ACTIVITIES AND OUTPUTS

SRA Management	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	6	6	6
<i>Description:</i> Hold SRA meetings at least every two months.			
<i>Output:</i> # of meetings (Actual Data)			
Implement Urban Renewal Plans	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	2	2	2
<i>Description:</i> Draft, manage and oversee the implementation of existing Urban Renewal Plans.			
<i>Output:</i> # of Urban Renewal Plans (Actual Data)			
Redevelopment Parcels	<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	0	1	2
<i>Description:</i> Acquire and/or dispose of redevelopable parcels.			
<i>Output:</i> # of parcels (Actual Data)			

ORG 4101 EMERGENCY MANAGEMENT

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES		19,000	9,000	18,792
TOTAL P-ACCT 51000		19,000	9,000	18,792
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES				
52460 REPAIRS OFFICE EQUIPMENT				
52620 REPAIRS-TOOLS & EQUIPMENT				
53000 PROFESSIONL & TECHNCL SVC				
53060 ADVERTISING				
53210 EMPLOYEE TRAINING COURSES				
54200 OFFICE SUPPLIES				
54201 OFFICE EQUIPMENT				
54210 PRINTING & STATIONERY				
54900 FOOD SUPPLIES & REFRESHMT	700	700		700
55000 MEDICAL/DENTAL SUPPLIES				
55820 BADGES, EMBLEMS, TROPHIES				
55860 UNIFORMS	2,087	2,000		2,000
55880 PUBLIC SAFETY SUPPLIES	2,337	2,400	27	2,400
57300 DUES AND MEMBERSHIPS				
57400 INSURANCE PREMIUMS	600	600	412	600
TOTAL P-ACCT 52000	5,724	5,700	439	5,700
TOTAL ORG 4101 FUNDING REQUIRED	5,724-	24,700-	9,439-	24,492-

DEPARTMENT OVERVIEW

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

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

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

DEPARTMENT ORGANIZATION: The Fire Department consists of 157 personnel in three major areas: the Fire Suppression Division, the Emergency Communication Division (Fire Alarm), and the Non-Suppression Division.

- The Fire Suppression Division provides emergency response on a 24-hour, 7-days-a-week basis. This Division is further organized into four firefighting groups. Each group works for 24 hours and is then off-duty for 72 hours. There are 132 personnel assigned to this division.
- The Emergency Communications Division is organized into five groups that provide coverage 24-hours a day. Ten certified Fire Alarm Operators staff this division.
- The Non-Suppression Division is subdivided into several different areas: Fire Administration, Fire Prevention, Fire Investigations, Fire Training, and Maintenance.

The Fire Department is responsible for emergency management and therefore oversees the funding of both the auxiliary fire and police units. The Police Department has the management responsibility for the auxiliary police and the Fire Department the auxiliary fire unit.

FY08 ACCOMPLISHMENTS: In FY08, the Fire Department managed to maintain our current staffing level by hiring seven probationary firefighters to fill vacancies that occurred through retirement and resignation. The probationary firefighters were trained at the Massachusetts Firefighting Academy. The Department responded to over 11,000 requests for assistance and successfully controlled several major fires. One major fire at 11 Harvard Place resulted in total destruction of the building, however through the heroic actions of Somerville firefighters and police officers, two lives were saved. Another notable fire occurred in December at the East Somerville Community School. This resulted in relocation of all students to various locations and has had a major impact on the community.

The Fire Department went green in FY08 with the addition of four new Toyota Prius hybrid vehicles for use by the Fire Prevention inspectors.

DEPARTMENT OVERVIEW

The Department placed in service a new 100' tractor drawn aerial ladder truck to replace the ladder company at fire headquarters. Specifications were drawn up and an order placed for a new fire pumper to replace Engine #1. A new command vehicle was also delivered.

The Department was awarded a SAFER (Staffing for Adequate Fire and Emergency Response) grant that will partially fund the hiring of eight additional firefighters.

Fire Prevention has worked diligently to accomplish its mission and achieved the goal of bringing on line 25 additional properties that had previously ignored the smoke detector regulations. As a result of Nicole's Law, these properties were also required to install carbon monoxide detectors. Active participation in the Neighborhood Impact Team (NIT) has eliminated many fire hazards throughout the community. Chapter 304 of the Acts of 2004 required joint inspections of all establishments holding liquor licenses. Twenty-four establishments were identified as being required to either install sprinkler systems or to upgrade existing sprinkler systems. Through the diligent efforts of the Fire Prevention Bureau and Inspectional Services, all of these locations are now compliant with the sprinkler requirements.

ICS training was completed for all Senior Company Officers and Chief Officers to the ICS-300 level and all Chief Officers to the ICS-400 level.

We have worked with the Red Cross and the UASI sub-committee investment group on improving our plans for emergency shelter and evacuation in the city and coordinating this effort with regional plans. UASI has received grant funding to purchase 20 Shelter equipment trailers, each containing 20 cots with bedding and other shelter supplies, two of which will be housed in Somerville and all of which will be deployed regionally.

We have been an active member of the UASI sub-committee to improve communications and interoperability between the various jurisdictions and disciplines operating at large scale incidents. By means of a grant received through this UASI investment group, we have replaced all of our portable and mobile radios with new models having interoperable capabilities, facilitating direct communication with neighboring communities and other disciplines.

We have worked with the Health Department on improving our preparedness for a potential pandemic by participating in the planning and conduction of an emergency dispensing drill. We have aided the hospital and senior care facilities in the city in the conduction of exercises and in evacuation planning.

We have also improved our emergency preparedness by actively participating in the Mystic Regional Emergency Planning Council, which includes 17 communities in the metro north area. This regional LEPC coordinates emergency management among our neighboring communities, conducting planning and training exercises on a regional scale.

DEPARTMENT OVERVIEW

A complete list of fire hydrants was developed for use with the CAD system and shared with the DPW water division. This information has been incorporated into CAD allowing responding firefighters to know the location of the closest hydrant to a reported fire location.

FY09 DEPARTMENT PRIORITIES: In FY09, we will continue to expand the capability of the CAD system. The necessary work to identify Fire Department sprinkler connections on buildings will be accomplished. A strategy will be developed to establish a database of community residents in need of assistance in the event of an emergency. This will be coordinated with other City agencies.

We will work on the completion of electronic reporting by fire companies using the National Fire Incident Reporting System (NFIRS). Computer training will be scheduled and conducted by the IT department.

The selection and training of the eight additional firefighters funded largely by the SAFER grant will be a top priority. Also, the timely replacement of firefighters leaving the Department is a critical goal to maintain effectiveness and reduce overtime spending.

The restructuring of the Department to include a fire rescue unit with the additional firefighting personnel will be a major departmental goal in FY09.

We will continue to enhance the preparedness levels of all firefighters to successfully respond to non-traditional WMD/CBRNE events. We will also establish an in-depth continuous training program focused on best practices, training all members in utilizing dosimeters, radiation detection instruments, Personal Protective Equipment (PPE), and use of our Mass Decontamination Unit (MDU). Development of operational guidelines and emergency response teams to support these efforts will positively affect our response capabilities.

Once again in FY09, Fire Prevention will continue to identify properties that are not compliant with the smoke detector laws. These properties will be required to install smoke detectors as well as carbon monoxide detectors. The goal will be an additional 25 buildings in compliance. The goal is to achieve 100 percent compliance in the community.

Fire Prevention will be actively involved in joint Chapter 304 inspections of liquor establishments with the Inspectional Services Division. They will be monitoring places of public assembly for overcrowding which has been identified as a major factor in many multiple death fires in this type of occupancy.

Another goal is to actively continue to participate in the UASI group to bring additional equipment funding and training to the Fire Department and other disciplines.

Administrative priorities in the upcoming year will focus on methods to secure additional funding and also on ways to reduce costs such as effective scheduling to reduce overtime, searching for fiscal inefficiencies and finding methods to correct them, and trying to decrease injuries through training. Administratively, the use of the City web site will be increased as a means to provide pertinent information to the community.

DEPARTMENT OVERVIEW

Public confidence in the Fire Department is critical to helping citizens feel safe in their homes from natural and man-made (terrorist) events. This will continue to be an annual goal of the Somerville Fire Department.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

The Fire Department supports the Mayor's priorities to:

- *"Improve Public Interactions with Departments"*
- *"Improve City Technology"*
- *"Provide the Best Basic Services Possible"*
- *"Improve Public Safety"*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

There will be funding remaining in the salary line item due to vacancies that occurred during the year that were subsequently filled. It appears that the overtime line item will be significantly under-funded at the end of the fiscal year due to many serious sick and injury related issues. The reimbursement for the injuries line item will also be under-funded. This is due to the number of injuries as well as the medical provider's negotiating fees.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): Significant changes to the FY09 budget include an increase in the salaries line item to meet the SAFER grant requirements. Request for \$24,000 has been submitted for the purchase for protective gear necessary for the eight grant-funded positions. Request for \$6,000 to continue the replacement of defibrillators that are becoming obsolete. In addition due to rising cost for parts and delivery an increase of \$10,000 will be required to effectively make repairs to tools and equipment. Due to many serious sick and injury-related issues in previous fiscal years, the Fire Department requests an additional increase (from \$563,000 to \$700,000) in its overtime budget to account for this occurrence.

COST ALLOCATION METHODOLOGY: Allocations have been made to the City budget based on a review of time sheets submitted by the Fire Department. Additional personal services' spending was determined as the difference between total budgeted personal service costs and salaries for both FY08 and FY09.

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	8,250,763	10,202,756	5,516,038	9,526,902
51300 OVERTIME	655,798	563,000	479,148	700,000
51310 TRAINING-OVERTIME				35,000
51410 LONGEVITY	165,725	196,500	195,625	186,850
51460 OUT OF GRADE	51,765	56,200	29,433	56,200
51530 HOLIDAYS	549,820	612,568	258,815	635,763
51532 HOLIDAYS - S.M.E.A.	302			
51540 PERFECT ATTENDANCE	37,550		700	
51690 OTHER DIFFERENTIALS				700
51691 OTHER LUMP SUM PAYMENTS	38,050	41,700	41,700	43,750
51721 RETIREMENT INCENTIVE				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	156,750	159,500	161,425	170,225
51940 IN SERVICE TRAINING	2,323	3,500		12,000
51950 EDUCATIONAL INCENTIVE	96,100	195,900	195,900	141,000
51955 E.M.T.'S	73,750	219,000	74,500	166,000
51956 DEFIBRILLATOR STIPEND	49,462	164,400	160,462	115,312
51957 HAZARDOUS DUTY STIPEND	70,750	214,500	216,250	153,750
51960 REIMBURSEMENT FOR INJURY	44,265	90,000	53,666	125,000
51970 PHYSICAL EXAMINATION	1,859	14,500	93	14,500
TOTAL P-ACCT 51000	10,245,032	12,734,024	7,383,755	12,082,952
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES		30,763		
52460 REPAIRS OFFICE EQUIPMENT		100		100
52470 MAINT CONTRACT-OFFC EQUIP	6,784	6,500	394	4,500

52610	REPAIRS-RADIO ALARM	6,636	7,500	1,448	7,500
52620	REPAIRS-TOOLS & EQUIPMENT	129,531	120,877	38,449	130,877
52760	RENTALS EQUIPMENT				
52970	IN SERVICE TRAINING OM		600		600
53000	PROFESSIONL & TECHNCL SVC				
53040	LEGAL SERVICES				
53060	ADVERTISING	218	200	127	200
53145	TOWING	585	700	1,025	1,700
53150	MUTUAL AID - FIRE				
53400	COMMUNICATIONS	1,200	1,400	600	1,200
53420	POSTAGE		300		300
53440	EXPRESS/FREIGHT	28	150		150
53820	PHOTOGRAPHY	141	300	147	300
53840	LAUNDRY SERVICES	1,490	1,800	585	1,800
54200	OFFICE SUPPLIES	3,432	3,000	2,274	3,000
54201	OFFICE EQUIPMENT	260	2,000	5,250	2,000
54210	PRINTING & STATIONERY	1,853	2,000		2,000
54220	COMPUTER SUPPLIES	697	2,400		2,400
54221	COMPUTER EQUIPMENT		5,000	27,452	4,000
54230	PHOTOCOPYING				

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
54240 BOOKS & BOOKBINDING		200	660	800
54310 HARDWARE & SMALL TOOLS	2,808	900	2,931	2,900
54500 CUSTODIAL & HOUSEKPG SUPP				
54810 MOTOR GAS AND OIL	516	1,500	1,880	1,900
54820 TIRES AND TUBES	8,043	9,000	2,597	8,000
54830 BATTERIES		1,200	560	1,200
54840 ANTI-FREEZE		500		500
54900 FOOD SUPPLIES & REFRESHMT	135	400		400
55000 MEDICAL/DENTAL SUPPLIES	12,666	17,000	3,170	17,000
55810 FLOWERS & FLAGS				
55870 MAGAZINES,NEWS,SUBSCRIPTS				
55880 PUBLIC SAFETY SUPPLIES	6,442	5,400	3,091	5,800
55890 SUPPLIES FOR MEN/WOMEN	23,636	16,500	13,095	40,500
55900 FIRE HOSES-REPAIRS/PARTS	11,130	6,500	96	6,300
55910 COLORGUARD	3,250	3,250		3,250
57100 IN STATE TRAVEL	6	100		100
57200 OUT OF STATE TRAVEL	199			
57300 DUES AND MEMBERSHIPS	3,385	3,600	2,500	3,600
TOTAL P-ACCT 52000	225,071	251,640	108,331	254,877
P-ACCT 58000 CAPITAL OUTLAY				
58540 VEHICLES		44,255		
58590 EQUIPMENT-RADIOS				
TOTAL P-ACCT 58000		44,255		
P-ACCT 60000 SPECIAL ITEMS				
61700 GRANT MATCH	8,537			
TOTAL P-ACCT 60000	8,537			
TOTAL ORG 4201 FUNDING REQUIRED	10,478,640-	13,029,919-	7,492,086-	12,337,829-

DEPARTMENT NAME	<u>FIRE</u>
GENERAL FUND ORG	
NUMBER	<u>4201</u>

Position	Name	Current Base	Fiscal Year Base	TOTAL
CHIEF ENGN'R	KELLEHER, KEVIN	2177.80	113,556.71	129,229.01
DEPUTY CHIEF	SALVI, DAVID	1854.00	96,672.86	115,211.86
DEPUTY CHIEF	KEENAN, STEPHEN	1854.00	96,672.86	115,211.86
DEPUTY CHIEF	MEMORY, JOHN	1854.00	96,672.86	115,211.86
DEPUTY CHIEF	LUCIA, JAMES	1854.00	96,672.86	111,211.86
DEPUTY CHIEF	HODNETT, JAMES	1854.00	96,672.86	109,211.86
DEPUTY CHIEF	LYONS, ROBERT JR	1854.00	96,672.86	109,211.86
DEPUTY CHIEF	ST CLAIR, PETER	1854.00	96,672.86	111,211.86
DIST CHIEF	HURLEY, WILLIAM	1640.73	85,552.35	97,344.91
DIST CHIEF	SORDILLO, JOHN	1640.73	85,552.35	99,344.91
DIST CHIEF	KING, JAMES	1640.73	85,552.35	97,344.91
DIST CHIEF	SULLIVAN, PATRICK 3D	1640.73	85,552.35	95,794.91
CAPTAIN	LEE, WILLIAM	1451.94	75,708.30	90,840.09
CAPTAIN	MURPHY, DENNIS	1451.94	75,708.30	86,840.09
CAPTAIN	HALLINAN, WILLIAM	1451.94	75,708.30	87,290.09
CAPTAIN	BREEN, CHARLES JR	1451.94	75,708.30	87,290.09
WFAPPARRPMN	CROWLEY, JOSEPH E	1451.94	75,708.30	82,790.09
CAPTAIN	HECK, MICHAEL	1451.94	75,708.30	92,840.09
CAPTAIN	DOHENEY, JAMES	1451.94	75,708.30	87,290.09
CAPTAIN	KEANE, JOHN JR	1451.94	75,708.30	89,290.09
CAPTAIN	LEE, FRANK J	1451.94	75,708.30	91,290.09
CAPTAIN	NORTON, JOHN JR	1451.94	75,708.30	85,290.09
CAPTAIN	MCCARTHY, ROBERT	1451.94	75,708.30	90,040.09
CAPTAIN	VACANT	1451.94	75,708.30	86,840.09
LIEUTENANT	GALVIN, JOSEPH	1284.91	66,998.88	79,546.06
LIEUTENANT	WALL, MARK JR	1284.91	66,998.88	79,546.06
LIEUTENANT	DOBSON, RICHARD	1284.91	66,998.88	77,546.06
LIEUTENANT	WILKER, ROBERT	1284.91	66,998.88	79,546.06
LIEUTENANT	LONGO, STEPHEN	1284.91	66,998.88	77,546.06
LIEUTENANT	MCLAUGHLIN, VINCENT	1284.91	66,998.88	77,546.06
LIEUTENANT	MCLEAN, WALLACE	1284.91	66,998.88	81,546.06
LIEUTENANT	NOLAN, JAMES	1284.91	66,998.88	79,546.06
LIEUTENANT	MACK, DENNIS	1284.91	66,998.88	81,546.06
LIEUTENANT	BYRNE, JOHN JR	1284.91	66,998.88	77,996.06
LIEUTENANT	RENTEL, LESLIE	1284.91	66,998.88	77,996.06
LIEUTENANT	HOUGHTON, CHARLES	1284.91	66,998.88	77,271.06
LIEUTENANT	AVERY, MICHAEL	1284.91	66,998.88	81,996.06
LIEUTENANT	FORREST, WALLACE	1284.91	66,998.88	75,996.06
LIEUTENANT	GOVER, GIRARD	1284.91	66,998.88	77,996.06
LIEUTENANT	SICILIANO, CHARLES	1284.91	66,998.88	75,996.06
LIEUTENANT	FITZPATRICK, WILLIAM	1284.91	66,998.88	81,996.06
LIEUTENANT	GALLAGHER, JAMES	1284.91	66,998.88	77,996.06
LIEUTENANT	TRAHAN, ROBERT	1284.91	66,998.88	81,546.06
LIEUTENANT	O'DONOVAN, BRIAN	1284.91	66,998.88	75,621.06
LIEUTENANT	SALEMME, THOMAS M	1284.91	66,998.88	79,546.06
LIEUTENANT	MAJOR, CHRISTOPHER	1284.91	66,998.88	78,746.06
LIEUTENANT	KEENAN, JAMES	1284.91	66,998.88	79,996.06
LIEUTENANT	DIPALMA, DANIEL R	1284.91	66,998.88	77,621.06
LIEUTENANT	TEIXEIRA, GARY	1284.91	66,998.88	76,746.06
LIEUTENANT	TIERNEY, SEAN	1284.91	66,998.88	80,746.06
LIEUTENANT	ANZALONE, MICHAEL	1284.91	66,998.88	78,996.06
LIEUTENANT	WALL, MATTHEW	1284.91	66,998.88	80,646.06
LIEUTENANT	ORTOLANI, STEPHEN	1284.91	66,998.88	75,996.06
LIEUTENANT	MACLAUGHLAN, ROBERT	1284.91	66,998.88	81,996.06

LIEUTENANT	VACANT	1284.91	66,998.88	77,546.06
FIREFIGHTER	POWERS, WILLIAM	1088.90	16,177.94	20,437.67
FIREFIGHTER	POWERS, W. / VACANT	907.13	33,952.58	39,523.97
FIREFIGHTER	CARROLL, THOMAS	1088.90	56,778.36	68,639.51
FIREFIGHTER	BURNS, JAMES	1088.90	56,778.36	66,639.51
FIREFIGHTER	BAZYLINSKI, CHARLES	1088.90	56,778.36	66,639.51
FIREFIGHTER	DOHERTY, ROBERT	1088.90	56,778.36	68,639.51
FIREFIGHTER	BECKWITH, JOHN	1088.90	56,778.36	68,639.51
FIREFIGHTER	FOWLER, WILLIAM	1088.90	56,778.36	68,639.51
FIREFIGHTER	POWERS, JAMES	1088.90	56,778.36	66,639.51
FIREFIGHTER	SELIG, RONALD	1088.90	56,778.36	66,639.51
FIREFIGHTER	SULLIVAN, LAWRENCE	1088.90	56,778.36	68,639.51
FIREFIGHTER	BARRY, JOSEPH	1088.90	56,778.36	65,089.51
FIREFIGHTER	BROWN, THOMAS	1088.90	56,778.36	67,089.51
FIREFIGHTER	CASEY, RICHARD	1088.90	56,778.36	65,089.51
FIREFIGHTER	FEHLAN, WILLIAM	1088.90	56,778.36	65,089.51
FIREFIGHTER	LAYTON, STEPHEN	1088.90	56,778.36	65,089.51
FIREFIGHTER	LEVESQUE, JOHN	1088.90	56,778.36	69,089.51
FIREFIGHTER	NICHOLSON, MARK	1088.90	56,778.36	65,089.51
FIREFIGHTER	POPKEN, KARL	1088.90	56,778.36	65,089.51
FIREFIGHTER	QUINN, ROBERT	1088.90	56,778.36	67,089.51
FIREFIGHTER	CAHILL, WILLIAM	1088.90	56,778.36	65,089.51
FIREFIGHTER	DORANT, PATRICK	1088.90	56,778.36	67,089.51
FIREFIGHTER	ELLIS, WILLIAM	1088.90	56,778.36	67,089.51
FIREFIGHTER	LOPEZ, THOMAS	1088.90	56,778.36	65,089.51
FIREFIGHTER	MATTERA, VINCENT	1088.90	56,778.36	65,089.51
FIREFIGHTER	MITCHELL, JOHN	1088.90	56,778.36	69,089.51
FIREFIGHTER	SCULLARI, JOSEPH	1088.90	56,778.36	65,089.51
FIREFIGHTER	BENNETT, MICHAEL	1088.90	56,778.36	70,364.51
FIREFIGHTER	POPKEN, FREDERICK	1088.90	56,778.36	66,364.51
FIREFIGHTER	SHARPE, FRANCIS	1088.90	56,778.36	66,364.51
FIREFIGHTER	CONNELLY, ROBERT	1088.90	56,778.36	68,364.51
FIREFIGHTER	KERNER, ELLIOT	1088.90	56,778.36	70,364.51
FIREFIGHTER	TRAHAN, MARTIN	1088.90	56,778.36	68,364.51
FIREFIGHTER	GUELPA, CHRISTINE	1088.90	56,778.36	67,089.51
FIREFIGHTER	BARCLAY, RICHARD	1088.90	56,778.36	67,089.51
FIREFIGHTER	COLBERT, JOHN	1088.90	56,778.36	71,089.51
FIREFIGHTER	GILLIS, PAUL	1088.90	56,778.36	65,089.51
FIREFIGHTER	LAYTON, KENNETH	1088.90	56,778.36	71,089.51
FIREFIGHTER	ROSS, THOMAS	1088.90	56,778.36	67,089.51
FIREFIGHTER	SANCHEZ, GERMAN	1088.90	56,778.36	65,089.51
FIREFIGHTER	ALFANO, DAVID W	1088.90	56,778.36	66,714.51
FIREFIGHTER	MOORE, SYLVESTER	1088.90	56,778.36	66,714.51
FIREFIGHTER	SULLIVAN, PAUL M JR	1088.90	56,778.36	68,714.51
FIREFIGHTER	KELLEY, THOMAS F	1088.90	56,778.36	66,089.51
FIREFIGHTER	MACKINNON, PAUL	1088.90	56,778.36	66,089.51
FIREFIGHTER	DONOVAN, JOHN PAUL	1088.90	56,778.36	65,839.51
FIREFIGHTER	PIWINSKI, JAMES M	1088.90	56,778.36	64,089.51
FIREFIGHTER	REVILLA, RODOLFO	1088.90	56,778.36	63,839.51
FIREFIGHTER	KEANE, SEAN	1088.90	56,778.36	67,839.51
FIREFIGHTER	HOWARD, CHRISTIAN W	1088.90	56,778.36	63,839.51
FIREFIGHTER	JOHNSON, EARL	1088.90	56,778.36	65,839.51
FIREFIGHTER	TIERNEY, THOMAS	1088.90	56,778.36	65,839.51
FIREFIGHTER	SNOW, CYNTHIA	1088.90	56,778.36	65,839.51
FIREFIGHTER	WALL, MARK	1088.90	56,778.36	65,839.51
FIREFIGHTER	ALCARAZ, BLANCA	1088.90	56,778.36	65,839.51
FIREFIGHTER	MAURAS, STEVEN	1088.90	56,778.36	67,739.51
FIREFIGHTER	COSTA, WILLIAM	1088.90	56,778.36	63,739.51
FIREFIGHTER	PEREZ, ROGER	1088.90	56,778.36	65,739.51
FIREFIGHTER	CHEIMETS, STEVEN	1088.90	56,778.36	65,739.51
FIREFIGHTER	EPPS, RYAN	1088.90	56,778.36	65,739.51
FIREFIGHTER	FLYNN, TIMOTHY	1088.90	56,778.36	63,739.51
FIREFIGHTER	LAMPLEY, VINCENT	1088.90	56,778.36	67,739.51

FIREFIGHTER	CLARK, JAMES	1088.90	56,778.36	63,739.51
FIREFIGHTER	POWERS, MICHAEL	1088.90	56,778.36	65,739.51
FIREFIGHTER	BELSKI, STEPHEN	1088.90	56,778.36	65,739.51
FIREFIGHTER	DOMINIQUE, MELVIN	1088.90	56,778.36	63,739.51
FIREFIGHTER	FRENCH, GREGORY	1088.90	56,778.36	69,739.51
FIREFIGHTER	MATTHEWS, MARK	1088.90	56,778.36	69,739.51
FIREFIGHTER	ROSSI, JOSEPH	1088.90	56,778.36	63,739.51
FIREFIGHTER	STILTNER, DAVID	1088.90	56,778.36	65,739.51
FIREFIGHTER	DAVIS, JULIAN	1088.90	56,778.36	65,739.51
FIREFIGHTER	BARRY, PATRICK	1088.90	56,778.36	69,739.51
FIREFIGHTER	FITZGERALD, JOHN C.	1088.90	56,778.36	65,739.51
FIREFIGHTER	BAKEY, TIMOTHY	1088.90	56,778.36	67,739.51
FIREFIGHTER	RICHARDSON, CHARLES D.	1088.90	56,778.36	65,739.51
FIREFIGHTER	HODNETT, ROBERT	1088.90	56,778.36	65,739.51
FIREFIGHTER	KEANE, PATRICK	1088.90	56,778.36	65,739.51
FIREFIGHTER	MARANO, JOEY	1088.90	56,778.36	65,739.51
FIREFIGHTER	PAINTER, MELISSA	1088.90	56,778.36	63,589.51
FIREFIGHTER	RIVERA, ISMAEL	1088.90	56,778.36	65,439.51
FIREFIGHTER	SILVA, KENNETH	1088.90	56,778.36	65,439.51
FIREFIGHTER	THEOPHILE, CHRIST	1088.90	56,778.36	63,439.51
FIREFIGHTER	BRAGA, JOSEPH	937.15	52,637.75	58,995.40
		1088.90		
FIREFIGHTER	FRENCH, PAUL	937.15	52,637.75	60,995.40
		1088.90		
FIREFIGHTER	KIRYLO, MATTHEW	937.15	52,637.75	58,995.40
		1088.90		
FIREFIGHTER	FINNEGAN, MICHAEL	907.13	48,411.09	54,518.60
		937.15		
FIREFIGHTER	GORMAN, THOMAS	907.13	48,411.09	55,418.60
		937.15		
FIREFIGHTER	LIPPENS, KENNETH	907.13	48,411.09	54,518.60
		937.15		
FIREFIGHTER	MARINO, MICHAEL	907.13	48,411.09	56,518.60
		937.15		
FIREFIGHTER	MATTERA, MICHAEL	907.13	48,411.09	54,518.60
		937.15		
FIREFIGHTER	NOLAN, DEREK	907.13	48,411.09	56,518.60
		937.15		
FIREFIGHTER	PHILLIPS, DANIELLE	907.13	48,411.09	54,518.60
		937.15		
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
FIREFIGHTER	VACANT	907.13	29,416.93	34,534.76
ADMIN2A	CICCARIELLO, JANET	915.16	47,771.35	48,971.35
SENIOR CLERK	SANBORN, FRANCES	702.38	36,664.24	38,264.24

11,115,252.92

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	539,643	687,684	374,455	607,370
51300 OVERTIME	104,402	116,800	59,931	119,000
51410 LONGEVITY	7,400	7,700	7,700	8,225
51460 OUT OF GRADE	854	3,800	790	3,800
51530 HOLIDAYS	36,143	45,600	15,000	48,869
51540 PERFECT ATTENDANCE	1,600		1,700	
51691 OTHER LUMP SUM PAYMENTS	10,300	14,700	10,300	14,700
51930 UNIFORM ALLOWANCE	11,000	11,000	11,000	11,000
TOTAL P-ACCT 51000	711,342	887,284	480,876	812,964
TOTAL ORG 4211 FUNDING REQUIRED	711,342-	887,284-	480,876-	812,964-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

FIRE ALARM
4211

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
CHIEF FIREALARMOPER	DOHERTY, DAVID	1,359.69	70,975.82	81,986.52
SR FIRE ALARM OPER	SWANTON, JAMES	1,214.01	63,371.32	73,770.16
SR FIRE ALARM OPER	KENNEDY, WAYNE	1,214.01	63,371.32	73,770.16
SR FIRE ALARM OPER	ATHERTON, CAROL	1,214.01	63,371.32	71,895.16
SR FIRE ALARM OPER	BREEN, TODD	1,214.01	63,371.32	70,970.16
FIRE ALARM OPER	HERMAN, BRIAN	1,083.94	56,581.67	63,634.22
FIRE ALARM OPER	KYLE, BRIEN	1,083.94	56,581.67	63,634.22
FIRE ALARM OPER	SLOANE, STEPHEN	1,083.94	56,581.67	63,634.22
FIRE ALARM OPER	WALSH, DAVID	1,083.94	56,581.67	63,434.22
FIRE ALARM OPER	BREEN, SCOTT	1,083.94	56,581.67	63,434.22
				690,163.25

ORG 4201: FIRE DEPARTMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Budgeted	FY08 Budgeted	FY09 Executive Proposal
PREVENTION			
PERSONAL SERVICES	\$ 674,069.23	\$ 553,637.40	\$ 623,929.21
ORDINARY MAINTENANCE	\$ 3,367.00	\$ 11,455.00	\$ 4,255.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 677,436.23	\$ 565,092.40	\$ 628,184.21
<i>FTE FROM APPROPRIATIONS</i>	<i>9.00</i>	<i>6.50</i>	<i>7.00</i>
INVESTIGATION			
PERSONAL SERVICES	\$ 73,974.40	\$ 93,213.31	\$ 93,892.23
ORDINARY MAINTENANCE	\$ 2,658.00	\$ 2,035.00	\$ 3,720.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 76,632.40	\$ 95,248.31	\$ 97,612.23
<i>FTE FROM APPROPRIATIONS</i>	<i>0.95</i>	<i>0.95</i>	<i>0.95</i>
MAINTENANCE			
PERSONAL SERVICES	\$ 127,937.60	\$ 92,224.38	\$ 90,875.84
ORDINARY MAINTENANCE	\$ 141,114.00	\$ 134,932.00	\$ 146,802.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 269,051.60	\$ 227,156.38	\$ 237,677.84
<i>FTE FROM APPROPRIATIONS</i>	<i>2.00</i>	<i>1.00</i>	<i>1.00</i>
FIRE ALARM			
PERSONAL SERVICES	\$ 633,610.79	\$ 745,777.63	\$ 757,567.95
ORDINARY MAINTENANCE	\$ 172.00	\$ 150.00	\$ 150.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 633,782.79	\$ 745,927.63	\$ 757,717.95
<i>FTE FROM APPROPRIATIONS</i>	<i>10.00</i>	<i>10.00</i>	<i>10.00</i>
EMERGENCY OPERATIONS			
PERSONAL SERVICES	\$ 8,200,863.15	\$ 10,229,312.38	\$ 10,773,138.07
ORDINARY MAINTENANCE	\$ 59,497.00	\$ 52,690.00	\$ 73,770.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 8,260,360.15	\$ 10,282,002.38	\$ 10,846,908.07
<i>FTE FROM APPROPRIATIONS</i>	<i>128.15</i>	<i>133.65</i>	<i>140.15</i>
TRAINING			
PERSONAL SERVICES	\$ 101,419.92	\$ 120,702.40	\$ 113,884.03
ORDINARY MAINTENANCE	\$ 305.00	\$ 900.00	\$ 900.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 101,724.92	\$ 121,602.40	\$ 114,784.03
<i>FTE FROM APPROPRIATIONS</i>	<i>0.95</i>	<i>0.95</i>	<i>0.95</i>
ADMINISTRATION	\$ 481,466.30	\$ 437,303.49	\$ 468,608.67
<i>FTE FROM APPROPRIATIONS</i>	<i>5.95</i>	<i>4.95</i>	<i>4.95</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 10,500,454.39	\$ 12,474,333.00	\$ 13,151,493.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>157.00</i>	<i>158.00</i>	<i>165.00</i>

ORG 4201: FIRE DEPARTMENT**PROGRAM COST AND ACTIVITIES****PROGRAM: PREVENTION**

Description: Prevent fires by carrying out regular fire alarm and suppression inspections in order to decrease the number of fire fatalities and loss in property value.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of investigations, permits, plan reviews, and inspections (FY07-FY09: Based on estimate)	16,110	16,115	16,000
<u>Program Cost:</u>	\$677,436.00	\$565,092.00	\$628,184.00
<u>Cost per Output:</u>	\$42.05	\$35.06	\$39.26
<u>FTEs:</u>	9.00	6.50	7.00
<u>Outcome 1:</u> % change in number of building fires (based on calendar year) (Actual based on Professional Files software)	0%		
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Complete all joint "Certificate of Inspection" with ISD in a timely manner.
2. Convert paper tracking system to a fully computer based system.
3. Each assigned member to complete one computer training course offered by the City of Somerville.
4. Work with the city to provide for credit card payments on line or at office.
5. Continue the process of identifying properties that are not compliant with smoke detector and CO detector requirements.
6. Work with 311 to see if 311 can handle any Fire Prevention calls.

PROGRAM FY08 GOAL REVIEW

1. Complete inspections required under Chapter 304 of the acts of 2004 relative to places of public assembly and bring all the required occupancies up to sprinkler compliance. Continue to monitor sprinkler installation with a deadline of November 2007 (Complete; on-going).
2. Convert paper tracking system to a computer-based system (In-progress).
3. Enforce smoke detector/CO compliance for properties that ignore the law (In-progress).
4. Install credit card/ATM machine to make payment options customer friendly.(In-progress)
5. Work with other city agencies to address underground fuel storage tank issues on city property.(In-progress)

PROGRAM ACTIVITIES AND OUTPUTS

Issue Certificates and Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,000	4,000	4,000
<u>Description:</u> Document and assure that the necessary fire codes are in place, minimizing fire hazards.			
<u>Output:</u> # of permits issued per year, based on 80/week. (FY07-FY09: Estimate by Chief Kelleher)			
Inspect Fire Alarms and Suppression	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,000	3,500	3,000
<u>Description:</u> Make sure that fire alarm systems are working properly and building/homes comply with fire codes.			
<u>Output:</u> # of preventive inspections per year, based on 80/week. (FY07-FY09: Estimate by Chief Kelleher)			
Plan and Review Buildings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,300	1,500	1,300
<u>Description:</u> Review building plans and ensure that all buildings have the required fire prevention measures in place.			
<u>Output:</u> # of plans reviewed per year, based on 25/week. (FY07-FY09: Estimate by Chief Kelleher)			
Execute Neighborhood Impact Team (NIT)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	310	330	350
<u>Description:</u> Enforce fire prevention code at selected properties throughout the City to improve quality of life issues that affect a neighborhood.			
<u>Output:</u> # of inspections per year (FY07-FY09: 6 inspections / week. Estimate by Chief Kelleher)			

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

Enforce Ticketing / Codes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	50	75

Description: Allow the fire prevention officer to issue immediate non-criminal disposition tickets on authorized violations.

Output: # of tickets issued / year (FY07-FY09: Estimate by Chief Kelleher)

Permit Investigations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,500	6,700	6,500

Description: Ensure public accountability for fire safety.

Output: # of code enforcement investigations per year, based on 125/week. (FY07-FY09: Estimate by Chief Kelleher)

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: INVESTIGATION

Description: Investigate the origin of fires and conduct appropriate criminal investigations when necessary.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of investigations (FY07-FY09: Based on estimate)	250	225	250
<u>Program Cost:</u>	\$76,632.00	\$95,248.00	\$97,612.00
<u>Cost per Output:</u>	\$306.52	\$423.32	\$390.44
<u>FTEs:</u>	0.95	0.95	0.95
<u>Outcome 1:</u> % of fires whose cases are closed (Estimate by Chief Kelleher)	80%		
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Lead investigator to attend specialized annual training.
2. Backup investigator to attend advanced arson course.
3. Implement computer based tracking system.

PROGRAM FY08 GOAL REVIEW

1. Implement the data management system to track activity levels (In-progress).
2. Increase the number of trained investigators to back up primary investigator (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Investigate Fires	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	35	30
<u>Description:</u> Identify the origin of the fire.			
<u>Output:</u> # of fires investigated per year. (FY07: Actual count; FY08/FY09: estimate)			
Prepare for Court Proceedings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	10	10
<u>Description:</u> Complete the necessary paperwork to ensure the person or persons responsible for a fire are held responsible.			
<u>Output:</u> # of court proceedings per year. (FY07-FY09: Estimate by Chief Kelleher)			

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: MAINTENANCE

Description: Keep frontline apparatus and equipment available for safe and dependable use in order to protect firefighters and serve the community.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of units of equipment under department oversight (FY07-FY09: Estimate by Chief Kelleher)	2,720	2,740	2,750
<u>Program Cost:</u>	\$269,052.00	\$227,156.00	\$237,678.00
<u>Cost per Output:</u>	\$98.91	\$82.90	\$86.42
<u>FTEs:</u>	2.00	1.00	1.00
<u>Outcome 1:</u> % of time apparatus is out of service for maintenance (Estimate by Chief Kelleher)	5%		
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Implement computer based maintenance tracking system.
2. Continue to conduct preventative maintenance in accordance with manufacturer's recommendations.
3. Ensure maintenance is fully-staffed.

PROGRAM FY08 GOAL REVIEW

1. Conduct preventative maintenance in accordance with the manufacturer's recommended schedule with an additional assistant (In-progress).
2. Implement the computer-based apparatus maintenance tracking system (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

SCBA	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	300	300
<i>Description: Test, repair, and maintain SCBA equipment.</i>			
<i>Output: # of pieces of equipment under department oversight. (FY07-FY09: Estimate)</i>			
Maintain Power Equipment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,300	1,350	1,350
<i>Description: Make the appropriate repairs to power tools.</i>			
<i>Output: # of equipment repairs completed per year, at 25/week. (FY07-FY09: Estimate)</i>			
Maintain Vehicles	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,640	3,520	3,600
<i>Description: Provide vehicles maintenance for all Department vehicles, including fire engines, cars, and small equipment.</i>			
<i>Output: # of repairs completed per year, at 70/week. (FY07-FY09: Estimate)</i>			
Inspect Equipment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	80	100	80
<i>Description: Test and maintain the readiness of fire apparatus and equipment.</i>			
<i>Output: # of pieces of equipment under department oversight. (FY07-FY09: Estimate)</i>			
Provide Road Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	520	450	500
<i>Description: Provide 24 hours service for vehicle break downs of fleet.</i>			
<i>Output: # of road service calls responded to per year, at 10/week. (FY07-FY09: Estimate)</i>			
Test Hydrants and Shovels	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,400	1,575	1,600
<i>Description: Test and maintain the readiness of fire hydrants to guarantee their operationality in event of a fire.</i>			
<i>Output: # of hydrant tests and shovel contacts per year. (FY07-FY09: Estimate)</i>			

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

Maintain Buildings

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
43,680	43,680	43,680

Description: *Maintain clean and functional department facilities to promote safe and healthy working environment.*

Output: *# of cleaning assignments per year, at 840/week. (FY07-FY09: Estimate)*

ORG 4201: FIRE DEPARTMENT**PROGRAM COST AND ACTIVITIES****PROGRAM: FIRE ALARM**

Description: Receive emergency calls and dispatch the appropriate response quickly and safely in order to protect and serve the community in times of emergency.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of calls received that result in dispatch (FY07: Actual based on calendar year; FY08-FY09: estimate)	11,000	11,421	11,473
<u>Program Cost:</u>	\$633,783.00	\$745,928.00	\$757,718.00
<u>Cost per Output:</u>	\$57.61	\$65.31	\$66.04
<u>FTEs:</u>	10.00	10.00	10.00
<u>Outcome 1:</u> Caller satisfaction (Actual based on caller survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Fully implement the use of connect CTY for emergency notification.
2. Each operator to attend one outside training session.

PROGRAM FY08 GOAL REVIEW

1. All members will receive training in emergency medical dispatch (Complete).
2. Use CAD more efficiently through increased training for operators and system administration (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Respond to Emergency Notifications	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	11,000	11,421	11,473

Description: Accurately and quickly gather needed information regarding an emergency and dispatch appropriate response to an emergency.

Output: # of calls received per year that result in dispatch. (FY07: Actual from Professional Files software; FY08/FY09: estimate)

Test Radio	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10,920	10,920	10,920

Description: Assess the condition of radios and ensure accurate emergency notification, dispatch, and communication during an emergency.

Output: # of radio tests per year, at 210/week. (FY07-FY09: Estimate by David Doherty)

Facilitate Non-emergency Calls	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	73,000	73,000	73,000

Description: Transfer non-emergency calls and facilitate non-emergency communication within the Department as well as other City Departments.

Output: # of calls forwarded per year, at 200/day. (FY07-FY09: Estimate by David Doherty)

Test Circuits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	9,100	9,100	9,100

Description: Assess the condition of circuits.

Output: # of circuits tested per year, at 175/week. (FY07-FY09: Estimate by David Doherty)

ORG 4201: FIRE DEPARTMENT**PROGRAM COST AND ACTIVITIES****PROGRAM: EMERGENCY OPERATIONS**

Description: Ensure safe, fast, and effective responses to fire and medical emergencies in order to prevent loss of life and property damage.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of calls received that result in dispatch (FY07: Actual based on calendar year; FY08-FY09: estimate)	11,000	11,421	11,550
Program Cost:	\$8,260,360.00	\$10,282,002.00	\$10,846,908.00
Cost per Output:	\$750.94	\$900.27	\$939.12
FTEs:	128.15	133.65	140.15
Outcome 1: Response time in minutes (Estimate by Chief Kelleher)	2	2	
Outcome 2: % of residents surveyed expressing an opinion who are satisfied with fire services in Somerville (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Train all members in basic computer skills.
2. Train all members in computer based fire reporting through National Fire Incident Reporting System (NFIRS).
3. Hire and train the firefighters received through the SAFER Grant award.
4. Begin implementation of a Rescue Company with the additional firefighters funded by SAFER.
5. Continue to collect vital data to be added to the Computer Aided Dispatch (CAD) system.
6. Maintain a firefighter reserve list to ensure vacancies are quickly filled.

PROGRAM FY08 GOAL REVIEW

1. Provide for the interconnection of all five stations for reporting through the National Fire Incident Reporting System (NFIRS) (Complete).
2. Fire companies will perform in district collection of CAD information relative to Fire Protection System (In-progress).
3. Companies will participate in MDU (mass decon unit) training twice per year (Complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Respond to Car Fires and Car Accidents	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	425	490	500
<i>Description: Respond to car fires and car accidents in an efficient and timely manner.</i>			
<i>Output: # of car accidents responded to per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)</i>			
Provide Medical Aid	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,400	5,040	5,000
<i>Description: Respond to medical emergencies in a safe, fast, and effective manner.</i>			
<i>Output: # of medical aids provided per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)</i>			
Suppress Fires	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	498	500
<i>Description: Respond to fire emergencies in a safe, fast, and effective manner.</i>			
<i>Output: # of fires suppressed per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)</i>			
Clear Hazardous Materials	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	425	538	500
<i>Description: Respond to hazardous material emergencies in a safe, fast, and effective manner.</i>			
<i>Output: # of hazardous materials incidents in calendar year 2004. (FY07: Actual from Professional Files software; FY08/FY09: estimate)</i>			

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

Respond to False Alarms	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	325	984	900

Description: Survey and respond to all false alarms.

Output: # of false alarms responded to per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)

Provide Miscellaneous Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,900	3,026	3,000

Description: Respond to all non-emergency requests for service.

Output: # of miscellaneous items attended to per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)

Respond to Fire Alarm Systems	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,025	2,200	2,500

Description: Respond to fire alarm systems in a safe, fast, and effective manner.

Output: # of fire alarms responded to per year. (FY07: Actual from Professional Files software; FY08/FY09: estimate)

ORG 4201: FIRE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: TRAINING

Description: Ensure that fire fighters are adequately prepared to respond to fires and medical emergencies in order to prevent the loss of life and minimize property damage.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of in-house trainings and public and in-house drills (FY07-FY09: Based on estimate)	225	226	225
<u>Program Cost:</u>	\$101,725.00	\$121,602.00	\$114,784.00
<u>Cost per Output:</u>	\$452.11	\$538.06	\$510.15
<u>FTEs:</u>	0.95	0.95	0.95
<u>Outcome 1:</u> % of firefighters who are adequately prepared to perform their duties (Estimate by Chief Kelleher)	100%	100%	100%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Work with the IT department on computer based training for all members.
2. Conduct school visits at least four times during the year.
3. Continue to develop updated Standard Operating Guidelines.
4. Continue to develop a computer based training record management system.

PROGRAM FY08 GOAL REVIEW

1. Complete ICS training -- 300 level for superior officers and 400 level for chief officers (Complete).
2. Continue to work on records management system for training (In-progress).
3. Conduct school visits at least four times a year. (Complete; on-going).
4. Establish an in-depth continuous training program focused on best practice in utilizing dosimeters, radiation detection instruments, personal protective equipment (PPE), and the mass decontamination unit (MDU) (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Public Education	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	60	60	75
<u>Description:</u> Provide individuals who visit the Fire Station with lessons and awareness tools regarding fire prevention and safety.			
<u>Output:</u> # of hours spent on public education activities per year. (FY07-FY09: Estimate by Deputy Chief Graney)			
Practice School Fire Drills	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	76	76	80
<u>Description:</u> Ensure that students, faculty, and school administrators are prepared to respond appropriately in event of a fire.			
<u>Output:</u> # of drills per year. (FY07-FY09: Estimate by Deputy Chief Graney)			
Practice Field Drills and Exercises	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	75	60
<u>Description:</u> Enable fire fighters to practice their skills and maintain and enhance their preparedness for emergency and fire responses.			
<u>Output:</u> # of exercises per year. (FY07-FY09: Estimate by Deputy Chief Graney)			
Provide Classroom Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	90	125	150
<u>Description:</u> Train and certify firefighters. Ensure they are able to provide qualified assistance in medical emergencies and fire-related incidents.			
<u>Output:</u> # of in-house trainings per year. (FY07-FY09: Estimate by Deputy Chief Graney)			

DEPARTMENT OVERVIEW

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

OUR DUTY IS TO SEARCH BEYOND THE CALL

DEPARTMENT ORGANIZATION: At the beginning of FY09 the Police Department has 143 full-time staff and one half-time position. These positions are as follows: one police chief, six captains, 11 lieutenants, 15 sergeants, 97 patrolmen, one financial analyst, one secretary/accountant, one mechanic, one motor equipment repairman, one head clerk, one detail clerk, one junior detail clerk, one junior clerk, and 2.5 record clerks. Part-time employees are comprised of 63 Crossing guards.

With the implementation of the reorganization plan in the Fall of 2009, staffing will remain the same with the exception of the addition of two deputy chiefs and a reduction to four captains.

The Department is also responsible for the Emergency 911 staff consisting of 14 full time Operators and one full-time Animal Control Officer, a half-time Animal Control Officer (proposed FY09 Budget). Finally there are two Community Policing Clerks and one Crime Analyst paid out of the Community Policing Grant.

FY08 ACCOMPLISHMENTS: We have succeeded in accomplishing our stated goals for FY08

- **Retirements:** Aggressively monitored sick time and disability usage through the use of the CBA, City ordinance *Article 10 Sec. 7* and guidance of our third party claims administrator, Meditrol. This endeavor successfully resulted in the involuntary superannuation retirement of two officers' who had been out sick long term.
- **Promotions:** Promoted two sergeants and two lieutenants in keeping with the plan of full command staffing as we move into the neighborhood sub-stations.
- **New Hires:** In FY08 we hired one Non-Civil Service Police Chief and 16 patrol officers recommended by the Police Advisory Group as we move toward a full neighborhood community police model.

We are in the process of hiring 2.5 civilians to work in the records department and one additional civilian to work in the detail office.

In accordance with the reorganization plan that includes geographic sub-stations an eighteen-month lease has been signed by the City of Somerville and Mudflat Studio's to house the East Somerville sub-station. Research is currently being conducted as to the location of the West Somerville Sub-Station.

DEPARTMENT OVERVIEW

Participated in the Charles E. Shannon, Jr. Community Safety Initiative Regional Grant in an effort to deter youth violence and gang activities.

- **Policies and Procedures:** The policies that have the greatest liability exposure have already been reviewed, updated and in some cases completely rewritten and all are taught to recruits and during in-service training. Policies are emailed to every member of the department, a paper copy is provided and commanders read them at roll call for one week. There is an on-line policy folder on the server that is available to all members of the department. When trained on new major policy, each officer signs for that policy. Some of our policies that have been completed include:
 - "Use of force continuum" - All existing policy regarding any use of force from hands-on to deadly has been reviewed and combined into a comprehensive continuum of force that acts as a more understandable guideline to officers and protects the department from liability.
 - Pursuit policy - Existing policy from the early '90's was updated and rewritten acknowledging the changes that have taken place in our mobile police force and the dangers inherent in vehicle pursuit. After a State Police pursuit turned tragic in our City, our policy (then only a month old) was used by media outlets to show how poor State Police policy was in comparison.
 - We have also reviewed and completed policies on "Rape and sexual assault"; "Arrest" and several others are in progress as we move toward certification and eventually accreditation.
- **POLICE STAT:** Instituted internal Police-Stat meetings, in which crime data is presented, studied and used to drive deployment and strategy decisions. Problem solving methods are used extensively.
- **E-911 Upgrades:** Hired one civilian Dispatcher who received 56 hours of Public Safety 911 Dispatcher Training. All civilian 911 Dispatchers receive 16 hours Advanced Law Enforcement Dispatch training. 55 Somerville Police Officers received 16 hours 911 Dispatch training to serve as back-up to civilian dispatchers in case of emergency and/or critical incident. All of the training mentioned above was funded through the State E-911 grant.
- **Training:** The 2008 Somerville Police Department in-service training program consists of Firearms Qualification, Active Shooter Response, C.P.R., First Responder, Legal Updates, S.P.D. Policies and Procedures, Identifying Quality of Life Issues, S.A.R.A. Model Problem Solving, Domestic Violence, and Locating Missing Children.

As part of the Somerville Police Department's Professional Development Program, three detective supervisors attended the Inside the Tape Homicide Investigation Course, three detectives attended a course on Handling Confidential Informants, five detectives attended a course on writing search warrants, 18 detectives attended a DNA Evidence Collection Course, and 18 detectives attended a course on the Interview and Interrogation Videointeraction Recording System. A traffic bureau supervisor attended a Cruiser Accident Investigation Course, three members of the traffic bureau

DEPARTMENT OVERVIEW

attended the Basic Accident Investigation Course, two traffic officers attended an interview and interrogation course and two traffic officers attended a course on the Interview and Interrogation Videoinight Recording System.

- **Human Rights:** Continued to conduct regular quarterly meetings with the human rights commission and several immigrant and civil rights groups.
- **Fleet:** Purchased two Crown Victoria Police Interceptor Cruisers and one Crown Victoria Police Interceptor (the Police Chief's vehicle).
- **Evidence Room:** The Evidence Officer continues to review evidence records on a monthly basis to purge old evidence. He continues to research respective months for a time period of 2004 – 2007. The Forensic Recovery of Evidence Device has been purchased and our internal I.T. officer is working on instituting the bar code system.

FY09 DEPARTMENT GOALS

- **Department-wide goals**
 - Continue to provide services to the residents of Somerville with an intelligent and well trained Police Force. Our main priority is to serve the public with pride and dignity and ensure effective law enforcement and emergency services for every resident.
 - Increase participation by department personnel in community organizations and events.
 - Hold weekly internal PoliceStat meetings to exchange information, intelligence, ideas and solutions to ongoing issues involving the department.
 - Continue to grow the morale of the department by offering advanced training, equipment and support.
 - Continue to institute a '*written directive system*' to codify Memoranda, General Orders and Special Orders for better and more accurate record retention.
 - Continue to aggressively monitor sick time and disability usage through use of the CBA, City ordinance *Article 10 Sec. 7*, and the SPD's third party claims administrator Meditrol.
 - Complete the purging of old evidence in the Property Room and began the process of instituting a bar-coding system for new evidence.
 - Move toward a full neighborhood policing model and decentralize police headquarters into at least two substations.
 - Civilianize police positions that do not require sworn and trained officers, such as the records bureau and detail officer.
 - Continue to participate in the Charles E. Shannon, Jr. Community Safety Initiative Regional Grant in an effort to deter youth violence and gang activities.
 - Reduce the amount of time officers spend on writing reports.
 - Develop a K-9 unit.
 - Move toward Accreditation for the Department.
 - Seek out and develop partnership with other agencies both in the public and private sector to obtain Federal and State grants.

DEPARTMENT OVERVIEW

- Solicit outside police training experts to conduct specialized training in police related topics at the Somerville Police. Department.
 - Develop a department wide Community Policing strategy.
 - Develop mass notification procedure using Connect CTY to notify key department personnel or City officials of important events (i.e. to notify appropriate personnel and agencies of an active shooter incident.
 - Training will be a priority for all personnel. The training director will pursue training for Executive Development (Supervisors) and Specialized Training (Detectives), Homicide, Sexual Assault, etc. and patrol officer (OUI enforcement, Narcotic Recognition, etc.)
- **Equipment:** Long arms (AR-15, etc.) availability and training for all officers. Expandable Batons, OC Spray and Taser availability and training for all officers.
 - **Crime Investigation Division – Services to the public:**
 - Maintain an effective dialogue with victims of most property crimes with a victim contact within 48 hours after the crime.
 - Attempt to locate victims of lost and found property with the use of Locate Plus in order to return personnel property in a timely manner.
 - Begin a one-year rotation of new detectives so to train officers in patrol in the art of criminal investigations.
 - Utilize crime analysis data to prepare action plans when the need arises.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS

1. Make Somerville an Exceptional Place to Live, Work and Play:

Somerville is a City of neighborhoods and neighbors with different cultures and ethnicities. The Chief of Police, Deputy Chiefs, District/Neighbor Commander or community policing officers will continue to attend neighborhood ResiStat meetings to listen to constituent concerns and work to promote positive interaction and changes. The goal is to reach the residents of Somerville and provide accessibility to our officers to address the quality of life issues throughout the neighborhoods and City.

2. Promote Somerville Pride and Sense of Community:

Through community policing we will continue to reduce and prevent crime by increasing interaction and cooperation between the officers and the people we serve. This will include having more police officers who will walk the beat, ride bicycles or motorcycles as opposed to driving around in police cars. The basic idea is to create bonds of trust and reliance between police officers and the citizens. To efficiently deliver police services requires a systematic process to 1) assess the needs of the community and 2) translate those needs into police services and programs that can be better delivered to the community. In this way, the police officers will become more sensitive to the needs of the community. They will also have a better understanding of how their work affects the social environment.

DEPARTMENT OVERVIEW

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS)

Significant changes resulted from union contract settlements and increases in salaries and benefits to all personnel.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED)

The hiring of 16 patrolman and promotions of two Sergeants, two Lieutenants and one non Civil Service Chief. Additional program improvements include the addition of a canine unit, rent for the East Somerville Substation, a part-time Animal Control Officer, Emergency Operations Center maintenance and additional trainings.

COST ALLOCATION METHODOLOGY: As with other departments, Personal Services and Ordinary Maintenance were allocated to programs based on an understanding of where those resources were used.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

The sources of the Police Department's resident goals are varied, but most of them can be addressed in one of two ways: First, the upcoming Police reorganization will increase the visibility, accessibility (including language accessibility), and familiarity of officers in neighborhoods all over the City. Second, because City police cannot be on every corner at every hour of the day, police will encourage residents themselves to contact the police immediately anytime they have concerns about things happening in their neighborhood.

ORG 4301: POLICE DEPARTMENT

RESISTAT GOAL: OUTREACH

Promote the Police reorganization in the non-English press before it is implemented to reassure residents that the new Officers are there to keep the community safe and not to look for undocumented residents. Update 5/19/08: The Communications and Police Departments will build this goal into their strategy once the reorganization is fully staffed and is ready to be implemented. (To Be Completed in FY09)

RESISTAT GOAL: PARKING

Determine if the part of the McGrath Highway known as the "Somerville Ave Extension" (along 120-160 McGrath Highway) is under City or State jurisdiction. If State, then residents request that State Police be informed that they are responsible for enforce parking restrictions (particularly parking on sidewalks) on the Somerville Ave Extension. Update 5/19/08: The Mayor's Office will investigate this question. (To Be Completed in FY09)

Enforce overnight commercial vehicle parking on Ten Hills streets. Update 5/12/08: This is on a nightly route. Commercial Overnight ban is in effect Midnight – 6:00AM. Update 5/19/08: Parking control officers will be in the area more regularly if more streets in the Ten Hills neighborhood change to Resident Permit Parking streets. (Complete and On-Going)

RESISTAT GOAL: SAFETY

Convene a meeting between Police leadership and Somerville's taxi drivers and explore ways that drivers can help spot crimes. (To Be Completed in FY09)

Establish police substations on East Broadway and near Teele Square. Update 5/16/08: East Broadway site has been identified and will be renovated and in use by early FY09. The West Somerville site is still out for bid. (To Be Completed in FY09)

Help new East Broadway Businesses avoid break-ins. Update 5/14/08: With the Police reorganization and a shift towards community policing, officers assigned to this area will work to develop relationships with business owners. Additionally, the new police substation on East Broadway will provide a convenient nearby location for residents and business owners to meet and discuss crime issues with their community police officers. (To Be Completed in FY09)

Implement increased bike and foot patrols for East Broadway. Update 5/19/08: These assignments will be included in the police reorganization. (To Be Completed in FY09)

Continue to address home break-ins and property thefts near lower Temple Road. Update 5/12/08: With the reorganization of the Police Department and the assignment of officers and command staff to neighborhoods, these officers will be charged with developing strategies specific to Temple Road. (Some Progress Planned for FY09)

Develop targeted strategy to reduce motor vehicle break-ins. Update 5/16/08: An Automobile Break-In Unit has been created by Police Department to target resources and reduce break-ins. (Some Progress Planned for FY09)

Keep bars/pubs and the areas around them safe from fights and crime. The goal was raised in an East Broadway meeting, so this area may be a particular focus. Update 4/1/08: The shift to Community Policing, with more police officers on foot, will help with this. (Some Progress Planned for FY09)

Make community police officers familiar with local community leaders, so officers can come to neighborhood meetings and social gatherings. Update 5/14/08: With the reorganization of the Police Department and the assignment of officers and command staff to neighborhoods, these officers will be encouraged to develop relationships with community and neighborhood leaders. (Some Progress Planned for FY09)

Make more crime data regularly available on the web. (Some Progress Planned for FY09)

Place emergency call boxes on the Community Path to improve security. Update 5/28/08: The Assembly Square developers have agreed to fund these call boxes, and they will be placed before IKEA opens in 2010 (estimated). (Longer-Term Goal)

Support Somerville Housing Authority (SHA) in getting more SHA Police for the Mystic Housing development, especially Haitian Officers. Update 5/19/08: The Mayor's Office will communicate this priority to the SHA. (Outside of City Jurisdiction)

ORG 4301: POLICE DEPARTMENT

RESISTAT GOAL: TRAFFIC

Residents are concerned about drivers using Hamlet Street as a cut-through at rush hour and about drivers failing to stop at the stop sign at Hamlet and Boston Ave. The intersection of Hamlet Street and Highland Avenue is also a concern. Update 5/14/08: Traffic and Parking (T&P) will examine the intersections. (Some Progress Planned for FY09)

RESISTAT GOAL: TRAFFIC ISSUES

Address speed of cut-through traffic on Irving and Paulina Streets. Investigate traffic calming actions in combination with the Police Department's traffic enforcement. Update 5/12/08: Somerville Police can use a speed board on this street, which shows drivers the speed at which they are driving. Traffic studies on similar City streets have demonstrated that few vehicles actually exceed the 30 mph speed limit. The City is working with the State legislature to lower the citywide speed limit to 25 mph. (Some Progress Planned for FY09)

Request a State police crossing guard at McGrath Highway and Broadway. (Outside of City Jurisdiction)

ORG 1702 POLICE - ENHANCED 911

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	503,498	560,688	283,195	548,091
51300 OVERTIME	49,810	40,710	24,456	40,000
51430 SHIFT DIFFERENTIALS	6,724	28,024	5,244	13,366
51530 HOLIDAYS	17,371	28,185	7,856	27,299
51930 UNIFORM ALLOWANCE	4,200	7,000	12,600	7,000
TOTAL P-ACCT 51000	581,603	664,607	333,351	635,756
P-ACCT 52000 ORDINARY MAINTENANCE				
55860 UNIFORMS				
TOTAL P-ACCT 52000				
TOTAL ORG 1702 FUNDING REQUIRED	581,603-	664,607-	333,351-	635,756-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

POLICE ENHANCED 911
1702

Position	Name	Current Base	Fiscal Year Base	TOTAL
E-911 Operator	CORNELIO, CHRISTINE	758.57	39,597.35	42,885.84
E-911 Operator	DEFranzo, ROBYN	758.57	39,597.35	42,494.54
E-911 Operator	DESCHENES, JEANNE	736.48	38,444.26	42,156.76
E-911 Operator	DESousa, SUSAN	758.57	39,597.35	43,281.86
E-911 Operator	GROSSE, DENISE	758.57	39,597.35	43,274.28
E-911 Operator	KIELY, JULIE	758.57	39,597.35	42,494.54
E-911 Operator	LENNON, SCOTT	758.57	39,597.35	43,281.86
E-911 Operator	LEWON, MAUREEN	660.51	34,478.62	37,865.02
E-911 Operator	MCKENNA, JOAN	758.57	39,597.35	42,945.13
E-911 Operator	MCLAUGHLIN, CATHLEEN	758.57	39,597.35	43,413.93
E-911 Operator	MEDEIROS, THERESA	758.57	39,597.35	42,494.54
E-911 Operator	MILLIGAN, ALICE	758.57	39,597.35	43,274.28
E-911 Operator	VALLERY, KRISTINE	758.57	39,597.35	43,412.41
E-911 Operator	WARD, KENNETH	758.57	39,597.35	42,482.40
				595,757.34

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	37,753	39,887	19,114	61,026
51300 OVERTIME	2,312	5,000	1,573	
51690 OTHER DIFFERENTIALS			565	1,357
51930 UNIFORM ALLOWANCE				500
TOTAL P-ACCT 51000	40,065	44,887	21,252	62,883
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES		1,000		1,000
52950 KENNELS	818	2,500		2,500
52970 IN SERVICE TRAINING OM				200
53000 PROFESSIONL & TECHNCL SVC	2,431	7,457	197	7,257
53060 ADVERTISING		400		400
53405 PSTN-USAGE				
54200 OFFICE SUPPLIES		100		100
55820 BADGES, EMBLEMS, TROPHIES		50		50
55860 UNIFORMS	2,435	700		500
55880 PUBLIC SAFETY SUPPLIES	223	500		500
57110 IN STATE CONFERENCES				
TOTAL P-ACCT 52000	5,907	12,707	197	12,507
TOTAL ORG 1038 FUNDING REQUIRED	45,972-	57,594-	21,449-	75,390-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

ANIMAL CONTROL
1038

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
ANIMAL CONTROL OFFICER	TERRIO, APRILE	779.38	40,683.64	42,540.64
ANIMAL CONTROL OFFICER (PT)	VACANT	389.69	20,341.82	20,341.82
				62,882.45

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	8,176,905	10,802,247	5,135,352	9,621,650
51120 CROSSING GUARDS	225,268	273,000	80,118	273,000
51200 SALARIES & WAGES TEMPOR'Y	2,280			2,000
51300 OVERTIME	632,726	643,201	430,972	616,000
51310 TRAINING-OVERTIME	110,363	70,000	45,558	84,000
51410 LONGEVITY	45,675	42,350	93,925	82,950
51420 COURT TIME	244,380	181,420	116,384	192,000
51430 SHIFT DIFFERENTIALS	402,572	520,406	234,752	781,613
51460 OUT OF GRADE	8,054	16,000	5,237	8,054
51530 HOLIDAYS	512,170	548,938	291,867	634,999
51532 HOLIDAYS - S.M.E.A.	1,814	1,276	510	
51540 PERFECT ATTENDANCE	6,700			
51690 OTHER DIFFERENTIALS	1,480	1,480	646	1,460
51691 OTHER LUMP SUM PAYMENTS		16,500		64,500
51692 5/2 BUYBACK	50,404	63,287		37,341
51721 RETIREMENT INCENTIVE				
51920 SICK LEAVE BUYBACK	16,063			
51930 UNIFORM ALLOWANCE	61,700	62,700	113,450	66,850
51950 EDUCATIONAL INCENTIVE		1,000		1,000
TOTAL P-ACCT 51000	10,498,554	13,243,805	6,548,771	12,467,417
P-ACCT 52000 ORDINARY MAINTENANCE				
52066 EQUIP MAINTENANCE				12,500
52450 REPAIRS-VEHICLES	41,355	43,000	23,740	45,000
52460 REPAIRS OFFICE EQUIPMENT	9,332	39,952	1,074	9,332
52470 MAINT CONTRACT-OFFC EQUIP				

52475	MAINT SOFTWARE	32,118	35,408	33,338	35,408
52610	REPAIRS-RADIO ALARM	6,635	15,040	1,670	15,040
52760	RENTALS EQUIPMENT	1,128	1,500	208	1,500
52970	IN SERVICE TRAINING OM	32,956	33,400	18,907	40,000
53000	PROFESSIONL & TECHNCL SVC	15,870	18,237	10,177	22,737
53010	MEDICAL & DENTAL SERVICES	55,526	60,000	27,051	60,000
53060	ADVERTISING	4,130	2,650	750	3,180
53141	DETENTION ATTENDANTS	11,049	16,000	2,208	15,000
53145	TOWING				
53405	PSTN-USAGE	8,486	6,000	4,244	6,000
53420	POSTAGE	4,512	2,200	28	2,640
53840	LAUNDRY SERVICES				
54200	OFFICE SUPPLIES	13,038	11,000	866	13,200
54201	OFFICE EQUIPMENT	21,077	500	3,546	3,500
54202	OFFICE FURNITURE				
54210	PRINTING & STATIONERY	4,778	4,524	2,266	5,429
54220	COMPUTER SUPPLIES	4,687	12,500	1,991	15,000
54221	COMPUTER EQUIPMENT				
54240	BOOKS & BOOKBINDING	85	1,000	287	500
54810	MOTOR GAS AND OIL				
54825	VEHICLES-NON CAPITAL				
54850	MOTOR PARTS & ACCESSORIES		4,000		
54860	REIMB OF LICENSES		450		
54900	FOOD SUPPLIES & REFRESHMT			195	
55850	PHOTOGRAPHIC SUPPLIES	900	900		900
55870	MAGAZINES,NEWS,SUBSCRIPTS		400		400
55880	PUBLIC SAFETY SUPPLIES				22,000
55890	SUPPLIES FOR MEN/WOMEN	58,989	52,873	2,951	20,000
55910	COLORGUARD	1,500	1,500	1,500	1,500
55920	TRAFFIC SUPV SUPPLIES		2,000	2,703	2,000
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS	4,220	2,300	2,815	5,300

57310	BAPERN MEMBERSHIP	2,675	2,675	2,623	2,675
57600	JUDGEMENTS/SETTLMT OF CLM				
57840	CARE OF PRISONERS	4,460	3,000	4,482	5,000
TOTAL P-ACCT 52000		339,506	373,009	149,620	365,741
P-ACCT 58000 CAPITAL OUTLAY					
58410	BUILDING IMPROVEMENTS				
58510	OFFICE EQUIPMENT				
58517	AUDIO / VISUAL EQUIPMENT				
58535	ATHLETIC EQUIPMENT		20,000		
58540	VEHICLES		78,324	161,000	
58590	EQUIPMENT-RADIOS				
TOTAL P-ACCT 58000			98,324	161,000	
P-ACCT 60000 SPECIAL ITEMS					
62710	RENTAL - BUILDINGS				16,500
TOTAL P-ACCT 60000					16,500
TOTAL ORG	4301 FUNDING REQUIRED	10,838,060-	13,715,138-	6,859,391-	12,849,658-

Position	Name	Current Base	Fiscal Year Base	TOTAL
CHIEF	HOLLOWAY, ANTHONY	3,173.08	165,634.78	165,634.78
CAPT	CABRAL, MICHAEL S	2309.02	120,530.84	133,199.98
CAPT	DEVEREAUX, MICHAEL	2309.02	120,530.84	132,899.98
CAPT	FEMINO, CHARLES J	2309.02	120,530.84	133,099.98
CAPT	OCONNOR, JOHN T	2309.02	120,530.84	137,823.14
CAPT	TRANT, PAUL R	2309.02	120,530.84	137,623.14
CAPT	UPTON, PAUL J	2216.66	115,709.65	127,957.62
LIEUT	HYDE, DANIEL J	1965.13	102,579.79	117,445.94
LIEUT	POLITO, JAMES	1965.13	102,579.79	112,761.74
LIEUT	STANFORD, JAMES J	1965.13	102,579.79	113,680.78
LIEUT	COTTER, BERNARD D	1965.13	102,579.79	113,580.78
LIEUT	VIVOLO, CARMINE C	1965.13	102,579.79	117,190.90
LIEUT	GAUGHAN, MICHAEL	1965.13	102,579.79	116,994.90
LIEUT	NARGI, ANTHONY S	1965.13	102,579.79	116,842.90
LIEUT	RYMILL, GERARD J	1965.13	102,579.79	116,994.90
LIEUT	CARRABINO, STEPHEN	1965.13	102,579.79	117,445.94
LIEUT	FALLON, DAVID	1965.13	102,579.79	113,580.78
LIEUT	SILVA, DENNIS S	1886.52	98,476.34	108,055.16
SGT	VOZELLA, JOHN C	1672.45	87,301.89	99,858.03
SGT	MCCAIN, JOSEPH E	1672.45	87,301.89	101,930.82
SGT	BRENNAN, NEIL P	1672.45	87,301.89	101,882.82
SGT	REARDON, GERALD	1672.45	87,301.89	97,068.26
SGT	ISIDORO, RICO J	1672.45	87,301.89	100,058.03
SGT	MULCAHY, MICHAEL	1672.45	87,301.89	97,068.26
SGT	GOBIEL, JOHN J	1672.45	87,301.89	101,450.82
SGT	DONOVAN, JAMES	1672.45	87,301.89	96,131.47
SGT	CAMPBELL, BRUCE B	1672.45	87,301.89	97,068.26
SGT	CHRISTENSEN, JOHN	1605.55	83,809.71	91,469.14
SGT	ROONEY, JAMES R	1605.55	83,809.71	93,271.02
SGT	MARINO, JOHN A	1605.55	83,809.71	96,283.70
SGT	MACARELLI, JOSEPH	1605.55	83,809.71	96,235.70
SGT	RYMILL, A WILLIAM	1605.55	83,809.71	92,833.14
SGT	AUFIERO, JOHN T	1337.96	69,841.51	81,330.93
PATROL04	AMERAL, MICHAEL A	1354.21	70,689.76	84,736.96
PATROL04	ANKENBAUER, ROBER	1191.70	62,206.74	71,613.34
PATROL04	BARNARD, EDWARD	1083.37	56,551.91	65,852.81
PATROL04	BERROUET, WOLFF E	1354.21	70,689.76	84,448.96
PATROL04	BROWN, MICHAEL D	1300.04	67,862.09	81,278.42
PATROL04	CAPOBIANCO, ALESSANDRO	1300.04	67,862.09	81,482.42
PATROL04	CARR, WILLIAM F	1191.70	62,206.74	76,157.34
PATROL04	CHAILLE, WARREN A	1191.70	62,206.74	74,292.34
PATROL04	COLLETTE, WALTER , JR.	1300.04	67,862.09	81,482.42
PATROL04	COLLINS, NEIL F	1354.21	70,689.76	85,412.96
PATROL04	COSTA, KATHRYN M	1300.04	67,862.09	77,649.42
PATROL04	COSTA, MARTHA F	1300.04	67,862.09	78,474.42
PATROL04	COVERT, LANCE S	1083.37	56,551.91	71,052.81
PATROL04	DERVISHIAN, GEORGE	1083.37	56,551.91	74,688.81
PATROL04	DIGREGORIO, JEFFREY	1354.21	70,689.76	85,144.96
PATROL04	DOHERTY, TIMOTHY	1083.37	56,551.91	69,271.81
PATROL04	DOTTIN, DERRICK	1191.70	62,206.74	75,249.34
PATROL04	DOTTIN, SHANNON N	1083.37	56,551.91	65,552.81
PATROL04	DRISCOLL, ROBERT	1300.04	67,862.09	82,010.42
PATROL04	DUFFY, PAUL C	1354.21	70,689.76	84,580.96
PATROL04	ELPIDOFOROS,PATRICIA	1354.21	70,689.76	80,679.96
PATROL04	FREITAS, MARCOS	1083.37	56,551.91	69,088.81

PATROL04	GAMBLE, SCOTT	1191.70	62,206.74	76,221.34
PATROL04	GILBERTI, RICHARD	1191.70	62,206.74	74,813.34
PATROL04	HICKEY, ROBERT W	1300.04	67,862.09	81,289.42
PATROL04	HODGDON, JAMES W	1083.37	56,551.91	76,392.81
PATROL04	HYDE, JAMES P	1300.04	67,862.09	81,178.42
PATROL04	IRVING, PATRICK J	1300.04	67,862.09	84,514.42
PATROL04	JOHNSON, STEVEN	1083.37	56,551.91	68,952.81
PATROL04	KELLEHER, ROBERT	1354.21	70,689.76	85,140.96
PATROL04	KENNELLY, MICHAEL	1300.04	67,862.09	78,474.42
PATROL04	KIELY, MICHAEL R	1354.21	70,689.76	84,488.96
PATROL04	LAVEY, RICHARD, JR.	1354.21	70,689.76	84,240.96
PATROL04	LEUCHTER, JOHN W	1191.70	62,206.74	78,349.34
PATROL04	LEYNE, THOMAS A	1300.04	67,862.09	80,874.42
PATROL04	LYONS, DAVID	1083.37	56,551.91	71,027.81
PATROL04	MAHONEY, JOHN J J	1191.70	62,206.74	78,428.34
PATROL04	MANFRA, MARYANNE	1300.04	67,862.09	81,457.42
PATROL04	MANSIR, CLIFFORD	1300.04	67,862.09	82,010.42
PATROL04	MANZELLI, ANTHONY	1300.04	67,862.09	82,010.42
PATROL04	MARTINI, LEO D	1300.04	67,862.09	82,010.42
PATROL04	MCCARTHY, WILLIAM	1354.21	70,689.76	85,040.96
PATROL04	MCGRATH, MICHAEL	1083.37	56,551.91	69,292.81
PATROL04	MCNALLY, JAMES	1354.21	70,689.76	87,544.96
PATROL04	MELO, CARLOS P	1083.37	56,551.91	69,296.81
PATROL04	MITSAKIS, TIMOTHY	1354.21	70,689.76	84,512.96
PATROL04	MONACO, ALAN	1191.70	62,206.74	75,149.34
PATROL04	MONTE, DAVID F	1300.04	67,862.09	77,774.42
PATROL04	NADILE, ERNEST J	1191.70	62,206.74	76,860.34
PATROL04	NARDONE, DOROTHY	1354.21	70,689.76	84,344.96
PATROL04	NOLAN, WILLIAM L	1083.37	56,551.91	72,388.81
PATROL04	OLIVEIRA, JOHN L	1083.37	56,551.91	69,316.81
PATROL04	OLIVEIRA, MARIO	1083.37	56,551.91	69,207.81
PATROL04	OMEARA, ROSS D	1354.21	70,689.76	84,592.96
PATROL04	PEFINE, DOMINIC, JR.	1083.37	56,551.91	68,256.81
PATROL04	REDDIN, EDWARD R	1083.37	56,551.91	76,188.81
PATROL04	REGO, DANIEL	1300.04	67,862.09	81,210.42
PATROL04	REMIGIO, LOUIS M	1300.04	67,862.09	82,214.42
PATROL04	SHACKELFORD, KEVIN	1354.21	70,689.76	83,508.96
PATROL04	SHAH, LISA	1354.21	70,689.76	84,736.96
PATROL04	SHEEHAN, SEAN	1354.21	70,689.76	84,836.96
PATROL04	SILVA, MICHAEL A	1354.21	70,689.76	84,548.96
PATROL04	SLATTERY, JAMES, JR.	1083.37	56,551.91	69,584.81
PATROL04	ST HILAIRE, STEVE	1191.70	62,206.74	75,253.34
PATROL04	STILES, NICHOLAS	1083.37	56,551.91	74,588.81
PATROL04	SYLVESTER, SEAN	1191.70	62,206.74	75,645.34
PATROL04	TAM, JOHN Q	1354.21	70,689.76	84,344.96
PATROL04	THERMIDOR, JONATHAN	1354.21	70,689.76	84,448.96
PATROL04	VOZELLA, ROBERT J	1354.21	70,689.76	85,223.96
PATROL04	WARD, CHRISTOPHER	1354.21	70,689.76	85,119.96
PATROL04	WHALEN, SCOTT	1354.21	70,689.76	84,215.96
PATROL04	WYATT, MICHAEL J	1083.37	56,551.91	68,852.81
PATROL03	JONES, STEPHEN	1052.45	8,209.11	69,102.28
	Step 4 as of 08/25/08	1083.37	48,101.63	
PATROL03	RAMIREZ, JOSE	1052.45	8,209.11	68,830.28
	Step 4 as of 08/25/08	1083.37	48,101.63	

PATROL03	SULLIVAN, TIMOTHY F.	1052.45	23,153.90	68,439.83
	Step 4 as of 12/05/08	1083.37	32,717.77	
PATROL02	DEOLIVEIRA, DIOGO	908.83	7,634.17	66,059.35
	Step 3 as of 08/28/08	1052.45	46,097.31	
PATROL02	MONTINA-GARCIA, NATACHA	1090.60	9,161.04	73,490.29
	Step 3 as of 08/28/08	1262.93	55,316.33	
PATROL02	UBEDA, ERICK	908.83	7,634.17	66,038.35
	Step 3 as of 08/28/08	1052.45	46,097.31	
PATROL02	BRIOSO, DOUGLAS	908.83	19,085.43	64,515.09
	Step 3 as of 11/27/08	1052.45	32,836.44	
PATROL02	COLLAZO, ARIEL I	908.83	19,085.43	64,169.04
	Step 3 as of 11/27/08	1052.45	32,836.44	
	LEGUISAMON DEL ROSARIO,			
PATROL02	KILSARYS	908.83	19,085.43	60,483.09
	Step 3 as of 11/27/08	1052.45	32,836.44	
PATROL01	HOLLAND, MICHAEL	880.44	9,860.93	58,642.77
	Step 2 as of 09/17/08	908.83	37,262.03	
PATROL01	PASQUALINO, ROBERT	880.44	9,860.93	58,642.77
	Step 2 as of 09/17/08	908.83	37,262.03	
PATROL01	FARIA, MICHAEL	880.44	23,947.97	58,188.53
	Step 2 as of 01/07/09	908.83	22,720.75	
PATROL01	SOARES, EDUARDO	880.44	23,947.97	58,188.53
	Step 2 as of 01/07/09	908.83	22,720.75	
PATROL01	CICERONE, FERNANDO	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	DIAZ, HENRY	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	GOMES, CHRISTOPHER	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	JEAN-JACQUES JR., YVON	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	LEGROS, GUERDY	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	MARTINEZ, OSWALDO	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	RADOCHIA, JAMES	880.44	27,469.73	58,074.97
	Step 2 as of 02/04/09	908.83	19,085.43	
PATROL01	ISAACS, RANDY	880.44	37,154.57	57,762.68
	Step 2 as of 04/22/09	908.83	9,088.30	
PATROL01	DIFAVA, MARC	880.44	37,154.57	57,762.68
	Step 2 as of 04/22/09	908.83	9,088.30	
PATROL01	GEE, ALBERT	880.44	37,154.57	57,762.68
	Step 2 as of 04/22/09	908.83	9,088.30	
PATROL01	CAPASSO, MICHAEL	880.44	37,154.57	57,762.68
	Step 2 as of 04/22/09	908.83	9,088.30	
PATROL01	HOWE, JOHN	880.44	37,154.57	57,762.68
	Step 2 as of 04/22/09	908.83	9,088.30	
MOTOREQUIPRPMN	McDONOUGH, TIMOTHY	859.30	44,855.46	47,166.27
MECHANIC	HARTSGROVE, FRED	1039.41	54,257.20	54,257.20
JR./ADM. CLERK	CASSESSO, DOROTHY	635.51	20,209.22	33,782.91
	Step 3 as of 02/06/09	648.22	13,223.69	
HEAD/ADM. CLERK	BATZEK, LORI J	854.17	44,587.67	46,187.67
FINANCIAL ANALYST	VANSTENSBURG, RITA	1177.21	61,450.36	61,450.36
DETAIL CLERK	ROCHE, ELIZABETH	1039.62	54,268.16	54,768.16
JR. DETAIL CLERK	VACANT	695.42	36,300.92	36,300.92
RECORDS CLERK	VACANT	769.24	40,154.33	40,154.33
RECORDS CLERK	VACANT	769.24	40,154.33	40,154.33
RECORDS CLERK	VACANT	384.62	20,077.16	20,077.16

11,025,265.46

ORG 4301: POLICE DEPARTMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
COMMUNITY POLICING			
PERSONAL SERVICES	\$202,695.00	\$ 333,603.00	\$0.00
ORDINARY MAINTENANCE	\$12,170	\$6,771	\$0
TOTAL APPROPRIATIONS TO PROGRAM	\$ 214,865.00	\$ 340,374.00	\$ -
<i>FTE FROM APPROPRIATIONS</i>	<i>2.20</i>	<i>3.55</i>	<i>0.00</i>
CRIME INVESTIGATION			
PERSONAL SERVICES	\$2,050,414.00	\$ 1,742,137.00	\$1,987,167.00
ORDINARY MAINTENANCE	\$53,302	\$38,493	\$41,898
TOTAL APPROPRIATIONS TO PROGRAM	\$ 2,103,716.00	\$ 1,780,630.00	\$ 2,029,065.00
<i>FTE FROM APPROPRIATIONS</i>	<i>21.20</i>	<i>21.30</i>	<i>21.30</i>
CRIME PROSECUTION			
PERSONAL SERVICES	\$186,493.00	\$ 154,779.00	\$157,547.00
ORDINARY MAINTENANCE	\$15,053	\$9,704	\$10,251
TOTAL APPROPRIATIONS TO PROGRAM	201,546.00	164,483.00	167,798.00
<i>FTE FROM APPROPRIATIONS</i>	<i>2.15</i>	<i>1.85</i>	<i>1.85</i>
DETAIL OFFICE			
PERSONAL SERVICES	\$1,999.00	\$ 73,203.00	\$60,740.00
ORDINARY MAINTENANCE	\$12,681	\$8,632	\$6,307
TOTAL APPROPRIATIONS TO PROGRAM	\$ 14,680.00	\$ 81,835.00	\$ 67,047.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0.95</i>	<i>0.95</i>	<i>0.95</i>
E911			
PERSONAL SERVICES	\$588,044.00	\$ 592,372.00	\$656,520.00
ORDINARY MAINTENANCE	\$18,937	\$18,990	\$20,425
TOTAL APPROPRIATIONS TO PROGRAM	\$ 606,981.00	\$ 611,362.00	\$ 676,945.00
<i>FTE FROM APPROPRIATIONS</i>	<i>14.00</i>	<i>13.00</i>	<i>13.00</i>
PATROL			
PERSONAL SERVICES	\$5,375,402.00	\$ 5,336,765.00	\$6,805,880.00
ORDINARY MAINTENANCE	\$184,139	\$160,937	\$182,765
TOTAL APPROPRIATIONS TO PROGRAM	\$ 5,559,541.00	\$ 5,497,702.00	\$ 6,988,645.00
<i>FTE FROM APPROPRIATIONS</i>	<i>69.35</i>	<i>70.85</i>	<i>70.85</i>
POLICE SUPPORT			
PERSONAL SERVICES	\$1,406,288.00	\$ 1,408,813.00	\$1,471,954.00
ORDINARY MAINTENANCE	\$67,456	\$50,525	\$75,891
TOTAL APPROPRIATIONS TO PROGRAM	\$ 1,473,744.00	\$ 1,459,338.00	\$ 1,547,845.00
<i>FTE FROM APPROPRIATIONS</i>	<i>22.38</i>	<i>19.63</i>	<i>19.63</i>
PROFESSIONAL STANDARDS			
PERSONAL SERVICES	\$213,871.00	\$ 190,315.00	\$186,894.00
ORDINARY MAINTENANCE	\$12,888	\$8,547	\$6,605

TOTAL APPROPRIATIONS TO PROGRAM	\$ 226,759.00	\$ 198,862.00	\$ 193,499.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.80</i>	<i>1.70</i>	<i>1.70</i>
TRAFFIC UNIT			
PERSONAL SERVICES	\$534,930.00	\$ 449,810.00	\$639,765.00
ORDINARY MAINTENANCE	\$41,591	\$27,164	\$29,258
TOTAL APPROPRIATIONS TO PROGRAM	\$ 576,521.00	\$ 476,974.00	\$ 669,023.00
<i>FTE FROM APPROPRIATIONS</i>	<i>7.45</i>	<i>6.50</i>	<i>6.50</i>
TRAINING			
PERSONAL SERVICES	\$560,086.00	\$ 542,781.00	\$1,199,590.00
ORDINARY MAINTENANCE	\$9,271	\$7,036	\$4,851
TOTAL APPROPRIATIONS TO PROGRAM	\$ 569,357.00	\$ 549,817.00	\$ 1,204,441.00
<i>FTE FROM APPROPRIATIONS</i>	<i>6.52</i>	<i>6.67</i>	<i>13.00</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 11,547,710.00	\$ 11,161,377.00	\$ 13,544,308.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>148.00</i>	<i>146.00</i>	<i>148.78</i>

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: CRIME INVESTIGATION

Description: Gather information that leads to successful prosecution of crimes.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of cases assigned (Estimate)	850	1,300	1,430
<u>Program Cost:</u>	\$2,103,716.00	\$1,780,631.00	\$2,029,065.00
<u>Cost per Output:</u>	\$2,474.96	\$1,369.71	\$1,418.92
<u>FTEs:</u>	21.20	21.30	21.30
<u>Outcome 1:</u> % of cases successfully cleared (Based on actual outcomes of prosecuted cases reported by the court for FY07 and projected for FY08 and FY09)	8%	10%	10%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Improve the day-to-day operations of the detective bureau with the purchase of new technological equipment.
2. Continue to organize the evidence room and establish an organized routine for the disposing of obsolete evidence.
3. Continue specialized training for detectives.
4. Re-establish a juvenile unit comprised of both general investigators and gang unit members.

PROGRAM FY08 GOAL REVIEW

1. Continue to organize the evidence room and establish an organized routine for the disposing of obsolete evidence (Ongoing).
2. Issue new policy and procedure for department wide collection and preservation of evidence (Pending).
3. Arrange for ongoing specialized training for detectives (Complete).
4. Regularly monitor and track Domestic related issues (Complete).
5. Regularly monitor and track Gang and Graffiti related issues (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Review Preliminary Reports on Crimes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,947	4,522	4,974
<u>Description:</u> Collect information and evidence at crime scene to be used in preliminary crime reporting and follow-up investigations.			
<u>Output:</u> # of new reports completed (FY07: Actual from NIBRIS; FY08/FY09: Estimate)			
Conduct Follow-Up Investigations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	850	1,300	1,430
<u>Description:</u> Collect evidence to support criminal investigation that leads to solving crimes and successful prosecution.			
<u>Output:</u> # of cases assigned (FY07-FY09: Estimate)			
Disposition of Assigned Cases	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	335	456	497
<u>Description:</u> Complete follow-up investigations with the aim of clearing cases and support prosecution.			
<u>Output:</u> # of cases cleared (FY07: Actual from NIBRIS; FY08/FY09: Estimate)			
Maintain Restraining Order, Sexual Offender Registry, Civil Rights and Hate Crime, and Juvenile/Family Files	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	253	278	305
<u>Description:</u> Maintain sensitive information and enforce related laws.			
<u>Output:</u> # of restraining orders, sexual offender registrants, civil rights and hate crime cases (FY07: Actual numbers of hate crimes cases, ROs served, and sex offender registrants from Bob Ankenbauer; FY08/FY09: Estimate)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: CRIME PROSECUTION

Description: Work closely with courts and DA to ensure successful prosecution of criminal cases in Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of cases worked on, including juvenile and non-juvenile. (Based on actual tallies for FY07 and projections for FY08 and FY09 by Sgt. Christensen)	725	700	710
Program Cost:	\$201,546.00	\$164,483.00	\$167,798.00
Cost per Output:	\$277.99	\$234.97	\$236.33
FTEs:	2.15	1.85	1.85
Outcome 1: % of cases successfully prosecuted (Based on outcomes of prosecuted cases reported by the court)			
Outcome 2:			

PROGRAM FY09 GOALS

1. Continue the working relationship with the District Attorney's Office to monitor the number of officers needed in court.
2. Implement plan with the evidence officer to track and dispose of evidence as cases are disposed of.

PROGRAM FY08 GOAL REVIEW

1. Continue the working relationship with the District Attorney's Office to monitor the number of officers needed in court (Ongoing).
2. Devise a plan with the evidence officer to track and dispose of evidence as cases are disposed of (Pending).

PROGRAM ACTIVITIES AND OUTPUTS

Liaise with DA	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	884	900	890
Description: Provide proper information to DA that will lead to successful prosecution in court.			
Output: # of requests from DAs filled (FY07: Actual; FY08/FY09: Estimate by Sgt. Christensen)			
Coordinate Officer Court Appearance	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	920	900	910
Description: Ensure officers appear in court to support successful prosecution of cases and make sure that officers are paid for their work.			
Output: # of officers scheduled to appear in court cases (FY07: Actual; FY08/FY09: Estimate by Sgt. Christensen)			
Provide Law Enforcement at Court House	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	600	600	600
Description: Provide police presence in courtroom and perform arrests when necessary.			
Output: # of cases worked (FY07: Actual; FY08/FY09: Estimate by Sgt. Christensen)			
Provide Court Paperwork for Juvenile Cases	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	125	100	110
Description: Ensure proper information is collected and transferred to court after arrest to help DAs successfully prosecute juvenile cases.			
Output: # of cases for which paperwork requirements are processed (FY07: Actual; FY08/FY09: Estimate by Sgt. Christensen)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: DETAIL OFFICE

Description: Provide event planners, corporations, and organizations with access to security services of off-duty uniformed police officers.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Dollars earned for all detail officers/year. (Actual for FY07 and projections for FY08 and FY09 by Capt. Cabral)</i>	1,684,563	1,869,790	2,144,790
<u>Program Cost:</u>	\$14,681.00	\$81,836.00	\$67,047.00
<u>Cost per Output:</u>	\$0.00	\$0.04	\$0.03
<u>FTEs:</u>	0.95	0.95	0.95
<u>Outcome 1:</u> <i>% of administrative cost covered by fee</i>			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Reduce the amount of outside police officers working City of Somerville details.
2. Train additional four retired police officers so that they can become available to work details.
3. Train detail employee to back up the payroll office.

PROGRAM FY08 GOAL REVIEW

1. Train a third employee as a back-up person (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Ensure Special Event Details are Filled	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,464	1,480	1,560
<u>Description:</u> <i>Ensure public safety during special events.</i>			
<u>Output:</u> <i># of hours of detail work provided (FY07: Actual; FY08/FY09: Estimate by Capt. Cabral)</i>			
Manage Accounts Receivable	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,713,464	1,984,113	2,269,790
<u>Description:</u> <i>Bill for detail work and ensure officer payment.</i>			
<u>Output:</u> <i>Fees collected (FY07: Actual; FY08/FY09: Estimate by Capt. Cabral)</i>			
Minimize Unfilled Detail Requests	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	115	645	375
<u>Description:</u> <i>Ensure that officers are available to fill detail requests.</i>			
<u>Output:</u> <i># of unfilled requests (FY07: Actual; FY08/FY09: Estimate by Capt. Cabral)</i>			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: E911

Description: Retrieve and disseminate accurate police-related information and police emergency services in conformity with the law and critical investigative needs of the Department.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> E911 calls handled (Actual for FY07 and projections for FY08 and FY09 by Capt. Trant)	18,270	26,670	27,000
<u>Program Cost:</u>	\$606,981.00	\$611,363.00	\$676,945.00
<u>Cost per Output:</u>	\$33.22	\$22.92	\$25.07
<u>FTEs:</u>	14.00	13.00	14.00
<u>Outcome 1:</u> % caller satisfaction with E911 customer service (Based on survey of callers)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue planning design of new dispatch center in public safety building.
2. Expand training for E-911 personnel.
3. Update equipment within E-911 dispatch area.

PROGRAM FY08 GOAL REVIEW

1. Plan for design of new dispatch center in public safety building (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Dispatch Appropriate E911 Response	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18,270	26,670	27,000
<u>Description:</u> Provide police response to callers in a timely and effective manner.			
<u>Output:</u> # of E911 calls (FY07: Actual; FY08/FY09: Estimate by Capt. Trant)			
Enter Crime Reports into WebPartner	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,533	4,900	4,950
<u>Description:</u> Enter information on crimes into WebPartner.			
<u>Output:</u> # of WebPartner reports (FY07: Actual; FY08/FY09: Estimate by Capt. Trant)			
Enter Non-crime Reports into CAD	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,078	3,288	3,320
<u>Description:</u> Enter information on non-crime incidents such as traffic accidents, missing persons, and lost property into CAD.			
<u>Output:</u> # of CAD reports (AFY07: Actual; FY08/FY09: Estimate by Capt. Trant)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: PATROL

Description: Provide effective and efficient presence in Somerville community and respond to citizen needs when called.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> <i>Dispatched responses plus count patrol. (Based on estimate of dispatched responses plus estimated directed patrols)</i>	44,986	43,175	45,145
<u>Program Cost:</u>	\$5,559,542.00	\$5,497,702.00	\$6,988,645.00
<u>Cost per Output:</u>	\$123.58	\$127.33	\$154.80
<u>FTEs:</u>	69.35	70.85	70.85
<u>Outcome 1:</u> <i>% of residents surveyed expressing an opinion who are satisfied with police services in Somerville (Resident satisfaction survey)</i>			
<u>Outcome 2:</u> <i>% of residents surveyed expressing an opinion who are satisfied with the customer service they receive from the Police Department (Resident satisfaction survey)</i>			

PROGRAM FY09 GOALS

1. Rewrite policies and procedures for department.
2. Implement reorganization/new deployment plan driven by crime analysis and reviewed at PoliceStat meetings.

PROGRAM FY08 GOAL REVIEW

1. Rewrite policies and procedures for department (Ongoing).
2. Implement deployment plan driven by crime analysis and reviewed at PoliceStat meetings (Pending).

PROGRAM ACTIVITIES AND OUTPUTS

Work with Students and Teachers on Safety Issues	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,400	1,200	1,240
<u>Description:</u> <i>Provide information and support, act as a role model, build relationships and help ensure safety around schools.</i>			
<u>Output:</u> <i># of hours of support provided to all schools (FY07-FY09: Estimate)</i>			
Conduct Directed Patrols	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	177	175	178
<u>Description:</u> <i>Respond to citizen or official requests to patrol specific locations.</i>			
<u>Output:</u> <i># of directed patrols carried out (FY07: Actual; FY08-FY09: Estimate by Frank Bates)</i>			
Respond to E911 and Other Calls	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	44,809	43,000	44,900
<u>Description:</u> <i>Provide response to E911 and other calls for assistance.</i>			
<u>Output:</u> <i># of dispatched responses, minus directed patrols (FY07: Actual; FY08-FY09: Estimate by Frank Bates)</i>			
Work with Council on Aging	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	120	120	120
<u>Description:</u> <i>Help inform seniors and protect their health and safety.</i>			
<u>Output:</u> <i># of hours spent at Elderly Events and Senior Centers (FY07-FY09: Estimate)</i>			
Attend Community Meetings and Provide Support for Special Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	300	300
<u>Description:</u> <i>Provide support and liaison with the community to build relationships aimed at ensuring public safety.</i>			
<u>Output:</u> <i># of hours spent at meetings and community events (FY07-FY09: Estimate)</i>			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: POLICE SUPPORT

Description: Supply police officers with the services they need to carry out the prevention, investigation, and prosecution of crime.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of officers supported. (Based on count of officers)	118	129	125
<u>Program Cost:</u>	\$1,473,744.00	\$1,459,338.00	\$1,547,845.00
<u>Cost per Output:</u>	\$12,489.35	\$11,312.69	\$12,382.76
<u>FTEs:</u>	22.38	19.63	19.63
<u>Outcome 1:</u> % of police responding that they are satisfied with evidence, armory, public information, and fleet			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue internal SomerStat-type meetings that review crime data and prevention/investigation strategies.
2. Continue to use crime analysis and GIS for SPD decision-making.

PROGRAM FY08 GOAL REVIEW

1. Put into place internal SomerStat-type meetings that review crime data and prevention/investigation strategies (Complete).
2. Use crime analysis and GIS for SPD decision-making (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Maintain Inventory of Collected Evidence	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7,000	7,000	7,000
<u>Description:</u> Maintain "evidence chain of custody" for department to ensure officers can retrieve evidence for successful prosecution of crime.			
<u>Output:</u> # of item tags inventoried (FY07-FY09: Estimate)			
Maintain Police Vehicles	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	53	57	58
<u>Description:</u> Ensure that police vehicles receive timely preventive maintenance and repairs to maximize their lifespan.			
<u>Output:</u> # of cars maintained (FY07: Actual; FY08/FY09: Estimate by Frank Bates)			
Communicate with the Media and Public	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,052	4,052	5,696
<u>Description:</u> Provide communication on crime trends and SPD initiatives to the press and the public as well as other departments and police agencies.			
<u>Output:</u> # of information items responded to (FY07: Actual; FY08/FY09: Estimate by Capt. Upton)			
Respond to Citizen Requests for Crime Statistics	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	250	250
<u>Description:</u> Respond to external requests for data analysis.			
<u>Output:</u> # of citizen requests completed (FY07: Actual; FY08/FY09: Estimate by Frank Bates)			
Respond to Command Staff and Internal Crime Analysis Requests	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	120	150	150
<u>Description:</u> Respond to internal requests for data analysis and present unsolicited reports on crime trends.			
<u>Output:</u> # of internal requests completed (FY07: Actual; FY08/FY09: Estimate by Frank Bates)			
Kennel and Care for Animals	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	130	150	150
<u>Description:</u> Ensure animals receive shelter and appropriate nutrition to maintain health.			
<u>Output:</u> # of animals kenneled (FY07: Actual; FY08/FY09: Estimate by April Terrio)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

Administer Rabies Program	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	95	95	95

Description: Ensure pet owners have access to and take advantage of rabies shots.

Output: # of rabies shots given (FY07: Actual; FY08/FY09: Estimate by April Terrio)

Process Dead Animals	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	125	125	125

Description: Safely cremate dead animals.

Output: # of dead animals cremated (Actual for FY07 and projected for FY08 and FY09 by April Terrio)

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: PROFESSIONAL STANDARDS

Description: Ensure officers are well prepared to fulfill their duties and that all officers follow policies and procedures.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of officers brought into compliance with state and national standards. (Based on count of officers)	118	115	128
<u>Program Cost:</u>	\$226,759.00	\$198,861.00	\$193,499.00
<u>Cost per Output:</u>	\$1,921.68	\$1,729.22	\$1,511.71
<u>FTEs:</u>	1.80	1.70	1.70
<u>Outcome 1:</u> % of officers in compliance with state and national standards (Based on actual training records for FY07 and projected for FY08 and FY09)	100%	100%	100%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. More training in IA for Lt., Sgt. and myself, since it is such a specialized field.
2. Additional training for the XO and future deputies in disability law, HIPPA laws as well as reference materials.
3. Additional secure fax machine for medical records to be located in what is now the central records office.
4. Additional officer for Professional Standards to assist in Accreditation and Policy and procedures.

PROGRAM FY08 GOAL REVIEW

1. Conduct all internal affairs investigations fairly and thoroughly (Complete).
2. Review and update all policies and procedures (Ongoing).
3. Review the department's Complaint Form (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Conduct Drug Testing	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	90	72	84
<i>Description:</i> Conduct drug testing of officers.			
<i>Output:</i> # of hours spent testing (FY07-FY09: Estimate by Capt. Devereaux)			
Ensure Compliance with State and National Standards	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	118	930	1,000
<i>Description:</i> Inform staff of changes to SPD standards and ensure compliance.			
<i>Output:</i> # of hours spent reviewing standards (FY07: Actual; FY08/FY09: Estimate by Capt. Devereaux)			
Review and Rewrite SPD Policies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	400	930	1,000
<i>Description:</i> Ensure operating policies, procedures, and regulations meet state and national professional standards.			
<i>Output:</i> # of hours spent reviewing policies (FY07: Actual; FY08/FY09: Estimate by Capt. Trant)			
Award Worthy Officer Actions	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	180	150	150
<i>Description:</i> Reward merit properly to deserving officers.			
<i>Output:</i> # of hours spent reviewing and recognizing actions (FY07-FY09: Estimate by Capt. Devereaux)			
Make Court Tapes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	736	738	500
<i>Description:</i> Make recordings of court hearings.			
<i>Output:</i> # of hours spent making tapes (FY07-FY09: Estimate by Capt. Devereaux)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

Investigate Professional Standards Complaints	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	630	630	580

Description: Resolve complaints filed against officers internally and ensure compliance with SPD code of conduct.

Output: # of hours spent investigating (FY07-FY09: Estimate by Capt. Devereaux)

External Investigations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	90	90	90

Description: Resolve complaints filed against officers by citizens and ensure compliance with SPD code of conduct.

Output: # of hours spent investigating (FY07-FY09: Estimate by Capt. Devereaux)

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: TRAFFIC UNIT

Description: Educate Somerville citizens about traffic laws, work to get their compliance with traffic laws, and enforce traffic laws to protect safety and quality of life.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of traffic citations issued, criminal complaints filed, and arrests made as a result of traffic violations. (Actual for FY07 and projections for FY08 and FY09 by Traffic Bureau)	5,605	5,687	5,800
<u>Program Cost:</u>	\$576,521.00	\$476,974.00	\$669,023.00
<u>Cost per Output:</u>	\$102.85	\$83.87	\$115.34
<u>FTEs:</u>	7.45	6.50	6.50
<u>Outcome 1:</u> Reduction in reportable traffic accidents (Actual for FY07 and projections for FY08 and FY09 by Traffic Bureau)	3%	3%	2%
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with traffic enforcement in Somerville (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Decrease reportable traffic accidents by 2%.
2. Identify the top 10 motor vehicle accident locations in Somerville and conduct a comprehensive examination of each location to determine the cause of the accidents and the best methods to reduce them.

PROGRAM FY08 GOAL REVIEW

1. Increase number of traffic citations by 5% from FY07. (Incomplete - citations increased by 1.5% in FY08)

PROGRAM ACTIVITIES AND OUTPUTS

Manage Tow Companies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,207	2,682	2,800
<u>Description:</u> Assure compliance by private towing companies with City and state regulations.			
<u>Output:</u> # of cars towed (FY07: Actual; FY08/FY09: Estimate by Traffic Bureau)			
Serve as Police Prosecutor in Traffic Cases	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	600	600	600
<u>Description:</u> Represent the Police at court, prosecute minor cases, and ensure successful prosecution of arrests by Police Officers.			
<u>Output:</u> # of traffic cases prosecuted (FY07-FY09: Estimates by Traffic Bureau)			
Carry out Selective Enforcement	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	522,760	465,360	475,000
<u>Description:</u> Help ensure compliance with laws and respond to requests of city officials and members of community.			
<u>Output:</u> Dollar amount in citations issued (FY07-FY09: Estimate by Traffic Bureau)			
Investigate Abandoned Vehicles	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	730	730	730
<u>Description:</u> Ensure safe passage of Somerville vehicles by clearing abandoned vehicles.			
<u>Output:</u> # of abandoned cars investigated (FY07-FY09: Estimate by Traffic Bureau)			
Investigate Accidents	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	683	663	675
<u>Description:</u> Determine cause of accidents, enforce laws on violators, and ensure public safety.			
<u>Output:</u> # accident reports filed (FY07: Actual; FY08/FY09: Estimate by Traffic Bureau)			

ORG 4301: POLICE DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: TRAINING

Description: Provide officers, detectives, sergeants, and operators with continuing education and training consisting of firearms, first responder certification, Weapons of Mass Destruction as required by Homeland Security mandates, in-service trainings, investigative methods, and new equipment.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of training hours received per officer (Actual for FY07 and projections for FY08 and FY09 by Capt. Cabral)	103	116	125
<u>Program Cost:</u>	\$569,357.00	\$549,816.00	\$1,204,441.00
<u>Cost per Output:</u>	\$5,527.73	\$4,739.79	\$9,635.52
<u>FTEs:</u>	6.52	6.67	13.00
<u>Outcome 1:</u> % of officers who received training (Based on actual training records for FY07 and projected for FY08 and FY09)	100%	100%	100%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue to complete Weapons of Mass Destruction training as required by Homeland Security mandates.

PROGRAM FY08 GOAL REVIEW

1. Continue to complete Weapons of Mass Destruction training as required by Homeland Security mandates (Complete).
2. Continue to offer unique trainings for new sergeants and specialized officers such as sign language interpretation certification and courses offered by the Mass. Police Leadership Institute (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Officer Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	103	160	125
<u>Description:</u> Provide training to officers.			
<u>Output:</u> # of hours spent in training per officer (FY07: Actual; FY08/FY09: Estimate by Capt. Cabral)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Department of Traffic and Parking ensures the orderly and controlled flow of traffic by:

- Enforcing the City's parking regulations
- Issuing parking permits
- Conducting traffic analyses and engineering projects, and
- Maintaining all parking meters and pavement markings.

Additionally, the Department coordinates with the Office of Strategic Planning and Community Development, Public Works, School, Police, and Fire Departments to address public safety concerns related to construction projects or special events. Finally, the Department assists the Traffic Commission in developing policies that enhance pedestrian, bicycle and vehicular safety and that also reduce the air pollution, noise, and congestion associated with vehicular transportation.

DEPARTMENT ORGANIZATION: In FY08, Traffic and Parking was staffed by a Director, a Parking Clerk, an Engineer, two Hearing Officers, an Administrative Assistant, eight Clerks, one Temporary Clerk, three Maintenance Workers, 2 Parking Control Officer Supervisors and 30 Parking Control Officers. The Department's activities can be grouped into four distinct programs: Operations (including customer service), Enforcement, Collection, and Maintenance & Repair.

FY08 ACCOMPLISHMENTS: Traffic and Parking had the following program goals over the past year. All four goals have been achieved.

- *Work closely with SafeStart to identify trouble spots for pedestrians and bikers and make recommendations to the mayor.*

This goal was met. Traffic & Parking was a vibrant contributor to the SafeStart process. Traffic & Parking also installed new crosswalk/pedestrian safety signage with other pedestrian safety devices such as glow sticks at over 80 new locations and painted approximately 465 crosswalks citywide.

- *Implement bar code technology for ticket payment at windows to improve efficiency and service.*

This goal was met. The bar code readers have been installed.

- *Continue to work with 311 and IT to improve the flow of phone calls, ensuring all calls are answered in a timely manner.*

This goal was met. T&P has continued to work with IT and 311 to improve flow of phone calls. Cooperation between departments must continue in FY 09.

- *Improve accuracy and efficiency of PCO ticket issuance by uploading detailed information regarding guest and other visitor permits to their handheld computers.*

DEPARTMENT OVERVIEW

This goal was met. Guest/visitor abuse is no longer logged on paper. All guest/visitor abuse is now logged on the handheld computers.

FY09 DEPARTMENT PRIORITIES: In FY09, the Department of Traffic and Parking will focus on improving key aspects of all four of its programs.

In Operations and Revenue Collection, the Department will be re-bidding the contract for a ticket and permit processing vendor, with the aim of enhancing services and making ticket and permit processing more efficient and customer friendly. The department will continue to look for transactions that could be conducted on-line, per Mayor Curtatone's ACE initiative. The department will also install a coin counting machine in order to improve the parking meter revenue collection and reconciliation process. The department will add a computer terminal to the lobby to give customers increased payment options, per the ACE initiative.

Engineering will continue to work closely with the Pedestrian Safety Task Force and other city departments to identify trouble spots for pedestrians and bikers and will make recommendations to the Mayor. Engineering will continue to work the Planning Department to ensure traffic flow and parking requirements are met for large-scale developments. If these requirements cannot be met, Traffic & Parking will assist in negotiating mitigation.

In Enforcement, scanners will be installed on all handheld computers that will allow PCO's to work their routes in a much more efficient manner and improve the accuracy of their ticket issuance. Also, all routes will continue to be changed on a regular basis and will be constantly evaluated by management for effectiveness.

In Maintenance and Repair, the Department will be installing several new bike lanes, continue to paint crosswalks and take other measures to ensure Somerville is a pedestrian and bike friendly city.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

Traffic and Parking's priorities support the Mayor's commitment to:

- *"Revolutionize Customer Service"*
- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability"*
- *"Make Somerville an Exceptional Place to Live, Work, and Play"*

SIGNIFICANT CHANGES FROM FY08 (ADOPTED) TO FY08 (ESTIMATED ACTUALS):

Total revenue is expected to exceed FY08 recap budget projections.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): The budget revenue projection for FY09 will be higher than the final FY 08 revenue projection. The department will be implementing fees and permits for portable storage devices (i.e. PODS) and for moving vans. The department will be adding a third part-

DEPARTMENT OVERVIEW

time hearing officer as well as new audio recording equipment to increase the capacity and efficiency of the appeals process.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents we allocated salaries. We followed a similar procedure to allocate ordinary maintenance costs.

RESISTAT GOALS:

The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the city plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the city's 2008 Resident Report, organized by Ward or demographic group.

In FY09, many of Traffic & Parking's goals involve increased attention to areas where residents mentioned chronic traffic and parking violations. A number of other T&P goals, such as street and sidewalk renovations, are primarily the work of other city departments. T&P was included in the goal because the City Traffic Engineer ensures that these projects are done in compliance with standard pedestrian, bicycle, and traffic safety guidelines.

ORG 4401: TRAFFIC AND PARKING

RESISTAT GOAL: CUSTOMER SERVICE

Translate parking brochures. Update 5/12/08: There are currently no dedicated resources in the City to translate a large number of written documents. However, it is a FY09 goal of the Mayor's Office to develop a plan to build this capacity. (Some Progress Planned for FY09)

RESISTAT GOAL: PARKING

Address illegal parking near CVS in Magoun Square which obstructs visibility in exiting the from the public parking lot onto Medford Street. (To Be Completed in FY09)

Determine if the part of the McGrath Highway known as the "Somerville Ave Extension" (along 120-160 McGrath Highway) is under City or State jurisdiction. If State, then residents request that State Police be informed that they are responsible for enforce parking restrictions (particularly parking on sidewalks) on the Somerville Ave Extension. Update 5/19/08: The Mayor's Office will investigate this question. (To Be Completed in FY09)

Pursue strategy to decrease commercial double-parking in business districts. Update 5/12/08: Traffic and Parking (T&P) is currently working with the Mayor's Office and the Chamber of Commerce to create solutions that will work for businesses and their customers. (Some Progress Planned for FY09)

Enforce overnight commercial vehicle parking on Ten Hills streets. Update 5/12/08: This is on a nightly route. Commercial Overnight ban is in effect Midnight – 6:00AM. Update 5/19/08: Parking control officers will be in the area more regularly if more streets in the Ten Hills neighborhood change to Resident Permit Parking streets. (Complete and On-Going)

RESISTAT GOAL: STREETS

Address sidewalk and street maintenance in Brickbottom. Keep sidewalks and streets clean of trash and dirt and in reasonable repair. Make sure crosswalk striping is maintained. Update 5/12/08: Traffic and Parking (T&P) has proposed adding a bike lane and other improvements to Alderman Heuston. T&P also commits to the citywide standard of keeping all crosswalks in good order. (Some Progress Planned for FY09)

Explore the possibility of widening the sidewalk on the west side of Joy and Chestnut Streets. Update 5/10/08: If completed, residents would need to give up parking on that side of the street. Residents will need to make a choice about whether sidewalks or parking are more important to them. (Some Progress Planned for FY09)

ORG 4401: TRAFFIC AND PARKING

RESISTAT GOAL: TRAFFIC

Residents are concerned about drivers using Hamlet Street as a cut-through at rush hour and about drivers failing to stop at the stop sign at Hamlet and Boston Ave. The intersection of Hamlet Street and Highland Avenue is also a concern. Update 5/14/08: Traffic and Parking (T&P) will examine the intersections. (Some Progress Planned for FY09)

Improve pedestrian safety at the intersection of Boston Ave and Broadway in Ball Square. Update 6/4/08: Because of the size of the intersection, the proximity to Medford and the MBTA bridge, and the redesign needed, this project would require state funding. (Longer-Term Goal)

RESISTAT GOAL: TRAFFIC ISSUES

Add more bike lanes on major City streets. Update 5/12/08: In the spring of 2008, the City completed striping where legally possible on the full length of Beacon Street, and bike lane striping was also added to Broadway between Packard Ave and the Powderhouse rotary. There will be bike lanes the full lengths of Somerville Ave when that project is complete in 2009. There are possible proposed lanes for Washington Street and one in the Brickbottom area. This will be an on-going process, connected to scheduled street improvements, but restricted by road widths in some places. Update 6/5/08: A bike lane on Washington St between McGrath Highway and Sullivan Station, and an 1800 foot bike lane in the Brickbottom area, have been completed. (Some Progress Planned for FY09)

Address bicycle and pedestrian safety concerns at Wallace and Broadway. Update 5/12/08: Traffic and Parking has re-striped the crosswalk and added crossing signs, glowsticks and other road striping to discourage cars from parking too close to intersection. This is an ideal location for traffic calming table, however, the City is not yet sure when there will be funding available for traffic calming tables. Bike lanes were also added to Broadway between Packard Ave and the Powderhouse rotary. (Some Progress Planned for FY09)

Address speed of cut-through traffic on Irving and Paulina Streets. Investigate traffic calming actions in combination with the Police Department's traffic enforcement. Update 5/12/08: Somerville Police can use a speed board on this street, which shows drivers the speed at which they are driving. Traffic studies on similar City streets have demonstrated that few vehicles actually exceed the 30 mph speed limit. The City is working with the State legislature to lower the citywide speed limit to 25 mph. (Some Progress Planned for FY09)

Explore possibilities for traffic calming and addressing pedestrian concerns in crossing Concord Ave at Springfield Street. (Some Progress Planned for FY09)

Improve pedestrian and bike safety on Willow Avenue between Elm and Summer., Update 5/16/08: Traffic and Parking has installed a bike lane on Willow between Elm and Highland. Reconstruction of Willow Street is planned in the near future, so more expensive changes should be built into this reconstruction. The City does, however, plan to create a "bump-out" at Willow and Elm to slow turns onto Willow. (Some Progress Planned for FY09)

Improve pedestrian usability of the Dane Street / Dane Ave intersection. Update 5/12/08: Traffic and Parking has installed new signage, glowsticks and added high visibility tape to guardrails. More significant changes will need to await major reconstruction of the bridge, which is not currently planned. (Longer-Term Goal)

Ask State Department of Conservation and Recreation (DCR) to extend walk signals at Broadway and McGrath Highway (Outside of City Jurisdiction)

Ask State Department of Conservation and Recreation (DCR): Are the traffic signals at Washington Street and McGrath Highway synchronized with the traffic signal at Linwood Street? Can they be adjusted to ensure that cars can exit Linwood more easily? (Outside of City Jurisdiction)

RESISTAT GOAL: TRAFFIC ISSUES

Request a pedestrian signal at the crosswalk for crossing underneath and on both sides of the McGrath Highway at Linwood and Washington Streets. (Outside of City Jurisdiction)

Request replacement of the worn-out non-standard signage and road striping in the Fitchburg Street underpass of McGrath. Update 5/5/08: The State Department of Conservation and Recreation (DCR) has been informed of this issue. The City and State are collaborating on short-term and long-term solutions in this area. (Outside of City Jurisdiction)

Request that the State Department of Conservation and Recreation (DCR) inspect the walk signal across McGrath highway at Rufo Road, and repair as necessary. (Outside of City Jurisdiction)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	1,764,068	1,944,593	851,368	1,872,367
51115 SALARIES - MONTHLY	1,451	1,451	725	1,451
51200 SALARIES & WAGES TEMPOR'Y	22,243	18,202	7,680	18,202
51300 OVERTIME	59,047	75,000	31,430	67,000
51410 LONGEVITY	14,500	15,375	7,875	17,275
51460 OUT OF GRADE	1,768	500	231	500
51520 AUTO ALLOWANCE	15,903	18,699	8,661	18,150
51532 HOLIDAYS - S.M.E.A.	4,538			
51540 PERFECT ATTENDANCE	2,300		2,800	
51690 OTHER DIFFERENTIALS	42,637	45,971	18,136	46,138
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	25,050	21,650	20,050	17,699
TOTAL P-ACCT 51000	1,953,505	2,141,441	948,956	2,058,782
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES	1,095	3,000		1,000
52460 REPAIRS OFFICE EQUIPMENT	39	50		50
52470 MAINT CONTRACT-OFFC EQUIP	280	2,000	443	2,000
52495 REPAIRS-COMMUN. EQUIP.	4,120	19,228	16,291	5,000
52510 REPAIRS-TRAFFIC CONTROL				
52520 REPAIRS-PARKING METERS	4,199	3,000	2,953	4,500
52540 REPAIRS-HIGHWAYS	114,497	40,000	25,200	40,000
52760 RENTALS EQUIPMENT		400		
53000 PROFESSIONL & TECHNCL SVC	556,074	584,825	205,990	640,000
53040 LEGAL SERVICES				

53060	ADVERTISING	5,037	8,000	4,812	8,000
53140	POLICE DETAIL	1,964	3,500	1,187	3,500
53210	EMPLOYEE TRAINING COURSES		250		250
53420	POSTAGE	3,280	1,000		1,000
53900	SOFTWARE				
54042	RENTALS	25,328	20,844		23,000
54200	OFFICE SUPPLIES	2,490	1,500	653	1,500
54201	OFFICE EQUIPMENT	390	250		3,250
54202	OFFICE FURNITURE	1,802			
54210	PRINTING & STATIONERY	10,912	21,500	9,871	21,500
54221	COMPUTER EQUIPMENT		6,000	71	
54240	BOOKS & BOOKBINDING		300	180	300
54310	HARDWARE & SMALL TOOLS	1,847	1,500	899	600
55540	SIGNS AND CONES	24,370	21,500	10,403	
55820	BADGES, EMBLEMS, TROPHIES	329	200		500
55860	UNIFORMS		250		250
55880	PUBLIC SAFETY SUPPLIES		200		200
57100	IN STATE TRAVEL		50		50
57300	DUES AND MEMBERSHIPS	180	250		250
TOTAL P-ACCT 52000		758,233	739,597	278,953	756,700
P-ACCT 58000 CAPITAL OUTLAY					
58540	VEHICLES				
58550	STREET AND TRAFFIC LIGHTS				
58591	PARKING MET/INSTALLATION				
TOTAL P-ACCT 58000					
TOTAL ORG	4401 FUNDING REQUIRED	2,711,738-	2,881,038-	1,227,909-	2,815,482-

Position	Name	Current	Fiscal Year	TOTAL
		Base	Base	
Acting Director	James Kotzuba	1,538.46	80,307.61	80,307.61
Parking Clerk Coordinator	Lawrence Murphy	1,017.31	53,103.58	53,103.58
PV Senior Engineer	Terence Smith	1,189.41	62,087.20	65,032.96
Hearing Officer -PT	Diane Sheppard	430.29	22,461.14	22,461.14
Hearing Officer -PT	Joseph Vivolo	452.18	23,603.80	23,603.80
Hearing Officer -PT	Vacant	430.29	22,461.14	22,461.14
Administrative Assistant	James O'Connell	933.19	48,712.52	50,562.52
Head Clerk	Laura Accaputo	854.16	44,587.15	46,387.15
PV Head Clerk	Donna Amenta	854.16	44,587.15	45,787.15
PV Head Clerk	Joanne Burns	781.10	40,773.42	42,098.42
PV Principal Clerk	Barbara Sullivan	765.79	9,036.29	
		781.10	31,556.44	41,542.73
PV Junior Clerk	Mary Jo O'Connor	648.21	33,836.56	34,686.56
PV Junior Clerk	Lorraine Dube-Bullerwell	648.21	33,836.56	34,911.56
PV Junior Clerk	Maureen Sullivan	635.51	33,173.62	33,523.62
PV Junior Clerk	Nancy Ward	648.21	33,836.56	34,686.56
PV Parking Meter Repairman	Joseph Collette	800.45	41,783.49	44,960.35
PCO Working Supervisor	Tammy Doe	817.28	42,662.02	45,967.77
PCO Working Supervisor	Linda Smith	899.01	46,928.32	50,774.60
PV PCO	Barbara Cusack	687.63	35,894.29	38,826.96
PV PCO	Louisa Barron	687.63	35,894.29	38,626.96
PV PCO	Jean Richard Laine	687.63	35,894.29	38,976.96
PV PCO	Thomas Smyth	687.63	35,894.29	38,851.96
PV PCO	Richard Brescia	687.63	35,894.29	38,726.96
PV PCO	Mary Killoran	687.63	35,894.29	38,376.96
PV PCO	Helen Hussey Mahoney	687.63	35,894.29	38,626.96
PV PCO	Anne Collette	675.31	14,046.44	
		687.63	21,591.57	37,798.23
PV PCO	John Morani	687.63	35,894.28	38,126.95
PV PCO	Albert Toppi	687.63	35,894.28	38,126.95
PV PCO	Anthony Silvestri	687.63	35,894.28	38,126.95
PV PCO	Anna Soares	675.31	2,701.24	
		687.63	33,143.76	38,077.67
PV PCO	Vacant	675.31	35,251.18	37,462.69
PV PCO	Gregg Paiva	675.31	35,251.18	37,462.69
PV PCO	Walter Mannix	756.38	39,483.03	42,334.03
PV PCO	Christopher Harris	742.84	2,822.76	
		756.38	36,608.78	41,782.54
PV PCO	Barry Hamilton	742.84	20,650.92	
		756.38	18,455.66	41,443.98
PV PCO	McCarroll Ward	756.38	39,483.03	42,334.03
PV PCO	Dalvir Singh	756.38	39,483.03	42,334.03
PV PCO	Mary Ronan	756.38	39,483.03	42,334.03
PV PCO	Jason Masci	756.38	39,483.03	42,334.03
PV PCO	Debra Alderman	742.84	8,022.64	
		756.38	31,314.12	41,687.76
PV PCO	Jason Pacheco	742.84	28,079.32	
		756.38	10,891.86	41,298.79
PV PCO	Brian Analetto	742.84	38,776.24	41,103.85
PV PCO	John Filosi	742.82	38,776.24	41,103.85
PV PCO	Delince Dodin	742.84	38,776.24	41,103.85
PV PCO	Jocelyn Velney	742.84	38,776.24	41,103.85
PV PCO	James Nixon	742.84	38,776.24	41,103.85
PV PCO	Paul Morris	688.68	16,941.50	
		742.84	20,205.24	39,422.28
PV PCO	Michael Lapiana	688.68	24,930.21	
		742.84	11,885.44	39,050.21
COMMISSION SECRETARY	Laura Accaputo		1,451.00	1,451.00
				1,972,381.01

ORG 4401: TRAFFIC AND PARKING

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
COLLECTION			
PERSONAL SERVICES	\$166,357.00	\$189,587.00	\$199,019.00
ORDINARY MAINTENANCE	\$232,732	\$234,982	\$257,547
TOTAL APPROPRIATIONS TO PROGRAM	\$ 399,089.00	\$ 424,569.00	\$ 456,566.00
<i>FTE FROM APPROPRIATIONS</i>	4.50	4.25	4.25
MAINTENANCE AND REPAIR			
PERSONAL SERVICES	\$185,098.00	\$156,724.00	\$90,191.00
ORDINARY MAINTENANCE	\$204,048	\$131,022	\$112,635
TOTAL APPROPRIATIONS TO PROGRAM	\$ 389,146.00	\$ 287,746.00	\$ 202,826.00
<i>FTE FROM APPROPRIATIONS</i>	3.75	3.50	1.50
OPERATIONS			
PERSONAL SERVICES	\$415,234.00	\$556,038.00	\$463,054.00
ORDINARY MAINTENANCE	\$48,953	\$45,638	\$60,488
TOTAL APPROPRIATIONS TO PROGRAM	464,187.00	601,676.00	523,542.00
<i>FTE FROM APPROPRIATIONS</i>	10.60	11.35	11.35
PARKING ENFORCEMENT			
PERSONAL SERVICES	\$1,186,817.00	\$1,195,647.00	\$1,306,519.00
ORDINARY MAINTENANCE	\$294,580	\$296,882	\$326,030
TOTAL APPROPRIATIONS TO PROGRAM	\$ 1,481,397.00	\$ 1,492,529.00	\$ 1,632,549.00
<i>FTE FROM APPROPRIATIONS</i>	30.15	30.90	30.90
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 2,733,819.00	\$ 2,806,520.00	\$ 2,815,483.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	49	50	48

ORG 4401: TRAFFIC AND PARKING

PROGRAM COST AND ACTIVITIES

PROGRAM: COLLECTION

Description: Collect outstanding parking violations and meter/permit revenue owed to the City in order to enforce City parking ordinances and maximize related revenues.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total dollars collected from violations (Based on actual with projection for end of FY08.)	7,891,793	7,417,689	7,086,133
<u>Program Cost:</u>	\$399,089.00	\$424,569.00	\$456,566.00
<u>Cost per Output:</u>	\$0.05	\$0.05	\$0.06
<u>FTEs:</u>	4.50	4.25	4.25
<u>Outcome 1:</u> % of outstanding revenues collected (Data from ACS)			
<u>Outcome 2:</u> Average wait time at T&P window			

PROGRAM FY09 GOALS

1. The department will add a computer terminal in the lobby to give customers increased payment options.
2. The department will install a coin counting machine in order to improve the parking meter revenue collection and reconciliation process.

PROGRAM FY08 GOAL REVIEW

1. Implement barcode technology for ticket payment at windows to improve efficiency and service (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Meter Collection	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	790,000	744,000	765,000
<u>Description:</u> Collect meter revenue in a timely manner.			
<u>Output:</u> Dollars collected from meters (FY07-FY09: Estimate based on collection records)			
Phone	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	269,215	280,000	212,584
<u>Description:</u> Collect traffic and parking revenue via an automated phone system.			
<u>Output:</u> Dollars collected (FY07: Actual from ACS data; FY08/FY09: Estimate)			
Over the Counter Ticket and Permit	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,346,077	1,557,714	1,488,088
<u>Description:</u> Collect parking revenue in a timely and courteous manner.			
<u>Output:</u> Ticket & permit dollars collected (FY07: Actual from ACS data; FY08/FY09: Estimate)			
Meter Bagging	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	11,000	27,000	12,000
<u>Description:</u> Collect revenue for bagged meters.			
<u>Output:</u> Dollars received from bagged meters (FY07: Actual from T&P records; FY08/FY09: Estimate)			
Mail	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,365,191	3,189,606	3,047,037
<u>Description:</u> Collect traffic and parking revenue through the mail.			
<u>Output:</u> Dollars collected by mail (FY07: Actual from ACS data; FY08/FY09: Estimate)			
Website	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,749,900	2,373,660	2,338,424
<u>Description:</u> Provide an alternative payment method for customers.			
<u>Output:</u> Dollars collected (FY07: Actual from ACS data; FY08/FY09: Estimate)			
Permit Collection	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	360,410	400,410	400,410
<u>Description:</u> Collect permit revenue in a timely manner.			
<u>Output:</u> Dollars collected from parking permits (FY07: Actual; FY08/FY09: Estimate)			

ORG 4401: TRAFFIC AND PARKING

PROGRAM COST AND ACTIVITIES

PROGRAM: MAINTENANCE AND REPAIR

Description: Provide meter, plowing, and marking services in order to better support the City's traffic and parking operations.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of meters installed and repaired (Actual bases on meter log book.)	1,800	4,160	4,500
<u>Program Cost:</u>	\$389,147.00	\$287,746.00	\$202,826.00
<u>Cost per Output:</u>	\$216.19	\$69.16	\$45.07
<u>FTEs:</u>	3.75	3.50	1.50
<u>Outcome 1:</u> % of meters operational			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Engineering will continue to work closely with the Pedestrian Safety Task Force and other city departments to identify trouble spots for pedestrians and bikers and will make recommendations to the Mayor.
2. Engineering will continue to work the Planning Department to ensure traffic flow and parking requirements are met for large-scale developments.
3. The department will install several new bike lanes and continue to paint crosswalks and take other measures to ensure that Somerville is a pedestrian- and bike-friendly city.

PROGRAM FY08 GOAL REVIEW

1. Initiate a systematic process updating all city signs that will increase pedestrian safety as identified by the Safe-Start committee and of replacing all faded and damaged traffic and parking signs in the city (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Markings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	115,000	77,000	105,000
<u>Description:</u> Ensure the City's roadway markings are in satisfactory condition.			
<u>Output:</u> Linear footage of thermal plastic (FY07-FY09: Estimate)			
Meter Maintenance	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,800	4,160	4,500
<u>Description:</u> Maintain the City's parking meters in satisfactory condition to ensure parking turnover.			
<u>Output:</u> # of meters repaired/replaced (FY07: Actual; FY08/FY09: Estimate based on meter log book.)			

ORG 4401: TRAFFIC AND PARKING

PROGRAM COST AND ACTIVITIES

PROGRAM: OPERATIONS

Description: Provide management, permit issuance, hearings, engineering, and other services in order to support traffic and parking operations.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of customer inquiries, permits, and hearings (Based on average # of inquiries, permits, and hearings.)	96,000	96,000	96,000
<u>Program Cost:</u>	\$464,187.00	\$601,676.00	\$523,542.00
<u>Cost per Output:</u>	\$4.83	\$6.26	\$5.45
<u>FTEs:</u>	11.60	10.35	11.35
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from Traffic and Parking (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Management will evaluate and bid out contract for ticket and permit processing, requiring enhanced features and reporting capabilities from new vendor.
2. Management will work with ticket and permit processing vendor to make ticket and permit processing more efficient and customer friendly.
3. The department will continue to look for transactions that could be conducted online, per Mayor Curtatone's ACE customer service initiative.

PROGRAM FY08 GOAL REVIEW

1. Continue to work with 311 and IT to improve the flow of phone calls, ensuring all calls are answered in a timely manner (Complete).
2. Continue to look for any transactions that can be conducted online per the ACE initiative (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Traffic Commission Support	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	300	300
<u>Description:</u> Advise the Commission on the implementation or revision of parking policies and procedures.			
<u>Output:</u> # of Traffic Commission requests responded to (FY07: Actual from Traffic Commission records; FY08/FY09: Estimate)			
Traffic Analysis and Studies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,100	1,500	1,500
<u>Description:</u> Analyze traffic patterns, improve traffic flow, and reduce accidents.			
<u>Output:</u> # of traffic analyses/studies conducted (FY07-FY09: Estimate based on per week average)			
Hearings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	17,000	18,500	18,500
<u>Description:</u> Provide adjudication services to resolve disputes timely and fairly.			
<u>Output:</u> # of hearings conducted (FY07-FY09: Estimate)			
Permit Issuance	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	61,000	60,000	60,000
<u>Description:</u> Issue parking permits in a timely and accurate manner. Control and enforce residential parking throughout the City.			
<u>Output:</u> # of parking permits issued (FY07: Actual from ACS Data; FY08/FY09: Estimate)			
Customer Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18,000	19,000	19,000
<u>Description:</u> Respond to customer inquiries and complaints in a timely and accurate manner.			
<u>Output:</u> # of inquiries responded to (FY07-FY09: Estimate based on 80 calls per day average)			

ORG 4401: TRAFFIC AND PARKING

PROGRAM COST AND ACTIVITIES

PROGRAM: PARKING ENFORCEMENT

Description: Enforce City ordinances, respond to complaints, improve traffic flow and enhance public safety.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of tickets issued (Based on actual with projection for end of FY08.)	220,000	212,000	220,000
<u>Program Cost:</u>	\$1,481,396.00	\$1,492,529.00	\$1,632,549.00
<u>Cost per Output:</u>	\$6.73	\$7.04	\$7.42
<u>FTEs:</u>	27.98	29.90	30.90
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who believe that parking enforcement in their neighborhood is just about right (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Scanners will be installed on all handheld computers allowing PCOs to work their routes in a more efficient manner and improve the accuracy of their ticket issuance.
2. All PCO routes will continue to be changed on a regular basis and will be constantly evaluated by management for effectiveness.

PROGRAM FY08 GOAL REVIEW

1. Improve accuracy and efficiency of PCO ticket issuance by uploading detailed information regarding guest and other visitor permits to their handheld computers (Complete).
2. Management will continually rotate routes and evaluate ticketing to improve efficiency (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Booting	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	400	600	600
<u>Description:</u> Disable vehicles that are in violation of parking ordinances and obtain payment of outstanding parking violations from the registered owner.			
<u>Output:</u> # of cars booted (FY07: Actual from T&P records; FY08/FY09: Estimate)			
Parking Violations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	211,857	220,000	218,781
<u>Description:</u> Issue parking violations to enforce laws and ordinances, improve traffic flow, and enhance public safety.			
<u>Output:</u> # of parking violations issued (FY07: Actual from ACS data; FY08/FY09: Estimate)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Somerville Health and Human Services Department provides public health services to all residents and businesses of the City. Recognizing that Somerville is a predominantly urban working class community with diversity throughout each neighborhood, the Health and Human Services Department strives to effectively restore and maintain the residents' health and wellness by developing and providing services. This is performed through policymaking, school health programs, public health education programs, sanitary and housing code enforcement, public health regulation, staffing of Women's, Human Rights, Multicultural Commissions, outreach to the GLBT community, outreach to vulnerable populations, and delivery of other needed services and programs.

DEPARTMENT ORGANIZATION: There are 24 municipal and 9 grant-funded FTE's in the Health and Human Services Department for a total staff of 33. There is one full-time Health Department director, a director of commissions and an assistant director of commissions, a stipend GLBT liaison, a half-time clinical youth specialist, one full-time administrative assistant, 16.5 FTE funded nursing positions that include one public health nurse manager, one public health preparedness nurse, a half-time public health nurse and 14 school nurses. In addition, there were two or three active substitute nurses during FY08. Substitute nurses are paid from salaries and temporary wages.

The 9 grant-funded staff include a school nurse leader and a part-time health assistant, a grants administrator/administrative assistant, a tobacco control director and one part-time tobacco enforcement officer, a Somerville Cares About Prevention director, a community prevention coordinator, a part-time community organizer, and a Shape Up Somerville coordinator.

The Health and Human Services Department employs one part-time hearing tester and two part-time vision testers, both of whom receive a monthly stipend. In addition, there is one supervising physician of schools who is a contractor. There are three appointed Board of Health members, including the Physician Board Chair, and two members who also receive monthly stipends.

FY08 ACCOMPLISHMENTS:

Administration:

- Achieved 100 percent compliance with Emergency Preparedness NIMS (National Incident Management Command) and ICS (Incident Command System) trainings including ICS 100, 200, 300 and NIMS 700.
- Facilitated new Board member completing all training orientation and reappointment requirements to fulfill Board of Health member roles.
- Facilitated all grant requests for approval before Board of Aldermen, requisitions, invoices, and contracts for professional services.
- Facilitated processing of burial permits and four funeral home license renewals.
- Responded to all website public health complaints to Health Department.
- Uploaded agendas and minutes of Board meetings.

DEPARTMENT OVERVIEW

- Conducted the seventh annual Citywide Rabies Clinic in conjunction with City Clerks Office, Animal Control, and Mayors Office of Communications.
- Supported shift of Board of Health complaints to 311-call center.

Board of Health

- Amended smoking definition in the regulations, making it consistent with statewide regulation.
- Conducted public hearing, in conjunction with Legislative Matters Subcommittee of Board of Aldermen on needle disposal issues in Somerville.
- Found location for needle kiosk in Somerville.
- Completed re-certification training for two Board members.

Emergency Preparedness:

- Conducted Pneumococcal and Tetanus vaccine clinic to exercise Emergency Dispensing Site plans. 110 people received vaccines and 145 vaccinations were administered.
- Health Director and Public Health Nurse Manager successfully tested the satellite phone on a monthly basis.
- Completed annual Emergency Preparedness Assessment Region 4B.
- Health Director and Public Health Nurse Manager completed EDS Train the Trainer series.
- Health Department staff and Medical Reserve Corps volunteers completed smallpox specific training in conjunction with Region 4B.
- Director and Public Health Nurse Manager presented Emergency Dispensing Site results at Emergency Operations Center reopening at Somerville Police Department.
- Completed enhancements to Health Department Emergency Phone Tree with Region 4B assistance.

Other:

- Director led grant writing teams submitting five competitive grants on behalf of Departmental programs (School Health Services, Shape Up Somerville and Somerville Cares About Prevention) for total special revenue of \$370,000. \$124,000 has been awarded to date.
- Director completed Strategic Communications Training at Robert Wood Johnson Foundation offices for Active Living by Design grant.
- Director, Assistant Director, and Strategic Consultant developed a strategic planning process to support the management and growth of the Health Department over the next three-to-five years including a focus on the transition to Health and Human Services model.

Public Health Nursing:

- Provided flu shots to 1,183 residents.

DEPARTMENT OVERVIEW

- Provided training to Public Health Preparedness Nurse and completed transition of Vaccine Depot to the new location at her office.
- Supervised clinical operations at Tetanus and Pneumococcal Vaccine clinic that provided 143 vaccinations to at-risk area residents during Emergency Dispensing Site Drill.
- Investigated 63 cases of communicable disease and provided case management to 15 residents with TB.
- Initiated TB testing program for general public.

School Nursing:

- Provided daily nursing care to 4,890 students in 11 schools through over 27,876 office visits between September 2007 and March 2008.
- Reviewed head lice policy and procedures, developed head lice brochures and translated them into four target languages. In conjunction with School Department, convened a Head Lice Working Group involving the School Department, the Health Department, and parents.
- Used height, weight and BMI data to collaborate with the School Department to send out "Fitness progress reports" to all 4th through 8th grade students.
- Developed templates for standardized Nursing Care Plans covering Attention Deficit Hyperactivity Disorder (ADHD), Allergies, Asthma, Celiac Disease, Cystic Fibrosis, Diabetes, Gastrostomy tubes, HIV, Migraines, Respiratory dysfunction, Seizure disorder, and Sickle Cell Disease.

Somerville Cares About Prevention:

- SPF100 received the SADD/MADD Lifesaver Award and an all-expenses paid trip to Arizona for four youth and one adult advisor.
- BOA approved Ordinance Regulating Billboards and other forms of Outdoor Alcohol Advertising.
- Raised Community Awareness by reaching a total of 1,618 community members via Coalition sponsored and co-sponsored projects, events, meetings, presentations and trainings. Extensive resources for local and state substance abuse treatment options added to SCAP website page.
- Provided a total of 900 Coalition email alerts on training opportunities, networking, and sharing information that support the structure of a volunteer-based community coalition. SCAP enews distributed monthly. Ways for Volunteers to become involved section developed on SCAP website page.
- Increased sustainability through five grants awarded totaling \$214,025.
- Administered a total of 1,143 surveys. Health Survey Executive Summaries added to SCAP website page.
- Petitioned the Licensing Commission to consider instituting mandatory server training for one-day licensees, new licensees, and licensees that fail compliance checks.
- Participated on the social competency curricula review team to review current and potential prevention/social competency curricula for grades pre-k through 8th and

DEPARTMENT OVERVIEW

made recommendations for which district-wide curricula to use before the School Committee.

Tobacco Control:

- Completed all requirements of state health department site visit.
- Updated Chelsea's Youth Access Regulation.
- Updated Somerville Smoking Regulations.
- Migrated compliance checks and retailer inspections data entry to state website database.
- Conducted eight successful permit suspension hearings and one court appeal hearing.
- Recruited and trained seven more youths to do compliance checks.
- Achieved 97 percent or better compliance rate during secondhand smoke inspections.
- Increased the number of secondhand smoke inspections.

Shape Up Somerville:

- Submitted and received a Massachusetts Department of Public Health Grant on behalf of Shape Up Somerville. This grant addresses health disparities among racial and ethnic minorities in the City who faces greater health risks and disparities based upon their income and access to health services. (\$35,000 with renewing opportunities for the next 3 years).
- Submitted a Robert Wood Johnson Active Living by Design Sustainability grant, which will continue the ALbD 5 year grant work (\$45,000).
- SUS has distributed over 8,000 copies of the Somerville Map and Somerville Walking Map to encourage physical activity in the City. PDF links to Somerville map and Somerville Walks map added to website.
- SUS Frequently Asked Questions added to SUS website page.
- SUS supported the passing of a Shape Up Somerville Resolution by the Board of Aldermen to promote wellness values to the government and City (Resolution passed February 14, 2008).
- SUS and OSPCD installed 50 bike racks throughout the City. This valuable resource gives residents safe, accessible, and prominent ways to be car free and active in Somerville (October 27, 2007).
- SUS and OSPCD held groundbreaking for the construction of the Community Path Park (March 31, 2008).
- SUS and Personnel established transit and active commuting incentives with City-Tax Free Transit Passes (February 6, 2008).
- SUS collaborated with Green Streets Walk/Ride Days. Website link to Green Streets added which allows residents to register for Walk/Ride events, and receive raffle incentives to support Green businesses.
- SUS and Groundwork hosted three free workshops for Somerville families to encourage cooking and eating healthy foods together as a family (March-April 2008).

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- Two gardens were opened: Allen Street Community Garden and Durell Street Community Garden (September 2007).

Trauma Response Network:

- Over 100 community members have been trained in basic Post Traumatic Stress Management and maintained with ongoing practice sessions and quarterly meetings of the leadership team.
- “The Wall” results of the focus group with suicide survivors was shared with Mayor’s Suicide and Mental Health Task Force and at the DPH/MA Coalition for Suicide Prevention Annual Suicide Prevention Conference in May 2007.
- TRN continued to perform reconnaissance and offered community support as needed. Stephanie Almedia staffed the position during the interim. The TRN was mobilized once in September 2007 in response to the loss of a teacher.
- Trauma protocols for K -8 schools were finalized. TRN met with principals to identify school crisis response teams and training needs.
- TRN Leadership team, along with community agencies and individuals, worked to redefine the role of the TRN manager to provide a broader community service. The position is now a 20-hour/week City funded position titled Clinical Youth Specialist.
- Since February 2008, TRN has provided reconnaissance on five incidents.

Women’s Commission:

- Started monthly anti-violence meetings with the Chief of Police, DV Unit, RESPOND, BARCC and the Somerville Commission for Women.
- Officially launched the Somerville Anti-Violence Taskforce with the release of a citywide anti-violence programs directory and palm cards.
- Conducted citywide Money Fair aimed at teaching children, youth, and adults financial literacy.
- Supervised and co-facilitated Teens Against Dating Abuse (TADA) at SHS in its fifth year.
- Conducted Women’s Health Workshop on women’s health issues for those in their forties.
- Conducted fundraising pancake breakfast.

Human Rights Commission:

- Provided community outreach to strengthen City relationships with many community-based organizations.
- Executive Director served on local and statewide coalitions and partnerships including: Somerville Immigrant Action Committee, Early Childhood Advisory Council, Immigrant Service Providers Group, Youth Workers Network, Human Rights For Massachusetts (HR4Mass) working group, and Massachusetts Association of Human Rights/Relations Commissions.
- The Commission received constituent complaints, inquiries for information and provided assistance.

DEPARTMENT OVERVIEW

- The HRC hosted and co-sponsored activities including: Road to Equality Project Annual Martin Luther King Day celebration, Report of Final Recommendations from the Conversations Project 3/07-5/07: series of community dialogues involving approximately 100 participants.
- Identified and monitored human rights issues within City government and advocated for increased attention to problem areas. Informed departments of civil rights laws and recommended compliance strategies.
- Coordinated meetings between police leadership and immigrant community representatives.
 - Improved resident complaint procedures and effectiveness.
 - Trained officers on civil rights, hate crimes, and hate incidents.
 - Worked with department to respond to hate incidents.
 - Supported initiatives citywide as member of Youth Workers Network.
 - Continued to advocate and be a resource for employee trainings on non-discrimination/diversity.
 - Assisted in outreach to underrepresented communities during police chief search.
- Commissioners, Executive Director, and Assistant Director for Community Health participated in the HRC Strategic Planning Retreat.

Multicultural Commission:

- Sister Cities MOU signed with Yucuaiquin, El Salvador.
- Promoted ESOL programs in metro Boston by housing, updating, and distribution information on the website.
- Served on CAAS Board of Directors.
- Served on Fair Housing Commission.
- Assisted in the re-assessment of union contracts and the handling of interpreter/translations services.
- Conducted regular meetings with the Police Department to improve relations between immigrant groups.
- Supported celebratory acknowledgments of other cultures important days (Central American Independence, Greek Independence, etc.)
- Served on the Police Chief Search Task Force.
- Assisted with Mayor’s Summer Youth Program.
- Assisted various departments outreach to various other language communities.

GLBT Liaison:

- Hosted Gay Pride Flag Raising event at City Hall.
- Administered a brief survey during “ArtBeast” citywide event.
- Served as a contact to investigate complaints of hate crimes against GLBT residents.
- Networked with other local and state LGBT service providers.

FY09 DEPARTMENT PRIORITIES: In Fiscal Year 2009, The Health and Human Services Department has six main priorities:

DEPARTMENT OVERVIEW

Protect and support families' and individuals' health by sustaining and strengthening core public health services including public health nursing, school nursing, sanitary and housing inspections, and environmental health issues.

Desired Outcomes:

- o Complete orientation and training for public health preparedness nurse
- o Conduct cross-training in public health nursing with other school nurses
- o Increased retention and recruitment of qualified school nurses through assessment of challenges to school nursing program and developing action steps to address.
- o Identify regional expertise to advise on impacts of environmental health issues such as air and water quality and potential local health impacts of contaminated sites

Obstacles/Assumptions:

- o Overwhelming demands and fewer resources to support.
- o Retaining qualified nurses.

Deadline for Completion of Goal:

End of FY10

Increase public health and citywide preparedness in emergency preparedness arena.

Desired Outcomes:

- o Under leadership of EP Director, regular quarterly meetings of Local Emergency Planning Committee (LEPC) will be held to facilitate coordination of Emergency Preparedness planning among city departments and community-based organizations.
- o Finalize and sign Memorandums of Understanding between public health and other local organizations
- o Utilize Incident Command Systems at flu clinics during flu season 09-10.
- o Within 12 months, develop a plan to increase Medical Reserve Corps membership in Somerville.
- o Completion of MDPH Public Health Deliverables for FY09.
- o Increase preparedness for special populations through increased outreach and availability of emergency preparedness educational materials and by planning with community-based organizations and commissions.
- o Continue to participate in meetings, trainings and drills.
- o Employ greater use of regional expertise and resources.

Obstacles/Assumptions:

- o Reliance on grant-funding to support the part-time Emergency Preparedness Assistant Coordinator

Deadline for Completion of Goal:

o End of FY10

Protect and support families and individual health by sustaining and strengthening prevention programs including Trauma Response Network,

DEPARTMENT OVERVIEW

Womens, Human Rights, Multicultural Commissions, GLBT, SCAP, Shape Up Somerville and 5 City Tobacco Control.

Desired Outcomes:

- Integration of prevention programs with overall mission of the Health and Human Services Department.
- Longer-term funding plans for Shape Up Somerville (SUS) and the Trauma Network.
- Increased Internal and External Support for Women’s Commission.

Maintain professional standards, education, and training of the Board of Health members.

Desired Outcomes:

- Regular member participation in board certification training and other public health topic specific trainings.
- Explore charter change and/ or creation of a Community Advisory Board (CAB) to the Health and Human Services department that would serve as a link between the community and the Board members.

Deadline for Completion of Goal:

- End of FY10

Complete phase two of a strategic planning process to facilitate strategic growth and improved management practices aligned with twenty-first century public health and security demands, and to support the Mayors objective of moving to a Health and Human services model for the department.

Desired Outcome:

- Identify opportunities for streamlining management, communication, and program implementation practices.
- Restructure staffing model for Women’s Commission, Human Rights Commission, Multicultural Commissions and GLBT liaison to realize greater efficiencies and higher programmatic impact.
- Define process for mapping existing human services in the city to facilitate residents’ access to necessary services and to identify gaps in the public safety net.
- Conduct key informant interviews and provide informational resources to planner.
- Identify and review other health/human service department/commission models in municipal settings.

Obstacles/Assumptions

- Funding to sustain a strategic planning process
- Time commitment from staff and community stakeholders to complete.

Deadline for Completion of Goal:

- Planning Process 75 percent complete by September 10th, 2008.

Work in support of City Goal to revolutionize customer service, and professionalize Health Department planning and management.

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Desired Outcomes:

- Create consistent office coverage from 8:30 to 4:30, Monday through Friday.
- Increase City employee teamwork and interdepartmental problem solving with 311 and other departments to reduce the number of transfer calls.
- Work with Communications, IT, and 311 to put more Health and Human Services Department information and transactions online and increase use of website by staff and residents.
- Work in support of Personnel Department's goals to achieve consistency and quality improvement with employee guidebook, job classifications processes, performance appraisals, use of EAP, and management skills trainings.
- Explore use of Connect CTY calls to seniors and other high-risk populations encouraging them to get a flu shot.
- Work with IT to improve automated phone directory.
- Create consistent branding and messaging of public health information for dissemination to the public. Create regular newspaper/cable coverage of issues to keep citizens informed.
- Improve cultural competency of staff and utilize language line and multilingual staff to increase quality of service to diverse Somerville residents.

Obstacles/Assumptions:

- Lack of language capacity and lack of cultural competency.
- Calls for recognizing and implementing new and enhanced ways to conduct business.

Deadline for Completion of Goal:

- End of FY 10.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The

Health Department's goals support the Mayor's Strategic Goals for FY08 to:

- *"Make Somerville an exceptional place to Live, Work and Play"* by promoting the health of Somerville's environment and facilitating access to the full range of human services available in the city.
- *"Promote Somerville Pride and Sense of Community"* by making Somerville home to diverse communities. The Health Department strives to serve the health needs of all the diverse communities who make their home here. Through the commissions, the Health and Human Services Department can help the City be more responsive to the needs of a large and diverse citizenry.
- *"Protect and Support Families and Individuals"* by evaluating and expanding youth programs including the Trauma Response Network, eliminating drug and gang activity through the prevention work of SCAP, and promoting healthy Somerville residents by continuing the City's work and partnership with Shape Up Somerville.
- *"Improving the Health Department's performance by Using more Effective Management Tools and Demanding Accountability"* through adopting the SomerStat program, implementing the activity-based budget, and promoting consistent and regular communication between health inspectors and Board of Health, by taking a leadership role in regionalization efforts among surrounding

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communities, and by adopting models and materials from the National Association of City and County Health Officials NACCHO organization.

- *“Revolutionize Customer Service”* at the Health Department through responding to more resident public health complaints through website communication.
- *“Professionalize City Planning and Management”* by developing consistent written policies and procedures, updating department page of city’s website, working consistently with the Personnel Department on developing job descriptions, and providing appropriate staff training and professional development opportunities. The Health and Human Services Department can also serve as a conduit of data between SomerStat and the Women’s, Human Rights, and Multicultural Commissions, and the GLBT community.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

- **Staffing:** During FY08 and for the beginning of FY09 we have three vacant school nursing positions that we are actively recruiting to fill despite environment of nursing shortage. During FY08, three Commissions positions (Human Rights, Multicultural, and GLBT liaison) became vacant due to staff resignations. The SCAP Director and the part-time Tobacco Control Enforcement Officer have been vacant since May/June 08. A newly funded part-time Clinical Youth Specialist position was not filled until February. The newly funded part-time public health nurse position was also not filled until February 08. We anticipate an end of year personal services surplus of \$123,411.88.
- **Somerville Municipal Medicaid Project:** The Health Department continues the effort to bring substantial Medicaid Reimbursement dollars to the City by coordinating with the Shore Educational Collaborative in identifying students in the Chapter 766 program who are Medicaid eligible. In FY08 the original budget was \$1,606,048. To date, we have brought in \$1,185,910 to the General Fund. Additional payments are also expected before June 30th to meet the budget original goal.
- **Flu Clinic Reimbursement:** In FY08, we budgeted to receive \$15,000 in flu clinic revenue. We will receive closer to \$10,000 in total for FY08. This is due to the fact that flu vaccines were widely available this past flu season, including at pharmacies and doctors offices. Because we receive state vaccines, we have to wait until it is available; therefore, our flu clinics tend to start later than the pharmacies. The timing of our clinics and the widespread availability of flu vaccines impacted our revenues.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09 (RECOMMENDED)

- **Commissions Staffing:** The Health and Human Services Department in collaboration with the Women’s, Human Rights, Multicultural Commissions, GLBT and other stakeholders are developing a new model of staffing the commissions that will provide a higher level of service and greater efficiencies. There will be one Director of Commissions, one Assistant Director of Commissions, one GLBT

DEPARTMENT OVERVIEW

liaison, and a requested increase of \$12,000 in the Professional Services and Technical Services line in the Health's department ordinary maintenance budget to support investigations.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time that staff spent on each program. Based on these percents, we allocated salaries. We also worked to allocate administration activities and subsequent costs further. Each line item in ordinary maintenance was allocated by percent spent in each program. In addition, administration costs were folded into the programs.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In FY09, the Health Department plans to support an overall city initiative to provide more programming for youth, as well as providing more information about the City's human services commissions.

RESISTAT GOAL: CUSTOMER SERVICE

Post all commissions-related FAQs on website Update 4/28/08: 311 and the Health Department will address this goal once the Commissions are fully staffed. (Some Progress Planned for FY09)

RESISTAT GOAL: PROGRAMMING

Expand recreation programming for youth, especially for at-risk youth, including recreation and jobs programs. Update 5/15/08: The Arts Council will add capacity for three additional at-risk youth within its "Books of Hope", "Mystic Mural", and "Art in a Garden" programs. The Rec-Youth dept will expand outreach and create additional programming targeted towards at-risk youth as a FY09 goal. Per Health Department, the Clinical Youth Specialist (CYS) will provide consultation and programming to youth workers, schools and individuals working with at risk youth as a FY09 goal. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	829,564	1,022,638	427,379	991,508
51115 SALARIES - MONTHLY	30,927	37,291	18,045	36,291
51200 SALARIES & WAGES TEMPOR'Y	2,509	13,325	2,903	13,325
51300 OVERTIME	3,827	5,600	3,031	5,600
51410 LONGEVITY	7,675	8,300	3,400	8,150
51460 OUT OF GRADE		100		
51520 AUTO ALLOWANCE	4,002	4,926	1,717	4,866
51532 HOLIDAYS - S.M.E.A.	2,566			
51540 PERFECT ATTENDANCE	3,100		1,800	
51690 OTHER DIFFERENTIALS				
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	9,100	9,750	9,100	9,750
TOTAL P-ACCT 51000	893,270	1,101,930	467,375	1,069,490
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT	1,416	2,350	139	1,900
52470 MAINT CONTRACT-OFFC EQUIP			450	450
52760 RENTALS EQUIPMENT				
52920 EXTERMINATION	920	3,700		700
53000 PROFESSIONL & TECHNCL SVC	78,504	89,997	39,391	97,997
53055 WOMEN'S COMMISSION				
53060 ADVERTISING		400	254	500
53210 EMPLOYEE TRAINING COURSES	777	1,650		1,650
53401 DATA LINE SYSTEM				
53405 PSTN-USAGE				

53420	POSTAGE	1,739	400		400
53500	RECREATIONAL SERVICES				
54200	OFFICE SUPPLIES	7,367	4,450	1,657	4,450
54201	OFFICE EQUIPMENT	2,456	1,050		1,050
54210	PRINTING & STATIONERY	2,067	650	130	650
54220	COMPUTER SUPPLIES				
54221	COMPUTER EQUIPMENT				
54860	REIMB OF LICENSES	880	1,500		1,500
55000	MEDICAL/DENTAL SUPPLIES	12,086	14,000	4,889	14,000
55100	EDUCATIONAL SUPPLIES		100		100
55305	INSPECTION SVC SUPPLIES				
55874	MAGAZINES & PUBLICATIONS	119	250	133	250
57100	IN STATE TRAVEL	135	150		150
57300	DUES AND MEMBERSHIPS	920	1,195	915	1,255
TOTAL P-ACCT 52000		109,386	121,842	47,958	127,002
TOTAL ORG	4701 FUNDING REQUIRED	1,002,656-	1,223,772-	515,333-	1,196,492-

Position	Name	Current Base	Fiscal Year Base	TOTAL
HEALTH DIRCTOR	BURKE, NOREEN	1,375.79	71,816.24	71,816.24
DIRECTOR OF COMMISSIONS	VACANT	1,057.70	55,211.94	55,211.94
ASST. DIRECTOR COMMISSIONS	VACANT	865.38	45,172.84	45,172.84
PUBLIC HEALTH NURSE	MONAGLE, MAUREEN	1,153.33	39,443.89	62,124.01
		1,193.34	21,480.12	
ADMINISTRATIVE ASSISTANT	HENKLE, KATHY	1,203.35	62,814.87	64,064.87
PUBLIC HEALTH NURSE	BARTLETT MARLENE	941.91	49,167.70	50,867.70
SCHOOL NURSE PRACTIONER	VACANT	847.11	36,764.57	37,658.57
SCHOOL NURSE PRACTIONER	KAMIN, SUSAN	847.11	44,219.14	45,613.14
SCHOOL NURSE PRACTIONER	WEINTRAUB, ELEANOR	847.11	44,219.14	45,713.14
SCHOOL NURSE	BINGAY, WILLIAM	785.43	40,999.45	42,493.45
SCHOOL NURSE	BOYLE, NANCY	678.94	8,962.01	38,918.03
		745.18	29,062.02	
SCHOOL NURSE	KOTY, GAY	785.43	40,999.45	42,743.45
SCHOOL NURSE - SKIP PROGRAM	HENEBURY, CHRISTINE-LOA/MARIA TULLY	759.83	39,663.13	41,157.13
SCHOOL NURSE	CHAMALLAS, LYNN	759.83	39,663.13	40,557.13
SCHOOL NURSE	CANAVAN, MEREDITH	745.18	15,499.74	40,252.41
		759.83	23,858.66	
SCHOOL NURSE	VACANT	678.94	29,466.00	30,360.00
SCHOOL NURSE	KENNEDY, VONETTA	783.03	23,177.69	42,116.43
		798.44	18,044.74	
SCHOOL NURSE	CARNEY, BARBARA	747.03	38,994.97	41,288.97
SCHOOL NURSE	LEAVITT, MARGARET	747.03	38,994.97	41,138.97
SCHOOL NURSE	VACANT	678.94	29,466.00	30,360.00
CLINICAL YOUTH SPECIALIST - PT	CONTENTE, PATRICIA	480.77	25,096.19	25,096.19
PUBLIC HEALTH NURSE - PT	QUARATIELLO, ELIZABETH	501.92	26,200.22	26,200.22
SCHOOL NURSE LEADER - 20%	HENEBURY, CHRISTINE	250.00	13,050.00	13,050.00
SUBSTITUTE NURSES		25.00	20,000.00	20,000.00
STIPEND NURSES		25.00	20,000.00	20,000.00
GAY/LESBIAN/TRANSGEN LIAISON	VACANT	416.67	5,000.04	5,000.04
BOARD OF HEALTH CHAIRPERSON	GREEN, BRIAN	181.38	2,176.56	2,176.56
BOARD OF HEALTH MEMBER	MELLO, BABETTE	181.38	2,176.56	2,176.56
BOARD OF HEALTH MEMBER	MACHADO, PAULA	181.38	2,176.56	2,176.56
BOARD OF HEALTH HEARING TESTER	PRENDERGAST, IRENE	654.47	7,853.64	7,953.64
BOARD OF HEALTH VISION TESTER	MCNEILL, COLLEEN	654.47	7,853.64	7,953.64
BOARD OF HEALTH VISION TESTER	SCHEIFFERN, MAUREEN	654.47	7,853.64	7,953.64
BOARD OF HEALTH HEARING TESTER	D'ARCANGELO, MARY	1,200.00	1,200.00	1,200.00

1,050,565.44

ORG 4701: BOARD OF HEALTH

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
PUBLIC HEALTH			
PERSONAL SERVICES	\$ 138,874	\$ 198,208.77	\$ 187,648.47
ORDINARY MAINTENANCE	\$ 50,044.00	\$ 53,437.00	\$ 54,433.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 188,917.92	\$ 251,645.77	\$ 242,081.47
<i>FTE FROM APPROPRIATIONS</i>	3.06	3.56	3.56
SCHOOL HEALTH NURSING			
PERSONAL SERVICES	\$ 656,540	\$ 711,869.42	\$ 668,606.31
ORDINARY MAINTENANCE	\$ 51,751.00	\$ 60,755.00	\$ 64,718.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 708,290.87	\$ 772,624.42	\$ 733,324.31
<i>FTE FROM APPROPRIATIONS</i>	16.94	16.94	16.94
SHAPE UP SOMERVILLE			
PERSONAL SERVICES	\$ 14,960.49	\$ 18,536.30	\$ 16,650.14
ORDINARY MAINTENANCE	\$ 1,335.00	\$ 1,477.00	\$ 1,414.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 16,295.49	\$ 20,013.30	\$ 18,064.14
<i>FTE FROM APPROPRIATIONS</i>	0.24	0.24	0.24
SOMERVILLE CARES ABOUT PREVENTION			
PERSONAL SERVICES	\$ 14,960.49	\$ 18,536.30	\$ 16,650.14
ORDINARY MAINTENANCE	\$ 175.00	\$ 1,477.00	\$ 1,414.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 15,135.49	\$ 20,013.30	\$ 18,064.14
<i>FTE FROM APPROPRIATIONS</i>	0.24	0.24	0.24
CLINICAL YOUTH SPECIALIST (FORMALLY KNOWN AS SOMERVILLE TRAUMA RESP. NTW)			
PERSONAL SERVICES	\$ 14,960.49	\$ 23,765.23	\$ 42,275.79
ORDINARY MAINTENANCE	\$ 1,335.00	\$ 1,477.00	\$ 1,414.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 16,295.49	\$ 25,242.23	\$ 43,689.79
<i>FTE FROM APPROPRIATIONS</i>	0.24	0.74	0.74
TOBACCO CONTROL			
PERSONAL SERVICES	\$ 14,960.49	\$ 18,536.30	\$ 16,650.14
ORDINARY MAINTENANCE	\$ 975.00	\$ 1,609.00	\$ 1,579.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 15,935.49	\$ 20,145.30	\$ 18,229.14
<i>FTE FROM APPROPRIATIONS</i>	0.24	0.24	0.24
COMMISSIONS- MULTICULTURAL AFFAIRS, HUMAN RIGHTS, GLBT, AND WOMEN'S			
PERSONAL SERVICES	\$ 123,563.76	\$ 93,992.67	\$ 124,259.29
ORDINARY MAINTENANCE	\$ 1,335.00	\$ 1,613.00	\$ 1,584.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 124,898.76	\$ 95,605.67	\$ 125,843.29
<i>FTE FROM APPROPRIATIONS</i>	3.44	3.44	2.44
ADMINISTRATION			
PERSONAL SERVICES	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>	0	0	0

TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 1,085,769.50	\$ 1,205,290.00	\$ 1,199,296.28
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>24.40</i>	<i>25.40</i>	<i>24.40</i>

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

PROGRAM: PUBLIC HEALTH (INCLUDES PUBLIC HEALTH NURSING AND THE BOH)

Description: The Public Health Program monitors the health status of the City; investigates health problems and hazards; informs, educates and involves residents in health problems/issues; develops policies that support community health efforts; assures an expert public health work force; evaluates the effectiveness, accessibility and quality of public health services; and develops new insights and innovative solutions to health problems.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of vaccinations provided and communicable cases investigated (FY07: Actual data; FY08/FY09: estimate)	21,473	21,473	23,500
<u>Program Cost:</u>	\$188,917.92	\$251,645.77	\$242,081.00
<u>Cost per Output:</u>	\$8.79	\$11.71	\$10.30
<u>FTEs:</u>	3.06	3.56	3.56
<u>Outcome 1:</u> Dollar amount of medicare reimbursement money received (Estimate)	\$15,853.45	\$10,000	\$10,000
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Assess community needs for public outreach programs in collaboration with the Council on Aging.
2. Implement the Maven computer system in reporting communicable diseases.

PROGRAM FY08 GOAL REVIEW

1. Continue the strategic planning process to get clarity on the vision, mission, values, and goals of the Somerville Health Department (on-going).
2. Integrate the Health Department's Emergency Preparedness plan with the city's Comprehensive Emergency Management Plan (CEMP) (Work with Fire Department on this.) (pending).
3. Maintain the professional standards of the Board of Health by ensuring all members attend regular certification trainings; explore charter changes to increase membership from 3 to 5 (complete; charter changes are pending).
4. Explore creation of a Friends of the Somerville Health Department Fundraising Group (pending).
5. Conduct an operational exercise to test emergency preparedness for a flu pandemic (to be held in Summer of 07) (complete).

PROGRAM ACTIVITIES AND OUTPUTS

Emergency Preparedness	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	5	5

Description: Ensure the Health Department complies with Federal and State directives by developing plans to respond to public health emergencies.

Output: # of trainings (FY07: Actual # of trainings, FY08/FY09: Estimate)

Provide Immunizations and Vaccines	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	21,343	21,343	23,500

Description: Provide direct vaccination of children and adults and distribute vaccines to registered Somerville health providers.

Output: # of vaccinations provided (FY07: Actual data, FY08/FY09: Estimate)

Investigation, Management and Prevention of Communicable Disease	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	130	187	187

Description: Investigate all cases of communicable disease in Somerville on the Commonwealth of Massachusetts reportable disease list.

Output: # of cases (FY07: Actual data, FY08/FY09: Estimate)

Develop Regulations	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	3	3

Description: Make amendments to existing policies and develop new regulations. Provide educational outreach for emerging public health issues.

Output: # of regulations reviewed (FY07: Actual data, FY08/FY09: Estimate)

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Prepare Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	877	1,693	1,640

Description: Prepare health-related permits, which include body art practitioners, body art establishments, burial, funeral directors, dumpster contractors, dumpsters, massage practitioners, massage facilities, food service, and retail food.

Output: # of permits prepared (FY07: Actual data, FY08/FY09: Estimate)

Develop Public Information	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	5	5

Description: Provide educational outreach for emerging public health issues and ensure that the Health Department's regular practices and procedures are accessible to the public through the website.

Output: # of informational or form documents added to the website for public access (FY07: Actual data, FY08/FY09: Estimate)

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

PROGRAM: SCHOOL HEALTH NURSING

Description: Provide direct nursing care to all school students. Provide health care assessment, intervention, and follow-up care in the school setting. Provide curriculum and preventive health education, and actively collaborate with school crisis teams in the management of mental health crisis situations and minimization of school absences.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of children visits for direct nursing care (FY07: Actual data; FY08/FY09: estimate)	37,259	24,664	37,000
<u>Program Cost:</u>	\$708,291.00	\$772,624.42	\$733,324.00
<u>Cost per Output:</u>	\$19.00	\$31.32	\$19.81
<u>FTEs:</u>	16.94	16.94	16.94
<u>Outcome 1:</u> % of eligible children screened for vision (Based on 100% for grades K-3, 100% for Grade 6, and 98.97% for Grade 10)			
<u>Outcome 2:</u> % of eligible school children who completed growth and development classes (FY06 will be 100% by the end of the school year)			

PROGRAM FY09 GOALS

1. Complete construction of websites for each school.
2. Refine procedure for annually obtaining Asthma Action Plans.
3. Explore ways to maximize use of existing technology--such as ways to have demographic data from X2 (school side) system imported into Healthmaster.

PROGRAM FY08 GOAL REVIEW

1. Implement the system developed last year to track outcome of visual failure follow-up (in-progress).
2. Target high-risk students with asthma and obtain Asthma Action Plan from physician or implement similar plan (complete and on-going).
3. Construct nursing website for elementary schools and get computers connected to each other (will need to work with IT for this) (3 schools completed).
4. Begin tracking # of communications with parents/guardians about students' health (track using Health Master software) (in-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Preventative Care	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5,400	5,858	5,300

Description: Conduct periodic health screenings and maintenance of immunization status; comply with state mandates.

Output: # charts reviewed (FY07: Actual data, FY08/FY09: Estimate)

Direct Nursing Care	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	37,259	24,664	36,000

Description: Give treatment and medications as needed and as ordered by physician; communicate with parents, and refer and follow up care, including to those chronically ill and disabled.

Output: # of children visits (FY07: Actual data, FY08/FY09: Estimate)

Health Education to Individuals	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,034	4,669	5,000

Description: Educate school children on an individual basis.

Output: # students individual health education encounters (FY07: Actual data (change in data collection tool allowed for better data documentation and capture), FY08/FY09: Estimate)

Provide Health Education to Classes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	71	71	71

Description: Teach growth and development classes and develop course curriculum modules.

Output: # classes taught (FY07: Actual data, FY08/FY09: Estimate)

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Communicate with Parent/Guardian about Children's Health	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	1,909	2,000

Description: Use the Health Master software program to track the # of phone calls home to Parents/Guardians of schoolchildren.

Output: # of phone calls (FY07: Actual data, FY08/FY09: Estimate)

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

PROGRAM: SHAPE UP SOMERVILLE

Description: Improve the well being of Somerville by promoting healthier behaviors around physical activity and nutrition. Work closely with community-based organizations to increase nutrition and fitness education outreach, improve program opportunities, advocate for healthful policies, publicize information about Somerville-based health promotion activities, and support the development of new initiatives, with special attention to increasing the participation of underserved populations.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of projects promoting health (FY07-FY08: Based on estimate)	3	3	5
<u>Program Cost:</u>	\$16,295.00	\$20,013.30	\$18,064.00
<u>Cost per Output:</u>	\$5,431.66	\$6,671.10	\$3,612.80
<u>FTEs:</u>	0.24	0.24	0.24
<u>Outcome 1:</u> % of employees who believe their work environment encourages healthy eating habits (Somerville staff survey)	47.8%	47%	
<u>Outcome 2:</u> % of employees who believe their work environment encourages physical activity (Somerville staff survey)	60.73%	56%	

PROGRAM FY09 GOALS

1. Develop a targeted marketing strategy to reach the ethnically diverse and the at-health-risk populations for Shape Up Somerville.
2. Actualize environmental/policy changes to support SUS.
3. Expand the SUS Approved campaign to increase diversity among businesses and restaurants
4. Create a Parks map to promote physical activities in outside, green space in Somerville.
5. Identify projects for development for FY10.

PROGRAM FY08 GOAL REVIEW

1. Target populations to increase diversity among the active citizens of Somerville -- write and market materials in Spanish, Portuguese, and Haitian Creole (Complete).
2. Develop and maintain databases and guides with Somerville's health promotion activities and health data (In-progress; guides are complete).
3. Develop targeted marketing strategy to expand Shape Up Somerville to new populations (Complete).
4. Actualize environmental/policy changes to support SUS (Complete).
5. Identify projects for development in FY09 (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Coordinate Stakeholders	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	62	86	90
<i>Description: Meet with health promotion initiative leaders, community leaders, and city staff to align activities and goals.</i>			
<i>Output: # of meetings (FY07: Actual data, FY08/FY09: Estimate)</i>			
Develop Projects	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3	6	6
<i>Description: Work with stakeholders in the City; target racial and ethnic populations and high health risk populations with culturally specific programs and promotions</i>			
<i>Output: # of projects running (FY07: Actual data, FY08/FY09: Estimate)</i>			
Create and Maintain Marketing and Educational Campaigns	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	46	57	60
<i>Description: Work with business owners, City squares organizations, and neighborhood groups to develop a comprehensive marketing strategy including branding and channels.</i>			
<i>Output: # of media pieces, e-newsletters and events promoting SUS (FY07: Actual data, FY08/FY09: Estimate)</i>			

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Writing Grants

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
2	3	3

Description: *Work with other health department staff and community leaders to develop database and grants for programs promoting physical activities and nutrition.*

Output: *# of grants written (FY07: Actual data, FY08/FY09: Estimate)*

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

PROGRAM: SOMERVILLE CARES ABOUT PREVENTION (SCAP)

Description: Bring together our diverse public agencies, non-profit organizations, private businesses, and independent residents of the community to work as a coalition to address issues associated with the prevention of alcohol and other drug use by Somerville youth.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of coalition meetings & events * # of average attendees (FY07: Actual data; FY08/FY09: estimate)	2,426	2,920	2,625
<u>Program Cost:</u>	\$15,135.00	\$20,013.30	\$18,064.00
<u>Cost per Output:</u>	\$6.23	\$6.85	\$6.88
<u>FTEs:</u>	0.24	0.24	0.24
<u>Outcome 1:</u> % increase in new coalition members			
<u>Outcome 2:</u> % of participants in prevention strategies who report increased knowledge and skills			

PROGRAM FY09 GOALS

1. Increase the number of hours expended by Coalition members who participate in environmental strategies to reduce commercial and social access to alcohol among youth (Sticker Shock Campaign, Shoulder Tap Surveys, Alcohol Purchase Surveys, Guiding Good Choices Training, Alcohol Screening Surveys and Community Surveillance).
2. Increase the number of opportunities to share evaluation data from the Somerville Youth Risk Behavior Survey with the Somerville community.
3. Based on the assessment, each Commission should begin strategic planning to support the development and/or expansion of program activities that will enhance their ability to fulfill their responsibilities.

PROGRAM FY08 GOAL REVIEW

1. Increase the # of hours expended by Coalition members who participate in environmental strategies to reduce commercial and social access to alcohol among youth (Sticker Shock Campaign, Shoulder Tap Surveys, Alcohol Purchase Surveys, Guiding Good Choices Training, and Alcohol Screening Surveys) (Complete; on-going).
2. Increase the # of events organized and led by those under 21 years of age. (Complete)
3. Increase the # of opportunities to share evaluation data from the Somerville Youth Risk Behavior Survey with the Somerville community. (Complete; on-going)

PROGRAM ACTIVITIES AND OUTPUTS

Raise Community Awareness	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,426	2,920	2,625
<u>Description:</u> Engage and inform the community at large about substance abuse and mental health issues facing the Somerville community			
<u>Output:</u> # of coalition sponsored and co-sponsored projects, events, meetings, presentations, and trainings * average attendance (FY07: Actual data, FY08/FY09: Estimate)			
Increase Sustainability	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	5	5
<u>Description:</u> Work with public agencies, non-profit organizations, private businesses, and independent residents of the community to develop grants for programs to reduce substance abuse among Somerville youth and the community at large.			
<u>Output:</u> # of grants written (FY07: Actual data, FY08/FY09: Estimate)			
Conduct Surveys	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,143	1,393	1,260
<u>Description:</u> Track the social, behavioral, and environmental trends of Somerville youth.			
<u>Output:</u> # of students and residents surveyed (YRBS, GGC, Alcohol Screenings) (FY07: Actual data, FY08/FY09: Estimate)			

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Support Community Coalition

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
900	3,537	1,418

Description: Support the structure of a volunteer based community coalition by providing information on training opportunities and networking and information sharing events.

Output: # of coalition email alerts * # coalition members (FY07: Actual data, FY08/FY09: Estimate)

PROGRAM COST AND ACTIVITIES

PROGRAM: CLINICAL YOUTH SPECIALIST

Description: Clinical Youth Specialist (CYS) will work to raise awareness of mental health issues that impact youth with a particular focus on suicide and substance abuse prevention. CYS will provide information and referral, consultation to community groups, schools and individuals, and develop programming to address community interests and concerns. In addition the CYS will be responsible for sustaining and managing the Somerville Trauma Response Network (STRN). The goal is to recruit new members to the STRN to reflect the current population of Somerville and to increase members' capacity to provide supportive and informed responses to address community needs related to traumatic events involving youth.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of trainings provided to the Community (FY07: Actual data; FY08/FY09: estimate)	15	2	7
<u>Program Cost:</u>	\$16,295.00	\$25,242.23	\$43,690.00
<u>Cost per Output:</u>	\$1,086.33	\$12,621.11	\$6,241.42
<u>FTEs:</u>	0.24	0.74	0.74
<u>Outcome 1:</u> % increase in trained community members (Based on actual number of 88 trained in FY05 and an additional 25 trained in FY06)			
<u>Outcome 2:</u> # of individuals who increase their capacity to respond to youth experiencing trauma/ depression (FY09: estimate)	N/A	N/A	40

PROGRAM FY09 GOALS

1. Increase community awareness regarding suicide prevention and mental health resources for youth.
2. To provide consultation and programming to youth workers, schools and individuals working with at risk youth.
3. To participate in the Mayor's Task Force on Suicide Prevention and Mental Health and SCAP coordinating committee.
4. To increase the capacity of the STRN through training and the expansion of membership throughout the community and schools.
5. Recruit and Strengthen Trauma Response Network (TRN) and Leadership Team Develop and Offer Relevant Training to New and Existing Members to increase TRN's capacity to respond.
6. Develop and offer relevant training to new/existing members to increase TRN's capacity to respond.
7. Provide consultation and training to strengthen Somerville Public School crisis teams.
8. Continue to conduct reconnaissance and provide TRN support services related to traumatic incidents that impact youth.

PROGRAM FY08 GOAL REVIEW

1. Continue to train additional community members to be included in the trauma response network (on-going).
2. Continue to provide post-vention support and psycho-education to school staff and community members (on-going, 1 activation in 8/07 and 6 reconnaissances initiated).
3. Regroup and evaluate the TRN following in the wake of the departure of a key staff member and decreased funding. (on-going, redefined job description to provide broader services – interviewed and hired for position 2/08).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Outreach	0	0	3
<u>Description:</u> Work with youth programs and mental health agencies to expand prevention-oriented programming to youth, especially for at-risk youth, including therapeutic and educational groups.			
<u>Output:</u> # of programs offered and educational material distributed (FY07: Actual data, FY08/FY09: Estimate, new output for FY09)			

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Reconnaissance and Activation of TRN	15	8	8
<i>Description: Gather information regarding incidents that could have a traumatic impact on Somerville youth. Determine whether to activate the TRN in response to the incident. Assess needs of the community and which type(s) of response are appropriate in the aftermath of an incident; communicate with network members to mobilize support and resources to the community.</i>			
<i>Output: # of reconnaissance events and activations (FY07: Actual data, FY08/FY09: Estimate)</i>			
Provide ongoing Training for TRN membership	60	15	50
<i>Description: Develop topic areas, organize logistics, recruit membership, and manage all details pre and post trainings. Provide information on advanced trainings and opportunities to participate in prevention programming offered by the Clinical Youth Specialist.</i>			
<i>Output: # of attendees who participated in trainings and prevention programs (FY07: Actual data, FY08/FY09: Estimate, position was vacant from 9/07 – 2/08)</i>			
Recruit and Strengthen Trauma Response Network (TRN) and Leadership Team	0	0	10
<i>Description: Recruit new members to reflect current makeup of Somerville including members of the immigrant and youth communities.</i>			
<i>Output: # of new recruits (FY07: Actual data, FY08/FY09: Estimate)</i>			
Manage Network and Develop the role of the Clinical Youth Specialist within the Community	42	12	15
<i>Description: Maintain network through communication, training, participation in meetings and promoting the network's mission. Continue to further define the role of the Clinical Youth Specialist (CYS); including raising community awareness of information and resources available through CYS to provide prevention education, consultation and support to youth in the community</i>			
<i>Output: # of programs, events developed and participation (FY07: Actual data, FY08/FY09: Estimate, unit has changed from FY08 –FY 09)</i>			
Provide Consultation	15	1	15
<i>Description: Work with schools' crisis team and other community groups to increase the community's capacity to respond to youth at risk youth.</i>			
<i>Output: # of workshops and consultations offered (FY07: Actual data, FY08/FY09: Estimate)</i>			

ORG 4701: BOARD OF HEALTH**PROGRAM COST AND ACTIVITIES****PROGRAM: TOBACCO CONTROL**

Description: Promote, develop, implement, and enforce tobacco control regulations and ordinances in order to reduce youth access to tobacco products and reduce public exposure to secondhand smoke in the following cities: Somerville, Everett, Cambridge, Revere, and Chelsea.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of compliance checks and announced inspections (FY07: Actual data; FY08/FY09: estimate)	3,815	3,500	3,500
<u>Program Cost:</u>	\$15,935.00	\$20,145.30	\$18,229.00
<u>Cost per Output:</u>	\$4.17	\$5.75	\$5.20
<u>FTEs:</u>	0.24	0.24	0.24
<u>Outcome 1:</u> % of those establishments that were checked and did not result in sales of tobacco to minors (FY07: Actual; FY08/FY09: estimate)	96.0%	94%	95%
<u>Outcome 2:</u> % of establishments inspected where smoking violations were not found (FY07: Actual; FY08/FY09: estimate)	99.8%	99.8%	99.8%

PROGRAM FY09 GOALS

1. Continue to strive to Maintain the percent of establishments that were checked and did not result in sales of tobacco to minors above 95%
2. Maintain the percent of establishments that were inspected and had no smoking violations above 95%.
3. Go above and beyond state requirements by conducting at least one extra route of compliance checks in each of the five cities (each route contains at least 20 stores).
4. Create comprehensive manual for Tobacco Control Program
5. Update Everett Youth Access regulations
6. Respond to all complaints within 48 hours

PROGRAM FY08 GOAL REVIEW

1. Maintain the percent of establishments that were checked and did not result in sales of tobacco to minors above 95% (In-progress).
2. Maintain the percent of establishments that were inspected and had no smoking violations above 95% (Complete).
3. Go above and beyond state requirements by conducting at least one extra route of compliance checks in each of the five cities (each route contains at least 20 stores) (In-progress).
4. Migrate compliance check data entry from local database to website-based state database (RDMS) by January 1, 2008 (Complete).
5. Begin entering retailer inspection data into website-based state database (RDMS) by April 1, 2008 (Complete).
6. Increase awareness of health and economic impact of tobacco in the 5 cities by conducting at least one presentation in each city to key stake-holders (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Conduct Retailer Compliance Checks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,279	1,300	1,300
<i>Description: Perform undercover compliance checks where a minor attempts to purchase tobacco.</i>			
<i>Output: # of inspections (FY07: Actual data, FY08/FY09: Estimate)</i>			
Perform Inspections	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,536	2,200	2,200
<i>Description: Perform inspections to determine whether an establishment is in compliance with Youth Access (YA) and Environmental Tobacco Smoke (ETS) regulations.</i>			
<i>Output: # of inspections (FY07: Actual data, FY08/FY09: Estimate)</i>			

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Conduct Training	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7	8	8

Description: Train the establishments' employees and provide them with relevant information in a one-hour workshop.

Output: # of trainings held (FY07: Actual data, FY08/FY09: Estimate)

Educational Mailings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,744	6,200	6,200

Description: Send educational postcards to retailers every month to remind employees about regulations and policies

Output: # of postcards sent (FY07: Actual FY08/FY09: 6 messages 2x/year*450 retailers)

Develop Policies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2	2	1

Description: Review existing regulations and propose amendments where appropriate.

Output: # of policies reviewed (FY07: Actual data, FY08/FY09: Estimate)

Respond to Complaints	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	16	15	15

Description: Gather information to determine whether YA or ETS violations exist and take appropriate enforcement action when needed.

Output: # of complaints responded to (FY07: Actual data, FY08/FY09: Estimate)

PROGRAM COST AND ACTIVITIES

PROGRAM: COMMISSIONS- MULTICULTURAL AFFAIRS, HUMAN RIGHTS, GLBT, AND WOMEN'S

Description: The program serves, acts, and coordinates efforts on behalf of the Multicultural Affairs Commission (MAC), Human Rights Commission (HRC), Women's Commission, and Gay/Lesbian/Bisexual/Transgender community (GLBT). The Commission Directors act as a centralizing force in the City and the community for multicultural, human rights, women, GLBT's issues by providing information, referral, guidance, coordination, and technical assistance on efforts intended to ensure and promote the well-being of the community.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of meetings, events, and activities (actual data)	222	227	227
<u>Program Cost:</u>	\$124,899.00	\$95,605.67	\$125,843.00
<u>Cost per Output:</u>	\$562.60	\$421.17	\$554.37
<u>FTEs:</u>	3.44	3.44	2.44
<u>Outcome 1:</u>			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Assess current capacity to execute the responsibilities detailed in their respective ordinances given the number, engagement, and capacity of the sitting Commissioners and their programmatic activities.
2. Based on the needs or deficits identified in the assessment, develop a recruitment strategy to expand the number and skills of the Commissioners. This should include clarifying status of Commissioners whose engagement is currently limited either because they are not fulfilling their responsibilities (and should resign) or because they have not completed the approval process (and need to be formally appointed). It should also include developing profiles for the Commissioners to be recruited to ensure gender, cultural, geographic, and other types of diversity as well as the skill sets and experience needed.
3. Based on the assessment, each Commission should begin strategic planning to support the development and/or expansion of program activities that will enhance their ability to fulfill their responsibilities.

PROGRAM FY08 GOAL REVIEW

1. Develop community resources to better serve women's needs (Complete).
2. Conduct an anti-violence program inventory in Somerville, accompanied by a report and a release event (Complete).
3. Establish a system to properly track and report data on civil rights violations in Somerville (In-progress).
4. Pursue selected recommendations resulting from Conversations project (in-progress).
5. Re-certify Somerville as a "No Place for Hate" (Complete).
6. Produce an annual report of the status of human rights in Somerville (In-progress).
7. Develop community resources to better serve women's needs (Complete).
8. Conduct an anti-violence program inventory in Somerville, accompanied by a report and a release event (Complete).
9. Continue to establish relationships with other cities around the globe, such as Nordeste St. Michael in Portugal (pending).
10. Establish some type of Census data to analyze number of GLBT in community and what they would like to see from the city, and the Liaison (pending).

PROGRAM ACTIVITIES AND OUTPUTS

Manage Website (GLBT)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	0	0

Description: Maintain the GLBT Webpage, which includes resources, healthcare, news, events, and GSA information.

Output: # of contacts gleaned from the website/# of hits (FY07, FY08, & FY09: Estimate)

Research and Report on Women's Needs (Women's)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	5	5

Description: Perform regular surveys and maintain reports on women's needs and available city-wide resources

Output: # of reports and related events (FY07: Actual data, FY08/FY09: Estimate)

ORG 4701: BOARD OF HEALTH

PROGRAM COST AND ACTIVITIES

Community Based Programming (Women's)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	45	45	45
<i>Description: Supervise and facilitate long-term programming to empower girls and women.</i>			
<i>Output: # of meetings (FY07, FY08, & FY09: Estimate)</i>			
Fielding Complaints (HRC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	123	120
<i>Description: Receive and respond to complaints/inquiries from public regarding allegations of civil rights violations.</i>			
<i>Output: # of complaints and inquiries received (FY07: Actual data, FY08/FY09: Estimate)</i>			
Investigation (HRC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	11	15
<i>Description: Investigate allegations of civil rights violations</i>			
<i>Output: # of complaints investigated by HRC (FY07: Actual data, FY08/FY09: Estimate)</i>			
Referral/Other (HRC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	11	15
<i>Description: Act as a resource for people seeking redress by assistance and referral to outside agencies.</i>			
<i>Output: # of complaints referred elsewhere/not investigated by HRC (FY07: Actual data, FY08/FY09: Estimate)</i>			
Educational Events (HRC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	10	10
<i>Description: Host educational forums on civil and human rights.</i>			
<i>Output: # of educational events (FY07: Actual data, FY08/FY09: Estimate)</i>			
Language Services (MAC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	15	18	18
<i>Description: Develop and provide interpretation/ translation services, publish city information brochures in different languages, issue press releases and radio announcements on other language media outlets, and find ways to better city's existing way of interpreting for residents.</i>			
<i>Output: # of translations services provided (FY07: Actual data, FY08/FY09: Estimate)</i>			
Department Meetings (MAC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	30	30	30
<i>Description: Meet with other departments (e.g YAC) to improve understanding of how they can represent and serve the diverse needs and interests of Somerville's residents.</i>			
<i>Output: # of meetings with other departments (FY07: Actual data, FY08/FY09: Estimate)</i>			
Community Leader Meetings (MAC)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	74	58	60
<i>Description: Meet with community leaders to gather and facilitate inputs for department advisory group (e.g. police).</i>			
<i>Output: # of meetings with community leaders (FY07: Actual data, FY08/FY09: Estimate)</i>			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Somerville Public Library is dedicated to providing materials and services that meet the educational, cultural, recreational, and informational needs of all people in the community. From introducing libraries to young children and their families, to supporting their needs in school, to meeting their recreational and educational needs as adults, the Library supports life-long learning and reading enjoyment of the community. The Library recognizes that there are groups such as immigrants, the disabled, and low literate individuals that traditionally have been underserved by libraries and the Library strives to provide equal access to all members of the community.

DEPARTMENT ORGANIZATION: The Somerville Public Library consists of a Central Library open to the public 69 hours per week (65 in July and August) and two branch libraries each open 42 hours per week. Thirty-two full-time and 10 part-time employees staff the three facilities. Library services have been divided into nine programs. Responsibilities for these programs fall under Central Library department heads, branch librarians, the administrative assistant, and the director. In the past three years, three division head positions have been either eliminated or downgraded to the library assistant level. A nine-member Board appointed by the Mayor assists in oversight of the Library.

FY08 ACCOMPLISHMENTS:

- The Board of Trustees hired a new Director, Nancy Milnor, who assumed the position in the fall of 2007.
- The Library was awarded a Planning and Design Grant in the amount of \$40,000 by the Massachusetts Board of Library Commissioners.
- The Library submitted a grant application to the Massachusetts Board of Library Commissioners for a grant in the amount of \$2,500 to conduct a preservation survey of its Local History Collection.
- Efforts were expanded to reach out to the immigrant community. Plans were made for ESL classes to be held at the Central Library beginning in May 2008. An additional staff member was assigned ESL duties and will be responsible for the classes at the Central Library. ESL classes continued at East and West Branches, and the ESL collections at all locations were enlarged.
- An Arts Literacy program was begun at the branches during the summer of 2007, using funds raised for this purpose by the Board of Trustees. Residents generously contributed over \$17,000 for this special program. The programs will continue in the fall of 2008.
- The Library submitted a request to the Gates Foundation for a grant to provide 80 percent of the cost of 31 new computers and was awarded a grant in March 2008.

FY09 DEPARTMENT PRIORITIES:

- With successful hiring of the Administrative Assistant position, the Director will focus on community initiatives, planning for a new library, and various other long-range goals.
- Using the Planning and Design Grant awarded by the Massachusetts Board of Library Commissioners and matching funds provided by the City and the Library, the Trustees

DEPARTMENT OVERVIEW

and Director will move forward with a team of City staff to develop a plan for the Library building.

- The Library, with support from the Director of Information Technology, will implement the plan to install a Library server at City Hall. This will allow easier updating of software for new programs and security on the Library computers. It will also allow use of the City's fiber optic network for a new telephone system.
- After work presently underway at the Central Library is completed, the Director will continue to work with the Department of Public Works to plan and carry out repair and renovation work at the branches.
- The Library will launch weekend hours at the branches.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS:

The Library Department's goals support the Mayor's strategic goals to:

- *"Make Somerville an Exceptional Place to Live, Work, and Play"*;
- *"Promote Somerville Pride and Sense of Community"*;
- *"Protect & Support Families and Individuals"*; and
- *"Revolutionize Customer Service"*.

With a strong library that supports the educational, technological and recreational needs of the diverse Somerville community, the Library reinforces the Mayor's efforts to create a positive environment for all residents. The Library is the only place in the city that the general public has access to free public computers. The Library emphasizes the confidentiality of its records and services and provides a non-threatening environment for all people residing in the city. The Library will expand hours in 2008, adding weekend hours at the branches in the fall. This will make accessing library services easier for people living in the branch service areas.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

The Administrative Assistant was not hired (pending hiring decisions), and the Library will not go forward with the Assistant Director position due to the City's fiscal constraints.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUALS) TO FY09

(RECOMMENDED): At the services funding level, several changes reflect the trend in actual ordinary maintenance expenses such as increases for the Minuteman Library Network contract and increases in Textbooks and Periodicals. Personal Services increases are due to union contract increases in wage rates that are incorporated into differential and Saturday overtime rates, full funding of the increased Saturday and Sunday hours, and an increase in the salary of the Director.

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time that staff spent on each program. Based on these percents, we allocated salaries. We also worked to allocate administration activities and subsequent costs further. Thus, the time spent performing payroll and purchasing was allocated by the percent of FTE's in each program. And likewise, the one full-time general administrative staff was allocated by the percent of FTE's in each program. For the OM budget, we split costs based

DEPARTMENT OVERVIEW

on the percent of FTE's in each program, except in cases where purchases were directly tied to projects, such as the purchase of collection materials.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In FY09, the Library Department plans to add weekend hours at branch libraries, and expand programming, particularly for residents with limited English skills.

RESISTAT GOAL: CUSTOMER SERVICE

Expand hours at branch libraries and add weekend hours. Update 4/28/08: The Library will introduce weekend (Saturday) hours at branch libraries in FY09. (To Be Completed in FY09)

RESISTAT GOAL: OUTREACH

Implement more library programs that reach out to ESL/immigrant population. Update 4/28/08: The Library will explore new venues to promote library programs in the community as a FY09 goal. (Some Progress Planned for FY09)

RESISTAT GOAL: PROGRAMMING

Offer English classes for non-native speakers at the Central Library Update 5/15/08: Classes started in May. (Completed)

Provide weekend programming/activities in libraries. Update 5/01/08: The Library will offer as many children's programs as possible during evening and week-end hours in FY09. (Some Progress Planned for FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	1,369,151	1,482,124	641,839	1,399,073
51200 SALARIES & WAGES TEMPOR'Y	61,609	89,230	35,337	98,411
51300 OVERTIME	67,299	97,035	33,955	80,435
51410 LONGEVITY	24,515	24,310	12,305	22,285
51430 SHIFT DIFFERENTIALS	26,812	25,955	12,878	24,653
51460 OUT OF GRADE				
51520 AUTO ALLOWANCE	300			900
51532 HOLIDAYS - S.M.E.A.	5,139			
51540 PERFECT ATTENDANCE	5,200		6,100	
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	10,010	10,850	10,360	10,850
TOTAL P-ACCT 51000	1,570,035	1,729,504	752,774	1,636,607
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES				
52460 REPAIRS OFFICE EQUIPMENT	570	1,000		500
52480 REPAIRS COMPUTER EQUIPMT	750	500		1,000
52760 RENTALS EQUIPMENT				
52930 SECURITY	18,858	19,741	7,257	19,800
53000 PROFESSIONL & TECHNCL SVC	59,599	58,380	64,190	61,720
53060 ADVERTISING				
53080 DATA PROCESSING SERVICES				
53200 TUITION				
53420 POSTAGE	2,996	3,000	2,432	2,500
53830 MICROFILMING	8,990	4,500	5,623	5,000

53900	SOFTWARE				
54200	OFFICE SUPPLIES	11,148	11,850	7,506	11,850
54210	PRINTING & STATIONERY				
54220	COMPUTER SUPPLIES	3,685	4,100		4,000
54320	ELECTRICAL SUPPLIES				
54900	FOOD SUPPLIES & REFRESHMT				
55100	EDUCATIONAL SUPPLIES				
55110	TEXTBOOKS	120,021	122,950	53,139	122,600
55120	AUDIO VISUAL SUPPLIES	22,566	23,000	9,182	23,000
55130	MUSIC SUPPLIES/INSTRUMENT	5,430	8,000	1,911	8,000
55170	BOOK THEFT SYSTEM	229	900		900
55870	MAGAZINES,NEWS,SUBSCRIPTS	18,870	22,050	625	22,000
57100	IN STATE TRAVEL	397	250	54	600
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS		250		250
TOTAL P-ACCT 52000		274,109	280,471	151,919	283,720
TOTAL ORG	6101 FUNDING REQUIRED	1,844,144-	2,009,975-	904,693-	1,920,327-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

LIBRARY
6101

Position	Name	Current Base	Fiscal Year Base	TOTAL
DIRECTOR	MILNOR, NANCY	1,730.77	90,346.19	90,346.19
ADMINISTRATIVE ASSISTANT	VACANT	923.96	48,230.71	48,880.71
BRANCH LIBRARIAN	KRAMER, KAREN	873.89	45,617.06	46,882.06
BRANCH LIBRARIAN	EASTWOOD, MARILYN	866.01	45,777.31	47,025.31
		882.53		
LIBRARIAN II	AUGARTEN, RHODA	869.07	45,365.45	47,265.45
LIBRARIAN II	CASTILE, RON	869.07	45,365.45	47,565.45
LIBRARIAN II	LAMPHIER, SUSAN	869.07	45,365.45	47,865.45
LIBRARIAN II	PIANTIGINI, CATHERINE	869.07	45,365.45	47,590.45
LIBRARIAN II	VENTURA, JAMES	869.07	45,365.45	47,365.45
LIBRARIAN II	WOOD, WENDY	869.07	45,365.45	48,315.45
LIBRARIAN II	VACANT	807.77	42,165.59	43,415.59
LIBRARIAN I	BLAIR, BEVERLY	826.76	43,156.87	44,356.87
LIBRARIAN I	COPELAND, MAURA	826.76	43,156.87	44,866.87
LIBRARIAN I	DYNDIUK, LINDA	811.33	42,684.71	43,884.71
		826.76		
LIBRARIAN I	JACOBS, ELLEN	826.76	43,156.87	45,016.87
LIBRARIAN I	COOMBS, MARITA	388.82	20,296.40	20,296.40
LIBRARIAN I PT	NOWAK, BARBARA	434.16	22,663.15	23,823.15
LIBRARIAN I	O'KELLY, KEVIN	826.76	43,156.87	44,866.87
LIBRARIAN I	PECK, PHILLIP	826.76	43,156.87	44,866.87
TECHNICIAN III	CASSESSO-ERCOLINI, ANN	799.85	41,752.17	44,682.17
TECHNICIAN III	DICECCA, ANNAMARIE	799.85	41,752.17	44,182.17
TECHNICIAN III	FORSELL, MEGHAN	784.44	41,151.18	42,301.18
		799.85		
TECHNICIAN III	HALL, PATRICIA	799.85	41,752.17	44,432.17
TECHNICIAN III	IMPERIOSO, RAMO	799.85	41,752.17	43,782.17
TECHNICIAN III	JONES, RITA	799.85	41,752.17	44,882.17
TECHNICIAN III	MCCAULEY, SHIRLEY	799.85	41,752.17	44,882.17
TECHNICIAN III	PIERCE, GEORGE	799.85	41,752.17	44,682.17
TECHNICIAN II	GHEBREMICHAEL, FREWEINI	704.25	36,761.85	38,411.85
TECHNICIAN II	MURPHY, MARIA	704.25	36,761.85	39,111.85
TECHNICIAN II	NELSON, PAUL	704.25	36,761.85	38,711.85
TECHNICIAN II	KOSTOPOULOS, LAURIE	690.45	36,521.73	37,571.73
Step Increase		704.25		
TECHNICIAN II	ROMANO, PATRICIA	690.45	36,545.19	37,565.19
Step Increase		704.25		
TECHNICIAN II	SANCHEZ, CARLOS	690.45	36,546.57	38,066.57
Step Increase		704.25		
				1,457,761.63

ORG 6101: PUBLIC LIBRARY

BUDGET PROPOSAL

<u>PROGRAM EXPENSE SUMMARY</u>	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ADULT PROGRAMMING			
PERSONAL SERVICES	\$ 5,856.46	\$ 3,111.70	\$ 18,850.49
ORDINARY MAINTENANCE	\$ 416.00	\$ 387.00	\$ 617.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 6,272.46	\$ 3,498.70	\$ 19,467.49
<i>FTE FROM APPROPRIATIONS</i>	<i>0.16</i>	<i>0.05</i>	<i>0.05</i>
CHILDREN			
PERSONAL SERVICES	\$ 131,386.45	\$ 131,204.16	\$ 129,904.60
ORDINARY MAINTENANCE	\$ 2,645.00	\$ 2,669.00	\$ 3,295.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 134,031.45	\$ 133,873.16	\$ 133,199.60
<i>FTE FROM APPROPRIATIONS</i>	<i>2.77</i>	<i>2.50</i>	<i>2.50</i>
CIRCULATION			
PERSONAL SERVICES	\$ 518,644.48	\$ 570,856.04	\$ 432,327.38
ORDINARY MAINTENANCE	\$ 36,120.00	\$ 38,095.00	\$ 34,980.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 554,764.48	\$ 608,951.04	\$ 467,307.38
<i>FTE FROM APPROPRIATIONS</i>	<i>27.16</i>	<i>13.90</i>	<i>13.90</i>
COLLECTION DEVELOPMENT			
PERSONAL SERVICES	\$ 358,956.84	\$ 405,717.52	\$ 377,485.59
ORDINARY MAINTENANCE	\$ 200,255.00	\$ 206,223.00	\$ 203,119.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 559,211.84	\$ 611,940.52	\$ 580,604.59
<i>FTE FROM APPROPRIATIONS</i>	<i>7.62</i>	<i>7.00</i>	<i>7.00</i>
COMPUTER SERVICES			
PERSONAL SERVICES	\$ 101,200.32	\$ 59,382.26	\$ 121,430.27
ORDINARY MAINTENANCE	\$ 22,803.00	\$ 24,131.00	\$ 7,717.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 124,003.32	\$ 83,513.26	\$ 129,147.27
<i>FTE FROM APPROPRIATIONS</i>	<i>2.09</i>	<i>1.90</i>	<i>1.90</i>
OUTREACH & PUBLIC RELATIONS			
PERSONAL SERVICES	\$ 74,586.59	\$ 67,429.32	\$ 90,167.51
ORDINARY MAINTENANCE	\$ 1,371.00	\$ 1,366.00	\$ 1,828.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 75,957.59	\$ 68,795.32	\$ 91,995.51
<i>FTE FROM APPROPRIATIONS</i>	<i>1.51</i>	<i>1.20</i>	<i>1.20</i>
REFERENCE SERVICES			
PERSONAL SERVICES	\$ 284,971.05	\$ 311,611.13	\$ 270,099.71
ORDINARY MAINTENANCE	\$ 5,193.00	\$ 5,277.00	\$ 20,332.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 290,164.05	\$ 316,888.13	\$ 290,431.71
<i>FTE FROM APPROPRIATIONS</i>	<i>6.55</i>	<i>6.05</i>	<i>6.05</i>
YOUNG ADULTS			
PERSONAL SERVICES	\$ 45,888.35	\$ 50,495.17	\$ 16,518.05

ORDINARY MAINTENANCE	\$	1,053.00	\$	1,040.00	\$	2,652.00
TOTAL APPROPRIATIONS TO PROGRAM	\$	46,941.35	\$	51,535.17	\$	19,170.05
<i>FTE FROM APPROPRIATIONS</i>		<i>0.89</i>		<i>0.75</i>		<i>0.75</i>
ADMINISTRATION	\$	49,802.48	\$	94,581.70	\$	189,002.39
<i>FTE FROM APPROPRIATIONS</i>	<i>\$</i>	<i>1.50</i>	<i>\$</i>	<i>1.50</i>	<i>\$</i>	<i>1.65</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$	1,841,149.02	\$	1,973,577.00	\$	1,920,326.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>		<i>50.25</i>		<i>34.85</i>		<i>35.00</i>

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: ADULT PROGRAMMING

Description: Provide adult patrons with activities that promote literacy and learning in unique ways, including opportunities for social discourse.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of program attendees (Based on actual count from records & estimates for FY07 & FY08; FY09: estimate)	1,609	1,800	2,940
<u>Program Cost:</u>	\$6,272.00	\$3,499.00	\$19,467.00
<u>Cost per Output:</u>	\$3.89	\$1.94	\$6.62
<u>FTEs:</u>	0.16	0.05	0.05
<u>Outcome 1:</u> % increase in attendance at programs, including authors' series (Based on estimate of patrons attending programs in FY07 & FY08)	17.6%	8%	
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with the services received at the Public Library (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Continue ESOL conversation circles at East and West Branches and Central Library.
2. Explore new venues to promote library programs in the community.

PROGRAM FY08 GOAL REVIEW

1. Continue highly successful ESOL conversation circles (complete; on-going).
2. Display and promote new books and materials at all programs as feasible (complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Coordinate Book Clubs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	120	120	160
<u>Description:</u> Foster patrons' interest in reading and their ability to discuss books they have read with others, as well as their sharing suggestions of titles to read			
<u>Output:</u> # of patrons attending book club meetings (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)			
Offer Adult Programming	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,489	1,680	2,780
<u>Description:</u> Promote literacy and awareness of library resources through non-traditional means, such as chess or knitting clubs, as well as traditional means, such as book discussions and musical programs			
<u>Output:</u> # of patrons attending programs (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)			
Arrange Appearances by Authors	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2	3	4
<u>Description:</u> Develop adult patrons interest in and enjoyment of books by scheduling author appearances, especially local authors.			
<u>Output:</u> # of author appearances (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)			

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: CHILDREN

Description: Build lifelong learners, readers, and library users through educational and recreational activities.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of program attendees (Based on actual count from records for FY07; FY08/FY09: estimates)	7,007	7,050	7,525
<u>Program Cost:</u>	\$134,031.00	\$133,873.00	\$133,200.00
<u>Cost per Output:</u>	\$19.12	\$18.98	\$17.70
<u>FTEs:</u>	2.77	2.50	2.50
<u>Outcome 1:</u> % increase in attendance at programs (Based on estimate of children attending programs in FY07 & FY08)	20%	11%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Offer as many children's programs as possible during evening and week-end hours.
2. Promote the children's services of the library at community events throughout the year.

PROGRAM FY08 GOAL REVIEW

1. Continue successful book club, film series, and scrabble programs (complete; on-going).
2. Continue new baby program for parents (complete; on-going).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Arrange Class Visits to the Library	22	25	28

Description: Educate teachers and students on how to use library resources.

Output: # of classes making a visit to the library (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Provide Ongoing Programming	5,787	5,800	5,600

Description: Provide children with a regularly-scheduled and ongoing series of story hours, puppet shows, arts and crafts activities.

Output: # of children attending these program (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Offer Special Events	1,220	1,250	1,275

Description: Offer one-time educational and recreational events such as author appearances, musical performances, and performances by magicians

Output: # of people attending special event (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Consult with Parents and Caregivers	572	600	650

Description: Teach guardians how to use the library to find relevant information and to encourage their children's use of the library and its resources

Output: # of consultations (Based on a 1-week actual sample, twice yearly)

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: CIRCULATION

Description: Maintain an easy-to-use inventory control system that maximizes patrons' ability to check out and return materials.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of materials checked in and out of the library (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)	359,582	376,219	374,600
Program Cost:	\$554,764.00	\$608,951.00	\$467,307.00
Cost per Output:	\$1.54	\$1.61	\$1.24
FTEs:	27.16	13.90	13.90
Outcome 1: % change in circulation from previous fiscal year (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)	1.4%	4%	
Outcome 2:			

PROGRAM FY09 GOALS

1. Work with City IT to get library computers on a server.
2. Explore possibility of implementing self check-out.
3. Offer at least one new museum pass.
4. Explore elimination of library fines.

PROGRAM FY08 GOAL REVIEW

1. Continue to expand A/V resources in response to patrons' interests (complete; on-going).
2. Continue to work with Minuteman to implement new server (pending).

PROGRAM ACTIVITIES AND OUTPUTS

Reshelf Materials	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	35,600	35,600	37,460
<i>Description: Ensure patrons have easy access to holdings.</i>			
<i>Output: # of materials returned to shelve (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)</i>			
Facilitate Interchange	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	41,704	42,000	42,600
<i>Description: Move materials among library facilities on a daily basis to allow patrons to have convenient access to materials.</i>			
<i>Output: # of items moved (Based on a 1-week actual sample, twice yearly)</i>			
Provide Access to Museums	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,080	2,250	2,400
<i>Description: Provide free access to local area museums.</i>			
<i>Output: # of museum passes distributed (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)</i>			
Register Patrons	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,555	3,600	3,600
<i>Description: Provide a customer-friendly mechanism for identifying patrons who use library services.</i>			
<i>Output: Total # of patrons registered (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)</i>			
Arrange Books Efficiently	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7,800	7,000	7,000
<i>Description: Arrange books and other materials to make them easily locatable</i>			
<i>Output: # shelves read (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)</i>			

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

Notify Patrons of Reserve Status	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5,524	5,600	5,100

Description: Help patrons check out desired materials.

Output: # patrons notified (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

Check Materials In and Out	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	359,582	376,219	374,600

Description: Give patrons access to holdings while maintaining inventory control.

Output: # of materials checked in (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

Administer Overdue Fines	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5,398	5,510	5,400

Description: Promote timely return of materials to maximize access to patrons.

Output: # of overdue notices sent out (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: COLLECTION DEVELOPMENT

Description: Maximize the number of current and relevant materials available to the community, including books and periodicals, as well as audiovisual, reference, local history, children's, college, career, and ESL materials.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of materials developed and maintained (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)	180,499	180,600	180,000
<u>Program Cost:</u>	\$559,212.00	\$611,941.00	\$580,605.00
<u>Cost per Output:</u>	\$3.09	\$3.38	\$3.22
<u>FTEs:</u>	7.62	7.00	7.00
<u>Outcome 1:</u> Number of new materials added to collection (Actual count from Libraries)		12,000	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Improve AV collection by spending majority of budget on current, popular materials.
2. Explore new sources of electronic book delivery.
3. Develop regular schedule for weeding collection.

PROGRAM FY08 GOAL REVIEW

1. Continue to market new materials (on-going).
2. Expand the very popular DVD collections (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Develop Collection Holdings	180,449	180,600	180,000

Description: Continuously evaluate needed items in context of current holdings.

Output: # of new items added to collection (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Mend and Maintain Collection	200	200	200

Description: Mend materials and control the temperature and cleanliness of the storage environment.

Output: # of materials mended (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Weed Materials	15,233	15,000	12,000

Description: Check materials on the shelf, identify items for weeding, and remove damaged and obsolete materials

Output: # of old and obsolete materials removed (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Advise Patrons	12,065	12,000	12,000

Description: Give patrons information on available materials.

Output: # of patrons advised (Based on a 1-week actual sample, twice yearly)

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: COMPUTER SERVICES

Description: Maximize patrons' and staff's computer access, technology training, and fair use of computers.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of patron users of computers and printers (Based on actual count from records in FY07; FY08/FY09: estimates)	27,300	28,000	50,000
<u>Program Cost:</u>	\$124,003.00	\$83,513.00	\$129,147.00
<u>Cost per Output:</u>	\$4.54	\$2.98	\$2.58
<u>FTEs:</u>	2.09	1.90	1.90
<u>Outcome 1:</u> % of computers updated in the fiscal year (Actual count from Libraries)		30%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Upgrade at least 30 staff and public computers, using Gates grant and computers provided by IT, and if necessary purchasing computers with State Aid.
2. Turn over responsibility for computer operations to new Administrative Assistant.
3. Establish good working relationship with IT Department staff.

PROGRAM FY08 GOAL REVIEW

1. Continue to work with IT to implement new server (pending).
2. Upgrade at least 10 computers (complete).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Computer and Printer Access	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	27,300	54,000	50,000
<u>Description:</u> Give patrons efficient and productive access to computers and printers.			
<u>Output:</u> # of computer and printer users (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)			
Coordinate Online Information on the Library's Website	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,906,497	1,950,000	1,750,000
<u>Description:</u> Enable patrons to access information about the library from home computers or computers in the libraries.			
<u>Output:</u> # of hits on website (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)			
Provide Software Trainings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18	30	10
<u>Description:</u> Train members of the library staff to be efficient in various computer software programs.			
<u>Output:</u> # of staff trained to use software programs (FY07, FY08, & FY09: Estimate)			

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: OUTREACH & PUBLIC RELATIONS

Description: Promote community awareness of and access to library resources and services.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of public relations deliveries (Based on a 1-week actual sample, twice yearly. FY09: estimate)	7,160	7,200	8,542
<u>Program Cost:</u>	\$75,958.00	\$68,795.00	\$91,996.00
<u>Cost per Output:</u>	\$10.60	\$9.55	\$10.76
<u>FTEs:</u>	1.51	1.20	1.20
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they receive from the Public Library (Survey by Library of patrons)		88%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Improve use of website as outreach tool.
2. Have Director make at least ten public appearances and/or significant community contacts during year.
3. Introduce week-end, Saturday, hours at branch libraries.

PROGRAM FY08 GOAL REVIEW

1. Continue to utilize new website as an outreach tool (complete; on-going).
2. Introduce new Library Director to the community (complete).

PROGRAM ACTIVITIES AND OUTPUTS

Coordinate Cooperative Ventures	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	2	5
<u>Description:</u> Enhance community programs and relations with local organizations and groups.			
<u>Output:</u> # of ventures (FY07, FY08, & FY09: Estimate)			
Provide Home Delivery	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	840	840	840
<u>Description:</u> Provide home-bound patrons with library resources.			
<u>Output:</u> # of resources delivered (FY07, FY08, & FY09: Estimate based on 140 visits*average of 6 books delivered)			
Visit Schools	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	13	12
<u>Description:</u> Use readings and other fun activities to encourage students to visit the library.			
<u>Output:</u> # of classrooms visited (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)			
Participate in Career Fair	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	0	0	30
<u>Description:</u> Give students information about the library's career center, as well as information about librarianship as a career			
<u>Output:</u> # of students informed (FY07, FY08, & FY09: Estimate)			
Deliver Library information to Patrons, Newspaper and Website Readers	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7,160	7,200	7,200
<u>Description:</u> Distribute press releases, calendars, brochures, flyers, and newsletters to patrons.			
<u>Output:</u> # of public relations deliveries (Based on a 1-week actual sample, twice yearly)			
Host community meetings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	25	25	5
<u>Description:</u> Increase awareness of the library's mission and interests through participation in community affairs.			
<u>Output:</u> # of community meetings hosted (FY07: Actual count from records;FY08: Estimate based on YTD actuals; FY09: Estimate)			

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

Encourage Volunteer Programs

FY07 (Act.):
418

FY08 (Proj.):
450

FY09 (Proj.):
450

Description: *Provide individuals with opportunities to contribute to their library.*

Output: *# of hours volunteered (FY07: Actual count from records; FY08: Estimate based on YTD actuals; FY09: Estimate)*

ORG 6101: PUBLIC LIBRARY

PROGRAM COST AND ACTIVITIES

PROGRAM: REFERENCE SERVICES

Description: Answer patrons' questions, assist in developing projects, and provide guidance in the use of the library's resources.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of patrons assisted with resources (Based on a 1-week actual sample, twice yearly. FY09: estimate)	54,648	55,000	55,000
<u>Program Cost:</u>	\$290,164.00	\$316,888.00	\$290,432.00
<u>Cost per Output:</u>	\$5.30	\$5.76	\$5.28
<u>FTEs:</u>	6.55	6.05	6.05
<u>Outcome 1:</u> % of successful Reference interviews (Survey by Library of patrons)		90%	
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Improve approachability of reference desk, through new signage and other means.
2. Introduce "Appointment With a Reference Librarian" service.

PROGRAM FY08 GOAL REVIEW

1. Transfer print tools of Reference computers as feasible (complete).
2. Complete upgrading of microfilm collection to positive images (complete).

PROGRAM ACTIVITIES AND OUTPUTS

Interview Patrons	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	37,400	38,000	38,000
<u>Description:</u> Determine the needs of patrons and fully assist those needs.			
<u>Output:</u> # of patrons being fully interviewed for reference service (Based on a 1-week actual sample, twice yearly)			
Access Patron Tools	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2	2	5
<u>Description:</u> Develop indexes and other sources of information for quick access.			
<u>Output:</u> # of tool updates (Based on a 1-week actual sample, twice yearly)			
Train Patrons	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	3,588	3,500	200
<u>Description:</u> Offer trainings to patrons regarding the various reference materials at the library and online.			
<u>Output:</u> # of patrons trained (Based on a 1-week actual sample, twice yearly)			
Mediate Resources	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12,064	12,000	12,000
<u>Description:</u> Fit patron's specific reference interests with resources, books, training, and/or referrals.			
<u>Output:</u> # of patrons being matched with resources (Based on a 1-week actual sample, twice yearly)			
Refer Patrons	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,506	1,600	400
<u>Description:</u> Give patrons suggestions, such as museums, government agencies, City Hall, etc., for further sources of information outside of the library.			
<u>Output:</u> # of patrons being referred (Based on a 1-week actual sample, twice yearly)			

ORG 6101: PUBLIC LIBRARY**PROGRAM COST AND ACTIVITIES****PROGRAM: YOUNG ADULTS**

Description: Provide patrons from age 12 through late teen years with access to and assistance with their library needs.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of students provided library resources (FY07: Based on actual data for # of visits; estimate of # of children in each class; FY08/FY09: estimates)	720	900	1,100
Program Cost:	\$46,941.00	\$51,535.00	\$19,170.00
Cost per Output:	\$65.19	\$57.26	\$17.42
FTEs:	0.89	0.75	0.75
Outcome 1: % change in circulation of young adult materials (Survey by Library of patrons)		5%	
Outcome 2:			

PROGRAM FY09 GOALS

1. Attract more teen users to library My Space site by making it more lively and interesting.
2. Add more content for teens to library blog.

PROGRAM FY08 GOAL REVIEW

1. Continue to improve working relationship between schools and library (on-going).
2. Develop a campaign to encourage high school students to get library cards (on-going).

PROGRAM ACTIVITIES AND OUTPUTS

Offer Specialized Trainings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	12	60
Description: Help patrons, including teenage mothers, work on achieving their GED by offering special tours and library counseling services.			
Output: # of visits to library for specialized services (Actual count from records)			
Arrange Class Visits to the Library	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12	17	15
Description: Educate teachers and students on how to use library resources.			
Output: # of classes making visit to the library (Actual count from records)			
Support Summer Reading Lists	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	566	500	500
Description: Work with schools to create and support summer reading lists for Somerville high school and middle school students.			
Output: # of books on Summer Reading list circulated during summer months (FY07, FY08, & FY09: Estimate)			

DEPARTMENT OVERVIEW

MISSION STATEMENT: The Somerville Recreation/Youth Department strives to provide a year round broad based range of active and passive programs and events. We are committed to offering affordable and accessible quality recreational programming that is aimed at embracing diversity, while anticipating and adapting to the changing needs of all segments of the community.

DEPARTMENT ORGANIZATION: The Recreation/Youth Department currently consists of a Recreation/Youth Superintendent, a Program Director, a Youth Director, five Recreation Supervisors, two part time youth staff, one full-time clerical employee, and part-time Recreation staff, who are used on an as-needed basis throughout the year.

FY08 ACCOMPLISHMENTS:

- Helped with successful fundraising with the Recreation and Youth Foundation to provide support for activities of the Somerville Recreation Department.
- Revamped the Department's web page to include Recreation and Youth Services on one page.
- Worked with school staff in putting together intramural programs at the elementary schools.
- Worked in collaboration with non-profit agencies within the city, including the Boys and Girls Club, the YMCA, the Mystic Learning Center, and the Somerville Family Network to expand successful programs, such as Safe Haven, CLTLIT program, and the rowing club.
- Introduced and expanded developmentally appropriate physical activities for young children and their parents/caregivers, such as the highly successful Start Smart Sports Development Program endorsed by the NAYS. (National Alliance for Youth Sports) at the Capuano School.
- Expanded the Children at Play (CAP), the Physical Activities Program, and the Art a-la-cart program, a curriculum-based art/craft enrichment program that aligns with the Massachusetts Curriculum Frameworks. These pre-school/K-1 after school programs are currently offered in partnership with the Michael E. Capuano Early Childhood Education Center.
- Increased the number of sports camps that are offered for children.

FY09 DEPARTMENT PRIORITIES:

- Carry out website improvements, including: Revamp the Department's web page to combine Recreation and Youth services on one page. Create an online payment method so people can pay without coming to the Recreation building. Develop an email list for subscribers to get updated lists of events and programs within the Recreation and Youth department. Set up on-line calendars for Recreation, Dilboy, and the Boat House.
- Work with the Somerville School Department to develop a recess fitness program, including before school, afternoon, and weekend athletic programs with equipment and leadership.

DEPARTMENT OVERVIEW

- Develop pre- and post-surveys for Recreation programs to gain interest and pursue success for all Recreation activities and events for all ages.
- Develop a closer relationship with SHS athletics (coaches, athletic director, and trainers) to work together to develop youth clinics and leadership training that emphasizes relevant social issues. These initiatives should benefit both school athletics and SRC offerings.
- Develop a closer relationship with local non-profit youth organizations to develop youth clinics and coaching training programs
- Continue to introduce and expand developmentally appropriate physical activities for young children and their parents/caregivers, such as the highly successful Start Smart Sports Development Program endorsed by the NAYS. (National Alliance for Youth Sports) currently offered in partnership with the Somerville Public School.
- Create family-based programming and special events for involvement in recreation to bring families together.
- Create policies and guidelines for all Somerville parks and Somerville Recreation facilities.
- Increase the number of programs for teenage females, and increase female participation in both the Recreation and Youth Programs.
- Expand the Children at Play (CAP) Physical Activities program and the Art a-la-Cart curriculum (Art/Craft Enrichment program) that aligns with the Massachusetts Curriculum Frameworks. Look at expanding programs for young social adults, including dodge ball, kickball, frisbee, volleyball, and indoor soccer.
- Look at further enhancing our available space for programming by remodeling space in the Recreation building, if possible.
- Incorporate life programs for young adolescents, such as babysitting, training courses, first aid/CPR, and lifeguard training.

HOW DEPARTMENT PRIORITIES SUPPORT MAYOR'S STRATEGIC GOALS: The Recreation-Youth Department supports the Mayor's Strategic Goals to:

- *"Make Somerville an Exceptional Place to Live, Work, and Play"* by providing opportunities for Somerville's youth and adults to engage in fun activities to promote physical exercise and creative crafts.
- *"Protect and Support Families and Individuals"* by evaluating and expanding Recreation and Youth programs to include all individuals who would like to be involved and by promoting healthy lifestyles for Somerville residents.

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY09 (ESTIMATED ACTUALS): No significant changes.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUAL) TO FY09

(RECOMMENDED): To provide better efficiency and cost, the Recreation/Youth Department will layoff the Youth Division's Outreach Coordinator and reassign that position's duties to other existing positions including upgrading Nancy Bacci's current position to full-time.

DEPARTMENT OVERVIEW

COST ALLOCATION METHODOLOGY: To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Ordinary maintenance expenditures were also allocated based on the percent of spending by each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

In FY09, most of the Recreation and Youth Department's goals involve increasing the accessibility of programs to people and demographic groups who have not previously participated. This will be done through online registration, by providing indoor play spaces for families, by providing programs for at-risk youth, or by translating brochures into other languages.

ORG 6301: RECREATION AND YOUTH DEPARTMENT

RESISTAT GOAL: CUSTOMER SERVICE

Allow for online registration for recreation-youth programs. Update 5/1/08: Rec-Youth hopes to allow for on-line registration in FY09. (To Be Completed in FY09)

Translate Recreation & Youth program brochures into non-English languages. Update 5/1/08: Rec-Youth will include this task as a part of the FY09 goals. (Some Progress Planned for FY09)

RESISTAT GOAL: PROGRAMMING

Expand recreation programming for youth, especially for at-risk youth, including recreation and jobs programs. Update 5/15/08: The Arts Council will add capacity for three additional at-risk youth within its "Books of Hope", "Mystic Mural", and "Art in a Garden" programs. The Rec-Youth dept will expand outreach and create additional programming targeted towards at-risk youth as a FY09 goal. Per Health Department, the Clinical Youth Specialist (CYS) will provide consultation and programming to youth workers, schools and individuals working with at risk youth as a FY09 goal. (Some Progress Planned for FY09)

Inventory all indoor public play space. Continue to explore possibilities for increasing the amount of or hours for such space, especially in the winter. Have a winter indoor playspace event. Update 5/9/08: The Recreation Department will help host an indoor playspace this coming year. (Some Progress Planned for FY09)

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	421,096	516,752	217,897	533,467
51200 SALARIES & WAGES TEMPOR'Y	54,977	75,000	53,166	70,000
51300 OVERTIME				705
51410 LONGEVITY	11,052	8,150		8,250
51430 SHIFT DIFFERENTIALS	13,063	36,114	15,826	31,338
51520 AUTO ALLOWANCE	3,099	3,950	1,674	3,350
51532 HOLIDAYS - S.M.E.A.	1,044			
51540 PERFECT ATTENDANCE	1,900		6,425	
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	1,850	1,850	1,850	1,850
TOTAL P-ACCT 51000	508,081	641,816	296,838	648,960
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES	2,009	1,875		1,875
52460 REPAIRS OFFICE EQUIPMENT	496	700	275	850
52730 RENTAL VEHICLES				
53000 PROFESSIONL & TECHNCL SVC		500		500
53060 ADVERTISING		800		800
53145 TOWING				
53190 STAFF DEVELOPMENT	25	500	40	500
53420 POSTAGE				
53510 RECREATION-TRANSPORTATN.	305	900		900
53520 RECREATION-ADMISSION FEES	235	2,000	300	2,000
53820 PHOTOGRAPHY		250	214	250
54200 OFFICE SUPPLIES	1,355	2,100	895	2,100

54210	PRINTING & STATIONERY	392	2,000	435	2,000
54310	HARDWARE & SMALL TOOLS		400		400
54340	PAINT				
54350	TOOLS				
54820	TIRES AND TUBES	200	200		200
54900	FOOD SUPPLIES & REFRESHMT	2,265	3,000	1,799	3,000
55000	MEDICAL/DENTAL SUPPLIES	120	500	450	500
55140	ATHLETIC SUPPLIES	7,058	3,000	999	3,000
55150	RECREATION SUPPLIES	6,582	5,000	4,200	5,000
55630	LUMBER & WOOD PRODUCTS				
55860	UNIFORMS	560	1,000	132	1,000
55874	MAGAZINES & PUBLICATIONS	86	300		300
TOTAL P-ACCT 52000		21,688	25,025	9,739	25,175
TOTAL ORG	6301 FUNDING REQUIRED	529,769-	666,841-	306,577-	674,135-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Recreation
6301

Position	Name	Current Base	Fiscal Year Base	TOTAL
Superintendent	James Halloran	1,517.28	79,202.02	88,541.46
Program Developer	George Scarpelli	1,403.84	73,280.45	73,280.45
Youth Director	Roland James	950.22	49,601.48	49,601.48
Recreation Supervisor	Karen Harrington	901.85	47,076.57	53,866.41
Recreation Supervisor	Donna Callahan	901.85	47,076.57	54,216.41
Recreation Supervisor	Kathleen Houghton	901.85	47,076.57	53,466.41
Recreation Supervisor	Carol Lane	901.85	47,076.57	54,216.41
Recreation Supervisor	Elaine Pieroni	901.85	47,076.57	54,216.41
Principal Clerk	Danielle Palazzo	781.10	40,773.42	41,623.42
Youth Coordinator	Nancy Bacci	600.00	31,320.00	31,320.00
PT Youth Worker	Daniel Harris	229.00	11,953.80	11,953.80
PT Youth Worker	Vacant	229.00	11,953.80	11,953.80
				578,256.46

ORG 6301: RECREATION AND YOUTH DEPARTMENT

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ADULT PROGRAMMING			
PERSONAL SERVICES	\$ 103,265.88	\$ 110,990.83	\$ 122,844.64
ORDINARY MAINTENANCE	\$ 2,450.00	\$ 2,610.00	\$ 2,640.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 105,715.88	\$ 113,600.83	\$ 125,484.64
<i>FTE FROM APPROPRIATIONS</i>	<i>1.82</i>	<i>1.82</i>	<i>1.82</i>
SPECIAL NEEDS PROGRAM			
PERSONAL SERVICES	\$ 83,643.32	\$ 97,872.86	\$ 106,013.83
ORDINARY MAINTENANCE	\$ 3,319.00	\$ 3,479.00	\$ 3,509.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 86,962.32	\$ 101,351.86	\$ 109,522.83
<i>FTE FROM APPROPRIATIONS</i>	<i>1.51</i>	<i>1.51</i>	<i>1.51</i>
YOUTH SCHOOL- YEAR PROGRAMS			
PERSONAL SERVICES	\$ 159,395.40	\$ 163,232.64	\$ 170,923.07
ORDINARY MAINTENANCE	\$ 3,325.00	\$ 3,485.00	\$ 3,515.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 162,720.40	\$ 166,717.64	\$ 174,438.07
<i>FTE FROM APPROPRIATIONS</i>	<i>2.65</i>	<i>2.66</i>	<i>2.66</i>
YOUTH SUMMER PROGRAM			
PERSONAL SERVICES	\$ 102,750.30	\$ 107,952.60	\$ 122,188.11
ORDINARY MAINTENANCE	\$ 3,075.00	\$ 3,235.00	\$ 3,265.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 105,825.30	\$ 111,187.60	\$ 125,453.11
<i>FTE FROM APPROPRIATIONS</i>	<i>1.82</i>	<i>1.81</i>	<i>1.81</i>
COMMUNITY YOUTH PROGRAM			
PERSONAL SERVICES	\$ 114,559.10	\$ 121,229.06	\$ 126,990.34
ORDINARY MAINTENANCE	\$ 9,956.00	\$ 10,116.00	\$ 10,146.00
TOTAL APPROPRIATIONS TO PROGRAM	\$ 124,515.10	\$ 131,345.06	\$ 137,136.34
<i>FTE FROM APPROPRIATIONS</i>	<i>2.70</i>	<i>3.70</i>	<i>3.70</i>
ADMINISTRATION	\$ 1,400.00	\$ 2,100.00	\$ 2,100.00
<i>FTE FROM APPROPRIATIONS</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 587,139.00	\$ 626,303.00	\$ 674,135.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>10.50</i>	<i>11.50</i>	<i>11.50</i>

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: ADULT PROGRAMS

Description: Provide structured and non-structured sports and cultural and educational activities throughout the year.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of participants for adult programs (may be duplicates) (Based on estimates)	658	1,000	1,000
<u>Program Cost:</u>	\$105,716.00	\$113,601.00	\$125,485.00
<u>Cost per Output:</u>	\$160.66	\$113.60	\$125.48
<u>FTEs:</u>	1.82	1.82	1.82
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with recreational opportunities in Somerville (Resident satisfaction survey)			
<u>Outcome 2:</u> % of activities at capacity (Estimate)			

PROGRAM FY09 GOALS

1. Collaborate with the Council on Aging to develop programs.
2. Develop two step aerobic programs for adults.

PROGRAM FY08 GOAL REVIEW

1. Provide alternative day/evening trips designed for adults to "REConnect and the REC" (In-progress).
2. Provide additional programs designed to improve the physical fitness and wellness of community adults (Complete).
3. Continue collaboration with area artists to provide instruction in a variety of media designed to improve adult creativity (Complete; ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Offer Sports Leagues	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	425	820	1,000
<u>Description:</u> Allow adult men and women the opportunity to play a variety of organized sports - including softball, women's open basketball, mens basketball, volleyball, and bowling - through league play.			
<u>Output:</u> # of participants (FY07: Actual; FY08 & FY09: Estimate)			
Offer Arts and Crafts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	97	120	150
<u>Description:</u> Offer ceramic classes, creative crafts, and mosaic art for individuals with all levels of experience.			
<u>Output:</u> # of participants (FY07: Actual; FY08 & FY09: Estimate)			
Offer Aerobic Exercise	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	136	160	160
<u>Description:</u> Offer a variety of exercise programs such as Fitness I & II, Teen Fitness, Recercise, Core Strength Cardio Fitness, and Hatha Yoga.			
<u>Output:</u> # of participants (FY07: Actual; FY08 & FY09: Estimate)			
Issue Park Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	300	230	230
<u>Description:</u> Issue permits for using City parks, preventing scheduling conflicts and providing access to City facilities.			
<u>Output:</u> # of permits issued (Actual)			

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: SPECIAL NEEDS PROGRAMS

Description: Develop specialized programs for children with developmental disabilities and help them participate in existing activities/events during leisure hours.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of participants served by the special needs program (may be duplicates). (Based on estimates)	420	420	420
<u>Program Cost:</u>	\$86,962.00	\$101,352.00	\$109,523.00
<u>Cost per Output:</u>	\$207.05	\$241.31	\$260.76
<u>FTEs:</u>	1.51	1.51	1.51
<u>Outcome 1:</u> % of activities at capacity (Estimate)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Start at least one handicap league.
2. Increase enrollment of Special Olympic event.

PROGRAM FY08 GOAL REVIEW

1. Increase open gym enrollment by adapting programs to more family based activities (Complete).
2. Continue "Sibling" program (Complete).
3. Increase the number of special activities such as "the stroll" and other events specifically during school vacation periods (Complete).
4. Organize Somerville special olympic event (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Offer Special Events	300	300	300

Description: Encourage social interaction and develop motor skills through various activities. Special Events include: Kites Fest and Halloween Parade.

Output: # of participants (Participants: 150 for Kites Fest and 150 for the Halloween Parade.)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Provide After-School Programs	60	60	90

Description: Provide various programs and activities for special needs children during after-school hours. Such programs include the Early Release Program, the After School Program, and the Vacations Program.

Output: # of youth participating (Participants: 15 for the After-School Program, 15 for the Early-Release Program, and 15 for the Vacations Program, 15 for Classroom Visits.)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Offer Exercise Programs	45	45	60

Description: Offer programs such as Open Gym, The Stroll, and the Evening Park Program to enhance the physical activity of special needs children.

Output: # of youth participating (FY07: Actual; FY08 & FY09: Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Offer a Summer Program	15	15	15

Description: Provide programs and activities during the summer to engage Somerville's special needs children.

Output: # of youth participating (Estimate)

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Outreach / Recruitment	200	200	200

Description: Attend meetings to develop relationships with various community organizations. Use the information to refer community members to other special needs resources.

Output: # of referrals made (Estimate from referrals made at meetings and by phone.)

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: YOUTH SCHOOL-YEAR PROGRAMS

Description: Provide structured and non-structured sports and cultural and educational activities during the school year so Somerville youth can participate in supervised, positive recreational activities during leisure hours.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of youth participating (may be duplicates) (Based on estimates)	884	1,105	1,200
<u>Program Cost:</u>	\$162,720.00	\$166,718.00	\$174,438.00
<u>Cost per Output:</u>	\$184.07	\$150.87	\$145.36
<u>FTEs:</u>	2.65	2.66	2.66
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with recreation programs in Somerville (Resident satisfaction survey)			
<u>Outcome 2:</u> % of activities at capacity (Estimate)			

PROGRAM FY09 GOALS

1. Develop middle school sports program with Tufts.
2. Provide opportunities for sports alternative activities for early release Wednesdays that nurture and develop self-expression through drama and the arts.
3. Extend preschool program to two other schools besides Capuano.
4. Translate Recreation & Youth program brochures into non-English languages.
5. Coordinate an indoor playspace program in-conjunction with Somerville Children's Network.
6. Increase the number of programs for teenage females, and increase female membership to both the Recreation and Youth Programs.
7. Create policies and guidelines for all Somerville parks and Somerville Recreation facilities.

PROGRAM FY08 GOAL REVIEW

1. Increase after-school activities and develop additional programs to replace the PEP funded ones (Complete).
2. Increase the number of year-round special events/leagues/workshops/clinics (Complete).
3. Provide opportunities for sports alternative activities for early release Wednesdays that nurture and develop self-expression through drama and the arts (In-progress).
4. Increase the availability of developmentally appropriate activities for preschool through kindergarten age children and their families (Complete.)
5. Explore the possibility of having a senior-youth snow-shoveling program.

PROGRAM ACTIVITIES AND OUTPUTS

Promote Family Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	20	50
<u>Description:</u> Promote activities within families. Activities include Family Fun Night and Turn off TV Week.			
<u>Output:</u> # of participants (FY07: Actual; FY08 & FY09: Estimate)			
Provide Basketball Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	430	540	540
<u>Description:</u> Provide Somerville girls and boys with the opportunity to learn more about basketball, improve their skills, and meet new children who have similar interests. Programs include: Back to Basics, Boys Basketball Clinic, 3 on 3 Basketball Tournament, Basketball Practice Nights, Boys Basketball League, and Girls Basketball League.			
<u>Output:</u> # of youth participating (FY07: Actual; FY08 & FY09: Estimate)			
Open Gym	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	180	250	250
<u>Description:</u> Make the gym accessible during evening hours during the school year for exercise, sports, and games. September - May.			
<u>Output:</u> # of youth participating (FY07, FY08, & FY09: Estimate)			

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

Provide Activities for Preschool Age Children	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	92	100	100
<i><u>Description:</u> Offer fun and games for young children. Programs include Tot Time, Children at Play, PeeWee Tennis, and Kids Fishing Derby.</i>			
<i><u>Output:</u> # of children who participate (FY07: Actual; FY08 & FY09: Estimate)</i>			
Offer Arts and Crafts Programs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	95	95	100
<i><u>Description:</u> Provide children ages 12-13 the opportunity to learn arts and crafts. Programs include: Arts and Crafts - After School, Arts and Crafts - Early Release, Ceramics for Children, and the Movies and More Program.</i>			
<i><u>Output:</u> # of children who participate (FY07: Actual; FY08 & FY09: Estimate)</i>			
Offer a Variety of Sporting Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	22	40	100
<i><u>Description:</u> Provide children the opportunity to learn and play a variety of sports. Program include: Golf Camp, Flag Football, and Run for Fun.</i>			
<i><u>Output:</u> # of children who participate (FY07: Actual; FY08 & FY09: Estimate)</i>			
Safe Haven	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	45	60	100
<i><u>Description:</u> In collaboration with the Boys and Girls Club, provide children in East Somerville with safe and enriching activities during non-school hours.</i>			
<i><u>Output:</u> # of participants (FY07, FY08, & FY09: Estimate)</i>			

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: YOUTH SUMMER PROGRAMS

Description: Provide structured and non-structured sport and cultural and educational activities during the summer months so Somerville residents (particularly youth) can participate in supervised, positive recreational activities during leisure hours.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of participants who are served by the summer program (may be duplicates) (Based on estimates)	1,081	1,151	1,200
<u>Program Cost:</u>	\$105,825.00	\$111,188.00	\$125,453.00
<u>Cost per Output:</u>	\$97.89	\$96.60	\$104.54
<u>FTEs:</u>	1.82	1.81	1.81
<u>Outcome 1:</u> % of activities at capacity (Estimate)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Maintain nine summer camp programs.
2. Provide conditioning program for high school athletes.
3. Implement at least one family oriented program.

PROGRAM FY08 GOAL REVIEW

1. Provide an opportunity for youth to participate in a Full Day Program (Somertime), specifically designed for ages 6-13 (Complete).
2. Increase opportunities for individual/group instruction in specific sports designed to increase physical activity and promote sportsmanship (In-progress).
3. Provide additional opportunities for youth to express themselves creatively through specific Art & Crafts Programs (Complete).
4. Increase family-oriented programs/events/special activities (In-progress).

PROGRAM ACTIVITIES AND OUTPUTS

Summer Playgrounds	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	250	250	250
<u>Description:</u> Provide safe areas for children to enjoy summer activities. Plan a variety of daily games and activities.			
<u>Output:</u> # of youth participating (Estimate of total number of different children served during summer playground program. FY05 estimate based on 8 open playgrounds.)			

Host Fun Tournaments and Contests (during Summer Playgrounds)	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	96	46	50
<u>Description:</u> Give boys and girls the opportunity to compete in a fun manner by providing judges and prizes. Tournaments and contests include: Stickball Tournament, Punt/Pass/Kick Contest, Paddle Tennis Tournament, and a Hot-Shot Basketball Contest.			
<u>Output:</u> # of youth participating (Participants: 50 for Stickball Tournament, 21 for Punt/Pass/Kick Contest, 25 for the Hot-Shot Basketball Contest.)			

Offer Clinics and Camps	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	245	300	300
<u>Description:</u> Help improve skills and provide friendly competition during camps and clinics for youth during the summer. Camps and clinics include: Boys Basketball Camp, Girls Hoopster Camp, Tennis Camp, Baseball Camp, Girls Softball Clinic, and Track Clinic.			
<u>Output:</u> # of youth participating (Participants: 50 for Boys Basketball Camp, 50 for Girls Hoopster Camp, 50 for Baseball Camp, 25 for Girls Softball Clinic, 30 for Tennis Camp, 40 for the Track Clinic.)			

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

Provide Evening Programs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	100
<i><u>Description:</u> Offer evening activities for community youth such as the Youth Evening Program and the Evening Playground Program to help keep kids safe and off the streets.</i>			
<i><u>Output:</u> # of youth participating (Participants: 100 for Evening Playground Program)</i>			
Offer Special Events	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	200	200	200
<i><u>Description:</u> Offer one-day special events for the enjoyment of Somerville children. Such events include the Family Night at Lowell Spinners and the Inter-Playground Track Meet.</i>			
<i><u>Output:</u> # of youth participating (Participants: 90 for the Inter-Playground Track Meet, 40 for Fourth of July Family Fun Day, 35 for National night Out, 20 for Art Beat, and 15 for Fishing Derby.)</i>			
Offer Basketball Leagues	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	200	200
<i><u>Description:</u> Provide boys and girls the opportunity to participate in a summer basketball league.</i>			
<i><u>Output:</u> # of youth participating (Participants: 80 for Boys Basketball League and 60 for Girls Basketball League)</i>			
Engage Preschool Age Children in Summer Activities	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	55	60
<i><u>Description:</u> Provide young children with the opportunity to engage in organized, fun, and education play. Activity includes: Kidstop Preschool.</i>			
<i><u>Output:</u> # of children participating (40 for Kidstop Preschool)</i>			

ORG 6301: RECREATION AND YOUTH DEPARTMENT

PROGRAM COST AND ACTIVITIES

PROGRAM: COMMUNITY YOUTH PROGRAM

Description: Encourage the positive development of all young people of Somerville through direct service programs, strong organizational collaborations and multiple community partnerships.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> Total # of different individuals who are served by the Community Youth Program (Based on estimate)	425	220	220
<u>Program Cost:</u>	\$124,515.00	\$131,345.00	\$137,136.00
<u>Cost per Output:</u>	\$292.97	\$597.02	\$623.34
<u>FTEs:</u>	2.70	3.70	3.70
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with services for youth in Somerville (Resident satisfaction survey)			
<u>Outcome 2:</u> % of activities at capacity (Estimate)			

PROGRAM FY09 GOALS

1. Implement babysitting program.
2. Implement CPR program.
3. Strive to complete web page programming (including online registration for Recreation-Youth), potentially utilizing a youth-developed web site.
4. Implement an off-site youth office at the high school.
5. Expand outreach and create additional programming targeted towards at-risk youth.

PROGRAM FY08 GOAL REVIEW

1. Increase # of programs in partnership with other community organizations (Complete).
2. Strive to complete web page programming for the Youth Program (In-progress).
3. Improve the facilities of the Youth Center (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Community Network	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	50	50
<i>Description: Provide a network that connects youth to community resources and agencies and ultimately increase community participation in all agencies.</i>			
<i>Output: # of youth participating (Estimate)</i>			
Offer Activity Trips	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	110	110	110
<i>Description: Provide transportation to allow youth the opportunity to participant in fun, educational trips.</i>			
<i>Output: # of participants (12 Trips for a total of 108 participants)</i>			
Youth Drop-In Center	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	40	40
<i>Description: Provide a welcoming, safe environment for Somerville youths.</i>			
<i>Output: # of youth dropping in to the center on a typical day (Estimate)</i>			
Teen Empowerment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	20	20
<i>Description: Offer a year-round program to increase leadership ability and empower Somerville youth.</i>			
<i>Output: # of youth participating (Estimate)</i>			
Identification Initiative	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	0	0
<i>Description: Identify Somerville youth by issuing ID-cards.</i>			
<i>Output: # of IDs issued (Estimate)</i>			

DEPARTMENT OVERVIEW

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

DEPARTMENT ORGANIZATION: In FY08, Public Works was staffed by budgeted employees with the following divisional breakdowns: 10 employees in Administration and Finance, six employees in Lights and Lines, three employees in Engineering, 32 employees in Highway [three employees in Sanitation, four in Highway Repair Garage, 25 in Highway], 87 employees in Buildings & Grounds [14 in Buildings, 11 in Parks, eight Municipal Custodians, and 54 School Custodians], 15 employees in Water, four employees in Sewer, and one employee in Weights and Measures.

FY08 ACCOMPLISHMENTS:

Administration and Finance Accomplishments

- The DPW continues to attend bi-weekly SomerStat meetings to monitor the productivity of each division and to track expenditures in overtime and ordinary maintenance.
- Completed the grind and overlay of 32 streets.
- Procured a new contract for provision of electricity to our largest municipal accounts.
- Implemented the ESCO project, which is an energy efficiency plan for municipal and school buildings.

Buildings and Grounds Division Accomplishments

- Paved the Brown Schoolyard and surrounding walkways.
- Assisted in oversight of the ESCO project, which is an energy efficiency plan for municipal and school buildings.
- Completed additional installation of wireless access to the HVAC systems and security systems for City buildings and schools.
- Repaired the iron fence at the West Branch Library
- Implemented a scheduled sidewalk-sweeping program for parks and City squares using the new sidewalk sweepers.
- Implemented an updated key card access system for employees of City Hall.
- Renovated the Ward five precinct 1 polling location
- Renovated the gym floor at WSNS and Healey School.
- Completed various roof repairs at schools and municipal buildings
- Cleared snow from City bus stops in conjunction with the Highway Department.

DEPARTMENT OVERVIEW

Engineering Accomplishments

- Completed sewer and storm drain replacements on Garrison Avenue.
- Completed the installation of a storm drain and the lining of the 8" sewer on Josephine Avenue.
- Completed the sewer, storm drain, and water replacements on Pearson Avenue.
- Began the reconstruction of Somerville Avenue in April '07 and helped coordinate the work among the contractor, the State, utility companies and the City.
- Continued to meet with the consultants to the Assembly Square Development project.
- Participated in the RFP process to choose a consultant for the Union Square Study and Design project.
- Generated quarterly reports to MWRA, DEP and EPA on CSO's.

Highway Division Accomplishments

- Planted 120 new trees.
- Installed 60 benches and 100 barrels throughout the City squares.
- Installed 35 "big belly" barrels in high traffic areas.
- Continued the daily graffiti response program.
- Replaced large sections of sidewalks panels in house on Pearson Ave., Bonair St., Summer St., and Foss Park.
- Installed 50 bike racks throughout City.
- Shifted all DPW vehicles to bio-diesel blend fuel.
- Completed over 700 tree trims.

Lights and Lines Accomplishments

- Continued to install acorn lighting throughout the City.
- Continued to replace or repair all pedestrian crossing signals.
- Upgraded fire pull boxes and traffic signals throughout City.

Water Accomplishments

- Bid out phase I of the citywide metering program.
- Bid out phase I of billing software for the citywide metering program.
- Replaced 182 lead service lines as required by DEP
- Completed 75 percent of the survey for inoperative gates and are now repairing in order of high importance.
- Replaced approximately 11,000 feet of water mains.
- Water personnel trained on the Sewer Vac Truck by the manufacturer.

Weights and Measures Accomplishments

- Investigated all complaints within five days of receipt and replied to the complainant when possible.
- Utilized the City website to educate consumers and answer the most frequently asked questions.

DEPARTMENT OVERVIEW

Sewer Accomplishments

- Cleaned 1600 catch basins throughout the City of Somerville.
- Purchased a trench-less piper repair system to be used to repair collapsed trenches that will eliminate the need to excavate. The personnel will televise the sinkholes and a determination will be made if a repair without excavation can be done resulting in reduced labor and cost.
- All employees were cross- trained on all the sewer equipment.

FY09 DEPARTMENT PRIORITIES:

Administration Priorities

- Continue to improve all areas of service delivery utilizing customer request management and updated work order software computer system to ease the communication between DPW, residents, other City departments, other municipalities, and other organizations.
- Continue to oversee the ESCO project through weekly meetings and working closely with the vendor and Superintendents to monitor the installation and expansion of energy efficient equipment in school and municipal buildings.
- Prepare and coordinate a new reconstruction contract for additional streets.
- Hire and work with contractor to develop a preventive maintenance plan for City buildings, schools, parks and open spaces.
- Improve Customer Service by extending office hours one evening per week.

Buildings and Grounds Priorities

- Continue to complete important upgrades and repairs to the City's municipal and school buildings.
- Renovate and implement new Police substation in East Somerville.
- Continue to clean parks, playgrounds, and tot lots on a regular basis using the newly purchased sidewalk sweepers.
- Renovate old Engine 3 living quarters and move fire fighters back into the space.
- Complete renovations on Central Library.
- Install new handicap lift at the Traffic and Parking building.
- Reduce citywide municipal energy consumption by 20 percent below FY2006 levels.
- Maintain new bulletin boards in parks and in front of schools.

Engineering Priorities

- Organize a street resurfacing program for of over 40 streets.
- Continue to assist in the coordination of the reconstruction of Somerville Avenue.
- Assist in the planning for Magoun Square and the East Broadway reconstruction efforts.
- Design Skilton Avenue reconstruction for SPCD Parks program.
- Establish a pavement management program with the City's consulting engineer.
- Assist in the hiring of a Junior Civil Engineer.
- Continue with the review of various development projects throughout the City.

DEPARTMENT OVERVIEW

Highway Priorities

- Continue to target aspects of the City's infrastructure that directly affect safety and cleanliness
- Install 100 new barrels and 50 benches.
- Implement the tree inventory and plant 120 new trees
- Continue to expand the sidewalk-sweeping program in neighborhoods and public areas.
- Certify all members of the tree crew in High Voltage training.
- Review the possibility of implementing a signage maintenance program for all traffic signage and parking restriction signs.

Lights and Lines Priorities

- Continue to upgrade the City's aging lights and lines. Employees will replace fire alarm cables and reduce the backlog of requested repairs
- Increase the amount of fire alarm box and electrical traffic boxes repairs throughout City.
- Explore the possibility of installing safety lighting at high traffic cross walks

Sewer Department Priorities

- Continue to assist homeowners to determine if sewer problems are the responsibility of the City or if the homeowner needs to contact a plumber/drain layer.
- Implement a grease remediation program with the MWRA Toxic Control Program to eliminate unnecessary grease discharge into the system.
- Identify continuous trouble spots for backups and place on a monthly checklist to avoid reoccurring blockages to residents.
- Include the Sacramento underpass as part of the pumping station maintenance program with the firm Weston and Sampson to avoid unnecessary flooding.

Water Priorities

- Replace 182 lead service lines per DEP mandate
- Repair as many broken gate valves identified by the 2008 surveys as funding allows.
- Continue to change water meters and obtain actual reads until the citywide metering is in place
- Work with ISD, Fire Department, Sewer, and Highway to ensure that all water from hydrants is metered by the Water Department and billed back to the user if applicable.

Weights and Measures Priorities

- Continue to educate the merchants and consumers of Somerville about Weights and Measures and to promulgate all Weights and Measures laws and regulations in order to maintain equity and fairness in the marketplace.
- Incorporate scanner inspections as part of field work.
- Continue to distribute an informational booklet for consumers explaining the duties of Weights and Measures and consumer rights.

DEPARTMENT OVERVIEW

HOW DEPARTMENT PRIORITIES SUPPORT THE MAYOR'S STRATEGIC GOALS: Public Works' priorities support the Mayor's commitment to:

- *"Promote Economic Development"*
 - The DPW continues to work with OSPCD and the Mayor on major engineering and development projects such as Somerville Ave., Magoun Square, Assembly Square, Union Square Study, and the dog parks.

- *"Improve City Performance by Using More Effective Management Tools and Demanding Accountability"*
 - The Commissioner holds frequent meetings with the Superintendents to address the accountability and progress of each division and its employees.
 - Administration and Finance Director schedules frequent meetings with staff to provide information and feedback on performance and progress.

- *"Revolutionize Customer Service"*
 - The DPW will continue to work with the Administration to further expand the Mayor's ACE Project.
 - We will focus on providing exceptional customer service, including the possibility of the office remaining open one evening per week.
 - We will continue to work closely with 311 in order to complete work orders in an efficient manner.
 - The DPW will continue to utilize the "Mystery Shopper" feedback to modify policies and procedures to improve customer service.

- *"Make Somerville an Exceptional Place to Live, Work, and Play"*
 - The DPW will install 50 new benches and 100 new barrels this spring in various City squares and parks as part of the City's spring-clean up and beautification plan.
 - The DPW will plant 120 new trees around the City in response to residents' requests and to ensure that Somerville maintains its Tree City USA status.
 - We will continue to remove graffiti on a daily basis.
 - We will continue to reconstruct street and sidewalks.
 - We will continue to maintain and repair all parks and playgrounds, school and municipal buildings.
 - We will continue to maintain the islands on Broadway and throughout the City.

- *"Maximize Return on Taxpayer Dollars"*
 - We will adhere to all legal requirements and recommended practices issued by the Inspector General in the procurement of supplies and contracts.
 - The Weights and Measures Division will be utilizing state of the art equipment for the testing, inspecting, and sealing of oil trucks and gasoline meters. This procedure will be a public safety measure to protect the consumers, merchants and inspectors continue.

DEPARTMENT OVERVIEW

SIGNIFICANT CHANGES FROM FY08 (ADOPTED BUDGET) TO FY08 (ESTIMATED ACTUALS):

Expenditures related to utility costs exceeded projected amounts due to rapidly rising rates associated specifically with heating oil and gas, as well as vehicle fuel.

SIGNIFICANT CHANGES FROM FY08 (ESTIMATED ACTUALS) TO FY09 (PROPOSED):

The proposed FY09 electricity and motor gas and oil costs will be significantly increased from the FY08 estimated costs due to an increase in rates. DPW will also be taking over the maintenance and replacement of all aged traffic and parking signs in the City. This entails the transfer of two maintenance workers from Traffic & Parking as well as an increased appropriation for the purchase of new street signs, Impact Recovery signs, glow-sticks etc. Finally DPW will be contracting out the development of a preventive maintenance plan for City buildings, schools, parks and public spaces, to be paid for off of the capital improvement plan.

COST ALLOCATION METHODOLOGY: Each division was converted into one or more programs. To allocate appropriations to programs, we estimated the percent of time staff spent on each activity. Based on these percents, we allocated salaries. Ordinary maintenance expenditures were also allocated based on the percent of spending by each program.

RESISTAT GOALS: The following section contains a list of resident-centered goals relevant to this department. These goals came from various sources, including public ResiStat Meetings with neighborhood and demographic groups, orders of the Board of Aldermen, constituent correspondence, department planning, and Mayoral priorities. Each resident goal is listed with updates about how the City plans to address the goal and an estimate of the extent to which the goal can be achieved in FY09. Goals appearing here also appear in the City's 2008 Resident Report, organized by Ward or demographic group.

There were more resident goals for DPW than for any other City department. Most of the goals to be completed in FY09 involve work such as signs, barrels, trees, public bulletin boards, light posts, street resurfacing, and other things that improve the quality of life of residents. In FY09, the DPW also plans to make progress on longer-term goals involving beautification, street maintenance, streetscape redesign and renovation, and will work with state agencies and developers to ensure state projects are kept on schedule.

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Add public bulletin boards to parks and schools. Update 5/16/08: To be completed by September 2008. (To Be Completed in FY09)

Establish preventive maintenance plan for City parks and buildings. Update 5/14/08: The contract for an outside vendor to do a preventative maintenance analysis has been bid out, and a vendor is being evaluated. The City should have the plan complete by end of FY09. (To Be Completed in FY09)

Have DPW sweep parks for litter and trash on weekends. Update 5/14/08: The schedule for regular park cleaning and maintenance will be analyzed as part of the City's planned preventive maintenance study. (To Be Completed in FY09)

Place pole numbers and the City's phone number on light poles along the Community Path. Update 5/16/08: This is underway and will be accomplished in FY09 if not earlier. (To Be Completed in FY09)

Regularly clear brush and trash from area of future Community Path extension between Cedar and Lowell Streets until construction on the MaxPak site begins . Update 5/26/08: The City is seeking permission and equipment from the State to clear brush from this MBTA right-of-way. (To Be Completed in FY09)

Address odor coming from the Nunziato dog park. Update 5/16/08: DPW wets down the dog park regularly to help contain odors. A different kind of soil covering will be used in the Ed Leathers Park Off-Leash Recreation Area (OLRA), and the City will monitor any difference with this material. (Some Progress Planned for FY09)

Ensure that the five City parks that allow dogs have dog valets and are regularly maintained. Update 5/16/08: Public Works (DPW) maintains these parks and dog valets. The schedule of maintenance will be studied as part of a preventive maintenance study planned for FY09. (Some Progress Planned for FY09)

Implement a tree inventory and increase the number of trees. Update 5/16/08: The tree inventory will be funded and 120 new trees will be planted in FY09. There are many places where new trees cannot be planted (on narrow sidewalks, over utility pipes, in places where root structures from previous trees are still underground, etc.) so the City will need to find creative ways to expand the tree canopy. (Some Progress Planned for FY09)

Put Christmas Lights in Powderhouse Park in the winter. Update 5/19/08: DPW will determine the cost of adding this park to the annual lighting plan. (Some Progress Planned for FY09)

Address drainage problem on community path, in particular around Highland Road and Lexington Park. Update 5/19/08: The City currently does not have sufficient funding to add drainage to the bike path. However, the City is looking into a more comprehensive way to address drainage on the path in future years that could be combined with other future renovation and construction along the path. (Longer-Term Goal)

Contact the MBTA to request complete replacement of the retaining wall along the bike path near Thorndike and Kingston Streets. (Outside of City Jurisdiction)

RESISTAT GOAL: PARKS AND PLAYGROUNDS

Contact the State Department of Conservation and Recreation (DCR) to facilitate painting the Foss Park pool mural to match the other three sides of the pool area. Update 5/12/08: Unless there is documented widespread resident or Board of Aldermen support for this, the City would prefer that this continue to be a resident-driven process with the State. (Outside of City Jurisdiction)

Push State Department of Conservation and Recreation (DCR) to address maintenance issues along Alewife Brook Parkway. (Outside of City Jurisdiction)

RESISTAT GOAL: POLICY

Make bigger recycling bins available, such as trash-barrel size with real lids. Update 5/12/08: These will be part of single-stream recycling program, a system which the City will initially try in selected neighborhoods this fall. (Some Progress Planned for FY09)

Make sure chemicals used in schools are environmentally safe. Update 5/12/08: OSE is currently performing assessment of hazardous materials on school sites. The Office of Sustainability and the Environment (OSE) will move forward with a green purchasing policy in FY09. (Some Progress Planned for FY09)

Utilize porous pavement for driveways and parking lots, etc. Update 5/12/08: The Office of Sustainability and the Environment (OSE) has as an FY09 goal to work with DPW to explore the possibility of utilizing porous pavement for driveways and parking lots. Update 5/14/08: There may be some concern about the equipment needed to apply the materials, but DPW and the OSE will investigate for FY09. (Some Progress Planned for FY09)

RESISTAT GOAL: SAFETY

Place emergency call boxes on the Community Path to improve security. Update 5/28/08: The Assembly Square developers have agreed to fund these call boxes, and they will be placed before IKEA opens in 2010 (estimated). (Longer-Term Goal)

RESISTAT GOAL: STREETS

Finish tree and light post maintenance along Broadway at Foss Park. (To Be Completed in FY09)

Repair and maintain sidewalks along Webster Ave south of Prospect. Update 6/4/08: This is planned for FY09, along with street repair of this section. (To Be Completed in FY09)

Resurface streets in Ward 1. Update 6/4/08: The following streets are scheduled for resurfacing in summer/fall 2008: Aldrich St, Gilman St, Flint St., Auburn Ave., Fountain Ave., Glen St. (Pearl - Tufts), Pinckney St. These additional streets will undergo water main repair and may not be resurfaced until spring 2009: Virginia St., Jasper St., Delaware St, Florence St. (Pearl - Perkins). Note that final work is dependent on contractor bid prices being consistent with city budget estimates. (To Be Completed in FY09)

Resurface streets in Ward 2. Update 6/4/08: The following streets are scheduled for resurfacing in summer/fall 2008: Chestnut St., Joy St., Nevada Ave., Village St., Beacon Pl. These additional streets will undergo water main repair and may not be resurfaced until spring 2009: Bowdoin St., Fremont Ave. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. (To Be Completed in FY09)

Resurface streets in Ward 3. Update 6/4/08: The following streets are scheduled for resurfacing in summer/fall 2008: Hamlet St., Sanborn Ave., Cambria St., Westwood Rd., Wesley Pk., Elm Ct., An additional street will undergo water main repair and may not be resurfaced until spring 2009: Gibbens St. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. (To Be Completed in FY09)

Resurface streets in Ward 4. Update 6/4/08: The following street is scheduled for resurfacing by the City in summer/fall 2008: Sellon Pl., These additional streets will undergo water main repair and may not be resurfaced until spring 2009: Thurston St., Essex St., Taylor St. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. See also the additional goal for Ward 4 street repaving in conjunction with the Algonquin Gas line placement. (To Be Completed in FY09)

Resurface streets in Ward 5. Update 6/4/08: The following streets are scheduled for resurfacing in FY09: Francis St., Lowell Terr. These additional streets will undergo water main repair and may not be resurfaced until spring 2009: Conwell St., Eastman Rd., Spencer Ave. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. (To Be Completed in FY09)

Resurface streets in Ward 6. Update 6/4/08: The following streets are scheduled for resurfacing in summer/fall 2008: Hancock St., Herbert St., Cottage Cir., Villa Ave. These additional streets will undergo water main repair and may not be resurfaced until spring 2009: West St., Chester St., Fairlee St., Spencer Ave. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. (To Be Completed in FY09)

RESISTAT GOAL: STREETS

Resurface streets in Ward 7. Update 6/4/08: The following streets are scheduled for resurfacing by the City in summer/fall 2008: Endicott Ave., Waterhouse St. Westminster St. will also undergo water main repair but may not be resurfaced until spring 2009. Note that final work is dependent on contractor bid prices being consistent with city budget estimates. Additionally, a state MWRA project in 2008 will result in the repaving of Garrison Ave, Hooker Ave., Victoria St., and Woodstock Ave. (To Be Completed in FY09)

Address sidewalk and street maintenance in Brickbottom. Keep sidewalks and streets clean of trash and dirt and in reasonable repair. Make sure crosswalk striping is maintained. Update 5/12/08: Traffic and Parking (T&P) has proposed adding a bike lane and other improvements to Alderman Heuston. T&P also commits to the citywide standard of keeping all crosswalks in good order. (Some Progress Planned for FY09)

Consider what simple/decorative things could be done to make resident presence in the Brickbottom neighborhood more visible (e.g. flowers hanging from light posts, more trees where possible.) Update 5/27/08: The City is exploring placing decorative striping in an intersection in the area. Residents should call 311 if they can identify a place to put a tree which will not block a sidewalk. (Some Progress Planned for FY09)

Determine the adequacy of lighting in Union Sq. and work with NStar to have current lighting that is not in service repaired. Increase temporary lighting where necessary. Update 6/4/08: The City will study this area to determine what is needed. (Some Progress Planned for FY09)

Ensure regular street maintenance for East Broadway. Update 5/27/08: Through funds from Assembly Square traffic mitigation and a grant, major street and pedestrian improvements are planned for the spring of 2009 for Broadway from McGrath to the Charlestown line. In the next five years, further Safe-START pedestrian and road surface improvements are planned for the rest of Broadway east of the McGrath Highway. (Some Progress Planned for FY09)

Explore the possibility of widening the sidewalk on the west side of Joy and Chestnut Streets. Update 5/10/08: If completed, residents would need to give up parking on that side of the street. Residents will need to make a choice about whether sidewalks or parking are more important to them. (Some Progress Planned for FY09)

Maintain or expand sidewalk width in Union Square as part of construction. Update 5/9/08: Sidewalk widths and pedestrian and bicycle safety will be a key component of the Union Square Transportation Study, scheduled to be started in FY09. (Some Progress Planned for FY09)

Push Mass Highway to keep the Magoun Square renovations on track and on time. Update 5/28/08: The contractor's preliminary designs are currently being reviewed by Mass Highway. After final approval, final design can begin, which is also subject to State approval. (Some Progress Planned for FY09)

Repave Washington Street from Beacon Street to Argenziano. Update 5/19/08: The deeper work needed on this road requires outside funding. In FY09, the DPW will be able to overlay a layer of asphalt as a short-term solution. (Some Progress Planned for FY09)

RESISTAT GOAL: STREETS

Require utility companies to address low-hanging utility lines along Lincoln Parkway. Update 6/4/08: The City will examine this area and contact utility companies as needed. (Some Progress Planned for FY09)

Resurface Streets in Ward 4. Update 6/4/08: A number of streets and sidewalks in Ward 4 will be repaved and repaired in the next 2-3 years in conjunction with the installation of a new gas line by Algonquin Gas Co. This includes:

Temple St. : full-depth construction, sidewalks, curbs, corner ramps.

Broadway, Temple St to School St. Eastbound: grind road surface & pave

School St., Broadway to Medford: grind road surface, pave, sidewalks, curb, corner ramps.

Fellsway West: grind road surface, pave, new sidewalks, curb, corner ramps.

Medford St., School to McGrath Hwy: grind road surface, pave, sidewalks, corner ramps.

Marshall Street: grind road surface, pave, new sidewalks, corner ramps.

. (Some Progress Planned for FY09)

Make improvements to the surface of Beacon Street. Update 5/19/08: State funding will be available in FY11 for a significant repair and resurfacing project, similar to the Somerville Avenue project. Until then, Public Works will continue patching problem areas. Striping of bicycle lanes was completed in May. (Longer-Term Goal)

Perform a full inventory of broken and raised bricks on sidewalks in Davis Sq. and initiate a plan to address the problem. Update 5/14/08: This is a future project planned to be carried out over the next three years (Longer-Term Goal)

Repave Gov. Winthrop Road in Ten Hills. Update 6/4/08: This is not planned for FY09, but can be put on the list for future years. (Longer-Term Goal)

Repave Temple Road and repair worn-out catchbasins. Update 6/4/08: This is not planned for FY09, but can be put on the list for future years. (Longer-Term Goal)

Resurface Temple Street. Update 5/18/08: This will be done in conjunction with the Algonquin Gas pipeline installation in 2009. (Longer-Term Goal)

Resurface Washington Street from Charlestown to McGrath Hwy. Update 5/1/08: This is part of an ongoing funding negotiation between the City and Mass Highway. (Outside of City Jurisdiction)

Work with the State to ensure that steel plates on Mystic Ave are re-set and the culvert they cover is repaired. Update 4/24/08: The City has done a short-term re-setting of the plates. Longer term repairs and reinforcement may be part of more comprehensive work envisioned for this area. (Outside of City Jurisdiction)

Repair sidewalks along Washington Street between Beacon Street and Argenziano School. Update 6/4/08: This will happen in conjunction with deeper street repairs in future years, which will require outside funding. (Longer-Term Goal)

RESISTAT GOAL: TRAFFIC

Improve pedestrian safety at the intersection of Boston Ave and Broadway in Ball Square. Update 6/4/08: Because of the size of the intersection, the proximity to Medford and the MBTA bridge, and the redesign needed, this project would require state funding. (Longer-Term Goal)

RESISTAT GOAL: TRAFFIC ISSUES

Install countdown pedestrian crossing signals at Washington and Beacon Streets. Update 6/4/08: This intersection was identified in the Safe-START report as an area needing attention. As funding becomes available for changes, this request will be included. At the latest, these signals would be placed in conjunction with Beacon Street renovations scheduled for FY11. (Some Progress Planned for FY09)

Request that the State explore the best way to improve pedestrian access from Brickbottom to Union Square via the Fitchburg Street underpass. This may require the State Executive Office of Transportation (EOT) to integrate such a pedestrian route into the design plans for the Green Line spur to Union Square. (Outside of City Jurisdiction)

Residents requested that the State Department of Conservation and Recreation (DCR) consistently clear snow from sidewalks and staircases along McGrath Highway between Fitchburg Street and Lechmere. The highway is Brickbottom residents' only pedestrian access to that T station. (Outside of City Jurisdiction)

Expedite the Somerville Ave Project. Update 5/1/08: The project is on schedule and even slightly ahead of schedule. (Not Planned)

RESISTAT GOAL: TRASH

Add decorative recycling barrels next to trash barrels in business districts. Update 5/14/08: These have been ordered. (To Be Completed in FY09)

Explore the possibility of placing a "Don't Feed The Birds" signs under the McGrath Highway on Washington Street. (To Be Completed in FY09)

Place "Don't Feed the Birds" sign at Broadway and Fellsway West. (To Be Completed in FY09)

Address trash and litter in East Somerville streets, sidewalks, yards, and businesses. Update 5/12/08: Inspectional Services will step up enforcement of business and residential trash violations in the area. DPW will monitor trash and increase street and sidewalk sweeping in areas with trash. Residents should call 311 for specific streets that need sweeping or where there is debris in the streets. (Some Progress Planned for FY09)

Ensure all City streets in the Brickbottom area are being swept on schedule. Update 5/19/08: The sweeping schedule will be studied as part of a preventive maintenance study DPW is carrying out in FY09. Residents should call 311 if there is any area that is being missed. (Some Progress Planned for FY09)

RESISTAT GOAL: PARKING

Determine if the part of the McGrath Highway known as the "Somerville Ave Extension" (along 120-160 McGrath Highway) is under City or State jurisdiction. If State, then residents request that State Police be informed that they are responsible for enforce parking restrictions (particularly parking on sidewalks) on the Somerville Ave Extension. Update 5/19/08: The Mayor's Office will investigate this question. (To Be Completed in FY09)

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	510,926	532,334	248,518	520,797
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME	11,822	11,000	4,163	6,000
51410 LONGEVITY	3,375	2,700	1,100	2,900
51532 HOLIDAYS - S.M.E.A.	960			
51540 PERFECT ATTENDANCE	200			
51690 OTHER DIFFERENTIALS				
51691 OTHER LUMP SUM PAYMENTS				
51692 5/2 BUYBACK				
51920 SICK LEAVE BUYBACK	9,058			
51930 UNIFORM ALLOWANCE	2,450	2,450	1,750	2,100
TOTAL P-ACCT 51000	538,791	548,484	255,531	531,797
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT	175	700		
52470 MAINT CONTRACT-OFFC EQUIP	4,398	6,000	2,688	4,398
52495 REPAIRS-COMMUN. EQUIP.		250		
52760 RENTALS EQUIPMENT				
52915 HAZARDOUS WASTE REMOVAL	66,381	71,000	33,571	100,000
53000 PROFESSIONL & TECHNCL SVC	178,144	250,629	438,370	6,500
53040 LEGAL SERVICES				
53060 ADVERTISING	950		140	200
53100 ENGINEER'G/ARCHITCT'L SVC				
53140 POLICE DETAIL	11,747	18,750	3,168	15,000
53210 EMPLOYEE TRAINING COURSES	340			500
53420 POSTAGE		4,000	3,494	4,000
53430 POSTAGE MACHINE RENTAL	599	600	160	600

53820	PHOTOGRAPHY				
53900	SOFTWARE				
54200	OFFICE SUPPLIES	7,831	8,500	2,299	7,600
54202	OFFICE FURNITURE				
54210	PRINTING & STATIONERY	5,557	5,000	3,630	6,000
54220	COMPUTER SUPPLIES				
54240	BOOKS & BOOKBINDING				
54810	MOTOR GAS AND OIL	464,799	460,500	246,665	700,000
54850	MOTOR PARTS & ACCESSORIES				
54860	REIMB OF LICENSES	925	700	626	1,400
54900	FOOD SUPPLIES & REFRESHMT				
55820	BADGES, EMBLEMS, TROPHIES				
55870	MAGAZINES,NEWS,SUBSCRIPTS				
57100	IN STATE TRAVEL	50		30	
57110	IN STATE CONFERENCES				
57200	OUT OF STATE TRAVEL				
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS	697	1,000	166	700
57810	RECORDINGS			101	
TOTAL P-ACCT 52000		742,593	827,629	735,108	846,898

P-ACCT 58000 CAPITAL OUTLAY

58084	FENCES				
58150	TREE PLANTING				
58410	BUILDING IMPROVEMENTS				
58420	PUBLIC SAFETY BLDG IMPROV				
58510	OFFICE EQUIPMENT				
58540	VEHICLES				
58541	LEASE/PURCAHSE VEHICLES				
58575	PARK RECONSTRUCTION				
58715	SEWER CLEANING/REPAIRS				

TOTAL P-ACCT 58000

P-ACCT 60000 SPECIAL ITEMS

62030 PURCHASE/LEASE COMPUTER

69190 CAPITAL IMPROVEMENTS

69200 STREET/SIDEWALK REPAIRS

TOTAL P-ACCT 60000

TOTAL ORG	8001	FUNDING REQUIRED	1,281,384-	1,376,113-	990,639-	1,378,695-
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DEPARTMENT NAME
GENERAL FUND ORG
NUMBER

DPW ADMINISTRATION

8001

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
DPW COMMISSIONER	KOTY, STANLEY	1,804.82	94,211.60	94,211.60
DIR OPERATIONS	WILLETTE, RICHARD	1,466.87	76,570.61	76,570.61
DIR ADMN & FINANCE	BARRETT, MARGUERITE	1,230.43	64,228.45	64,228.45
TEMP ADMIN ASST	CAMPBELL, ALLISON	1,017.54	9,564.88	54,845.61
		1,052.12	45,030.74	
HEAD CLERK	RINGER, DIANE	854.16	44,587.15	45,987.15
HEAD CLERK	COREY, JEAN	854.16	44,587.15	45,987.15
PV PC1	BROWN, KIM	794.42	41,468.72	42,368.72
PV PC1	FOSTER, SUSAN	779.10	40,669.02	41,019.02
PV SR CLERK	TANNER, BONNIE	688.60	35,944.92	36,294.92
PV JR CLERK	VACANT	458.50	23,933.70	24,283.70
				525,796.94

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	4,755			
51130 WAGES	219,431	295,264	119,865	290,447
51300 OVERTIME				
51350 OVERTIME - LABOR	52,372	47,500	20,142	43,870
51410 LONGEVITY				
51460 OUT OF GRADE				
51470 LONGEVITY-LABOR	2,600	3,200	1,300	3,300
51480 OUT OF GRADE-LABOR	1,706	3,000	1,331	2,700
51520 AUTO ALLOWANCE	549	550	274	550
51530 HOLIDAYS				
51532 HOLIDAYS - S.M.E.A.	875			
51540 PERFECT ATTENDANCE	500		500	
51690 OTHER DIFFERENTIALS	7,627	9,375	3,385	9,574
51691 OTHER LUMP SUM PAYMENTS				
51721 RETIREMENT INCENTIVE				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	1,400	2,100	1,750	2,100
TOTAL P-ACCT 51000	291,815	360,989	148,547	352,541
P-ACCT 52000 ORDINARY MAINTENANCE				
52495 REPAIRS-COMMUN. EQUIP.	28,307	25,000	7,787	20,000
52510 REPAIRS-TRAFFIC CONTROL	18,348	40,000	16,087	25,000
52600 REPAIRS-FIRE ALARM	18,432	40,000	9,155	30,000
52641 REPAIRS TO PARK LIGHTING	9,553	25,000	806	15,000
52760 RENTALS EQUIPMENT	1,000			
53000 PROFESSIONL & TECHNCL SVC	2,229	3,100	1,969	
53140 POLICE DETAIL				

53210	EMPLOYEE TRAINING COURSES				
53405	PSTN-USAGE				
54201	OFFICE EQUIPMENT				
54202	OFFICE FURNITURE	663			
54210	PRINTING & STATIONERY				
54240	BOOKS & BOOKBINDING	750	1,000	109	2,000
54310	HARDWARE & SMALL TOOLS		1,000		1,000
54320	ELECTRICAL SUPPLIES	1,118	1,500	326	1,500
54340	PAINT		500		1,500
54850	MOTOR PARTS & ACCESSORIES				
55870	MAGAZINES,NEWS,SUBSCRIPTS				
TOTAL P-ACCT 52000		80,400	137,100	36,239	96,000
P-ACCT 58000 CAPITAL OUTLAY					
58515	EQUIPMENT-COMMUNICATIONS				5,000
58550	STREET AND TRAFFIC LIGHTS				15,000
58615	EQUIPMENT				10,000
TOTAL P-ACCT 58000					30,000
TOTAL ORG	8002 FUNDING REQUIRED	372,215-	498,089-	184,786-	478,541-

DEPARTMENT NAME ELECTRICAL
 GENERAL FUND ORG
 NUMBER 8002

Position	Name	Current Base	Fiscal Year Base	TOTAL
PV FOREMAN	DEVELLIS, VINCENT	1,242.73	46,229.56	69,265.75
		1,246.58	18,698.70	
CHIEF WIRE INSP	POWER, JOHN	999.12	52,154.10	55,622.58
TRAFFIC SIGNAL RPMN	MEANEY, STEPHAN	935.18	48,816.40	51,374.91
ELECTRICAN	MOCHI, RICHARD	847.65	8,985.09	48,179.94
		863.04	35,902.46	
SIGNAL MAINTAINER	GOODE, JOSEPH	770.59	40,224.80	41,900.21
TEMP SIGNAL MAINTAINER	CALI, KRISTOFER	755.48	39,436.06	41,085.48
				307,428.87

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	60,815	71,628	27,311	74,869
51200 SALARIES & WAGES TEMPOR'Y				19,760
51300 OVERTIME	37	15,000	53	3,000
51410 LONGEVITY	340	420	170	500
51460 OUT OF GRADE				
51520 AUTO ALLOWANCE	238	440	109	440
51532 HOLIDAYS - S.M.E.A.	94			
51540 PERFECT ATTENDANCE	300		200	
51690 OTHER DIFFERENTIALS	819	1,411	356	1,408
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	240	240	120	240
TOTAL P-ACCT 51000	62,883	89,139	28,319	100,217
P-ACCT 52000 ORDINARY MAINTENANCE				
52460 REPAIRS OFFICE EQUIPMENT	556		233	1,000
53210 EMPLOYEE TRAINING COURSES				
54066 SUNDRY MAINT SUPPLIES		600		
54200 OFFICE SUPPLIES	237	400	195	400
54310 HARDWARE & SMALL TOOLS				600
54340 PAINT		75		75
57100 IN STATE TRAVEL				
57110 IN STATE CONFERENCES				
TOTAL P-ACCT 52000	793	1,075	428	2,075
TOTAL ORG 8003 FUNDING REQUIRED	63,676-	90,214-	28,747-	102,292-

DEPARTMENT NAME ENGINEERING
 GENERAL FUND ORG _____
 NUMBER 8003

40% NON ENTERPRISE

Position	Name	Current	Fiscal	TOTAL
		Base	Year	
DIR. OF ENG.	O'BRIEN,CHARLES E.	1,538.46	80,307.61	32,123.04
TEMP SR. CIVIL ENG.	MCCARTHY,CHARLES	1,213.21	63,329.56	27,006.51
TEMP JR. CIVIL ENG.	VACANT (WATERS)	834.02	43,535.84	18,328.14
				77,457.70

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	99,613	69,760	33,410	69,760
51130 WAGES	1,182,251	1,402,383	598,619	1,454,642
51350 OVERTIME - LABOR	284,185	250,000	161,498	235,000
51410 LONGEVITY				
51470 LONGEVITY-LABOR	13,125	12,925	5,900	17,100
51480 OUT OF GRADE-LABOR	3,491	5,000	1,255	5,000
51520 AUTO ALLOWANCE				
51532 HOLIDAYS - S.M.E.A.	4,328			
51540 PERFECT ATTENDANCE	3,800		5,100	
51690 OTHER DIFFERENTIALS	40,663	45,336	18,859	47,929
51691 OTHER LUMP SUM PAYMENTS				
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	9,450	10,850	10,150	11,550
TOTAL P-ACCT 51000	1,640,906	1,796,254	834,791	1,840,981
P-ACCT 52000 ORDINARY MAINTENANCE				
52067 FENCE INSTALLATION & MAIN	2,223	10,000	1,850	10,000
52450 REPAIRS-VEHICLES	52,016	50,000	23,302	50,000
52540 REPAIRS-HIGHWAYS	4,460	7,500	4,341	7,500
52600 REPAIRS-FIRE ALARM				
52620 REPAIRS-TOOLS & EQUIPMENT	2,314	3,000		3,000
52660 CARE OF TREES	32,291	38,000	24,205	47,000
52910 RUBBISH REMOVAL				
52940 SNOW REMOVAL				
53000 PROFESSIONL & TECHNCL SVC		5,000		71,000
53060 ADVERTISING			140	300
53145 TOWING	880	1,500	645	1,500

54201	OFFICE EQUIPMENT	283			
54240	BOOKS & BOOKBINDING				
54310	HARDWARE & SMALL TOOLS	2,283	2,500	970	5,000
54340	PAINT	4,962	10,000	17	10,000
54350	TOOLS	9,716	8,500	1,123	8,500
54370	GLASS	1,760	2,000	780	2,000
54600	GROUNDSKEEPING SUPPLIES				
54610	SAND, GRAVEL AND LOAM				
54820	TIRES AND TUBES	16,987	12,000	4,202	12,000
54850	MOTOR PARTS & ACCESSORIES	122,542	120,000	60,110	120,000
55540	SIGNS AND CONES				32,000
55600	BITUMINOUS SUPPLIES	14,564	50,000	30,896	65,000
55610	READY MIX CONCRETE	55,423	75,000	79,199	150,000
55620	MASONRY SUPPLIES				
55630	LUMBER & WOOD PRODUCTS	4,005	5,000	1,251	5,000
TOTAL P-ACCT 52000		326,709	400,000	233,031	599,800
P-ACCT 58000 CAPITAL OUTLAY					
58515	EQUIPMENT-COMMUNICATIONS				
58540	VEHICLES				
58545	STREET REPAIRS		50,000	50,000	
58615	EQUIPMENT	21,700			
TOTAL P-ACCT 58000		21,700	50,000	50,000	
TOTAL ORG	8005 FUNDING REQUIRED	1,989,315-	2,246,254-	1,117,822-	2,440,781-

Position	Name	Current Base	Fiscal Year Base	TOTAL
HIGHWAY SUPT.	MACEACHERN, STEVEN	1,336.40	69,760.08	69,760.08
HIGH'Y YARD FOREMAN	BARRY, THOMAS	1,193.35	62,292.87	66,095.43
MOTOREQUIPRPMNFOREMAN	BROWNE, MICHAEL	1,158.04	60,449.69	63,391.52
WASTE COLL INSP	MURPHY, BRIEN K	1,012.69	21,469.03	59,568.61
		1,111.96	34,470.76	
WASTE COLL INSP	O'CONNELL,JOHN	1,134.20	59,205.24	62,981.06
WASTE COLL INSP	ROCHE,CHARLES	1,111.96	58,044.31	61,156.88
WKFM1\SHMEO\TREE CLIMBER	WOOD, JAMES	839.60	43,827.12	46,871.23
WKFM1\SHMEO\CEMENTFINISHER\PWL	DIFRAIA,JAMES M	873.91	45,618.10	48,446.23
WKFM1\SHMEO\PWL	CORBIN, FRANK	823.91	29,990.32	45,997.97
		839.59	13,265.52	
WKFM1\SHMEO\PWL	VACANT (MURPHY)	804.94	42,017.87	43,752.36
WKFM1\SHMEO\PWL	STROSCIO,ANTHONY	823.91	29,990.32	45,872.97
		839.59	13,265.52	
WKFM MOTOR EQUIPMENT RPMN	LOPEZ, DANIEL	899.30	46,943.46	49,490.26
MOTOREQUIPRPMN	PANTANELLA, ANTHONY	859.30	44,855.46	46,683.46
MOTOREQUIPRPMN	THORNTON, RICHARD	859.30	44,855.46	47,333.46
SHMEO\TREE CLIMBER\PWL	BUNKER, DAVID	760.87	39,717.41	41,976.11
SHMEO\CEMENTFINISHER\PWL	CHIARAVALLOTTI, GINO	800.77	2,882.77	
		815.79	39,647.39	44,283.32
SHMEO\CEMENTFINISHER\PWL	JEFFRES, PHILLIP	815.79	42,584.24	44,837.40
SHMEO\TREE CLIMBER\PWL	SALTMAN, LEONARD JR	760.22	33,145.59	41,471.78
		775.42	6,668.61	
SHMEO\PWL+10%	ROSS, STEVEN	825.85	32,703.66	45,087.98
		842.37	10,613.86	
SHMEO\PWL+10%	ZAMBAKIS, THEOFANIS	810.22	31,760.62	44,240.25
		825.85	10,736.05	
SHMEO\PWL	BAILEY, SEAN	750.77	34,985.88	40,915.63
		765.79	4,288.42	
SHMEO\PWL	BRUNET, MATTHEW	736.56	1,178.50	40,808.78
		750.77	37,988.96	
SHMEO\PWL	DOHERTY, DAVID J	750.77	39,190.19	40,831.52
SHMEO\PWL	FUCILE, JASON	750.77	28,078.80	41,053.81
		765.79	11,333.69	
SHMEO\PWL	HALLORAN,EDWARD	765.79	39,974.24	42,616.40
SHMEO\PWL	HAMEL, JOSEPH	750.77	16,817.25	41,297.44
		765.79	22,820.54	
SHMEO\PWL	HARDY, DANIEL	750.77	39,190.19	40,831.52
SHMEO\PWL	VENEZIA, JEFFREY	750.77	600.62	41,629.38
		765.79	39,361.61	
SHMEO\PWL	VACANT (JEFFRES)	736.56	38,448.43	40,065.32
SHMEO\PWL	VACANT (WESTCOTT)	736.56	38,448.43	40,065.32
TEMP LABORER	CASSESSO, CHRIS	712.91	37,213.90	38,790.11
WATCHMAN	RIDDLE, MARGARET	712.27	37,180.49	39,805.60
WORKING FOREMAN	GALATIS, ALAN	857.04	44,737.49	48,011.53
TRAFFIC MTNCE MAN	HALLETT, EDWARD	800.45	41,783.49	44,960.35
				1,600,981.05

FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
EXPENDITURES		THRU 12/31	REQUEST

P-ACCT 51000 PERSONAL SERVICES

51300 OVERTIME

TOTAL P-ACCT 51000

P-ACCT 52000 ORDINARY MAINTENANCE

52940 SNOW REMOVAL

216,141

300,000

247,505

500,000

TOTAL P-ACCT 52000

216,141

300,000

247,505

500,000

P-ACCT 58000 CAPITAL OUTLAY

58540 VEHICLES

TOTAL P-ACCT 58000

TOTAL ORG 8004 FUNDING REQUIRED

216,141-

300,000-

247,505-

500,000-

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 52000 ORDINARY MAINTENANCE				
52450	REPAIRS-VEHICLES			
52910	RUBBISH REMOVAL	1,740,026	601,525	1,750,000
52911	RECYCLING	23,152	10,921	30,000
53000	PROFESSIONL & TECHNCL SVC	1,805,430	789,546	2,004,000
53420	POSTAGE			
54210	PRINTING & STATIONERY	9,862	1,375	
55864	UNIFORMS & FOUL WEATH GR			
TOTAL P-ACCT 52000		3,578,470	1,403,367	3,784,000
TOTAL ORG	8006 FUNDING REQUIRED	3,578,470-	1,403,367-	3,784,000-

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	408,979	437,851	190,060	387,122
51130 WAGES	919,683	1,037,368	443,080	1,059,224
51300 OVERTIME	76,534	85,000	43,795	85,000
51350 OVERTIME - LABOR	224,064	170,000	166,608	155,000
51410 LONGEVITY	6,350	6,350	3,175	6,725
51460 OUT OF GRADE		700		700
51470 LONGEVITY-LABOR	15,850	14,900	6,800	13,300
51480 OUT OF GRADE-LABOR	4,931	4,000	2,566	4,000
51530 HOLIDAYS				
51532 HOLIDAYS - S.M.E.A.	4,738			
51540 PERFECT ATTENDANCE	3,200		3,100	
51690 OTHER DIFFERENTIALS	41,201	45,374	17,343	45,378
51691 OTHER LUMP SUM PAYMENTS			350	
51920 SICK LEAVE BUYBACK				
51930 UNIFORM ALLOWANCE	10,500	10,500	9,800	11,200
TOTAL P-ACCT 51000	1,716,030	1,812,043	886,677	1,767,649
P-ACCT 52000 ORDINARY MAINTENANCE				
52059 HVAC MAINTENANCE	923,978	795,000	298,458	937,341
52060 OIL BURNER REP & MAINT				
52061 BOILER REP & MAINT				
52062 BOILERS-FUEL & WTR TRMT				
52064 SWEEP SCHOOL GROUNDS				
52065 PAVING	49,974	25,000	26,500	25,000
52067 FENCE INSTALLATION & MAIN	42,900	35,000	55,282	35,000
52068 INTERIOR BLDG MAINT	70,551	100,000	41,004	100,000

52069	EXTERIOR BLDG MAINT	16,150	50,000	3,710	50,000
52070	FIRE ALARM & EXT R&M	85,140	52,500	19,441	55,000
52071	PROGRAM TIME CLOCKS	16,223	38,375	915	38,375
52072	INTERCOM EQUIP R & M		2,000		2,000
52074	ELEVATORS R & M	72,514	53,900	12,925	50,000
52075	PLUMBING R & M	33,196	40,000	13,593	50,000
52078	ROOFING R & M	36,329	50,000	15,200	50,000
52079	FLOOR COVERING R & M		125,000		100,000
52110	ELECTRICITY	3,548,352	3,695,276	1,278,055	3,769,182
52120	NATURAL GAS	512,101	577,500	98,333	612,150
52130	OIL	381,378	400,000	71,796	700,000
52400	REPAIRS AND MAINTENANCE				
52410	REPAIRS-BUILDINGS	81,523	100,000	13,037	100,000
52620	REPAIRS-TOOLS & EQUIPMENT	7,015	10,000	1,274	10,000
52640	REPAIRS PARKS & PLAYGRNDS	32,572	40,000	7,304	50,000
52710	RENTALS-BUILDINGS	30,991	25,000	7,292	25,000
52740	RENTAL CONSTRCTION EQUIP.				
52760	RENTALS EQUIPMENT				
52920	EXTERMINATION	22,915	33,600	8,606	33,600
52930	SECURITY				
52935	ALARMS	60,676	55,000	22,275	60,000
52940	SNOW REMOVAL				
53000	PROFESSIONL & TECHNCL SVC	11,020		10,000	
53100	ENGINEER'G/ARCHITCT'L SVC				
53850	DEMOLITION SERVICES				
53851	MOVING SERVICES				15,000
53880	GROUNDS MAINTENANCE				
54066	SUNDRY MAINT SUPPLIES	170,641	250,000	109,294	250,000
54202	OFFICE FURNITURE				
54310	HARDWARE & SMALL TOOLS	4,147	5,000	2,690	7,500
54320	ELECTRICAL SUPPLIES	37,232	40,000	26,497	40,000
54330	PLUMBING SUPPLIES	3,240	5,000	666	7,500

54340	PAINT	16,103	25,000	7,195	25,000
54350	TOOLS				
54370	GLASS	12,673	20,000	2,814	20,000
54500	CUSTODIAL & HOUSEKPG SUPP	5,537	7,500	3,748	7,500
54600	GROUNDSKEEPING SUPPLIES	41,974	32,500	15,723	32,500
54610	SAND, GRAVEL AND LOAM				
54620	LOAM,SOD,FERTILIZER	21,135	15,000	12,297	25,000
54810	MOTOR GAS AND OIL				
54850	MOTOR PARTS & ACCESSORIES		5,000		5,000
54900	FOOD SUPPLIES & REFRESHMT	1,028	5,000		5,000
55540	SIGNS AND CONES				
55610	READY MIX CONCRETE				
55620	MASONRY SUPPLIES				
55630	LUMBER & WOOD PRODUCTS				
55810	FLOWERS & FLAGS	15,197	15,000	4,156	20,000
55860	UNIFORMS	15,380	10,000	8,836	15,000
57100	IN STATE TRAVEL				
57401	BUILDING INSURANCE				
57402	BOILER INSURANCE				
57805	CHRISTMAS LIGHTING		25,000		25,000
TOTAL P-ACCT 52000		6,379,785	6,763,151	2,198,916	7,352,648
P-ACCT 58000 CAPITAL OUTLAY					
58410	BUILDING IMPROVEMENTS				
58548	PAVING		73,000		
58615	EQUIPMENT		140,825		
TOTAL P-ACCT 58000			213,825		
TOTAL ORG	8007 FUNDING REQUIRED	8,095,815-	8,789,019-	3,085,593-	9,120,297-

Position	Name	Current Base	Fiscal Year Base	TOTAL
SUPT BLDG&GROUNDS	SANTANGELO, FRANK	1,336.40	69,760.08	69,760.08
PV SUPV CUSTODIAN	ALIANO, CHARLES	1,225.84	32,117.01	67,950.55
		1,229.69	31,971.94	
PV SR BLDG CUSTODIAN	KOSLOFSKY, ALAN	800.52	41,787.14	44,764.04
JR BLDG CUSTODIAN	CURLEY, PAUL	751.30	39,217.86	42,110.10
JR BLDG CUSTODIAN + 10%	GAUDET, ROLAND	826.42	43,139.12	45,410.57
JR BLDG CUSTODIAN + 10%	KEATING, DAVID	826.42	43,139.12	45,885.57
JR BLDG CUSTODIAN + 10%	SILVA, JAMES	826.42	43,139.12	45,760.57
JR BLDG CUSTODIAN + 10%	LOGRIPPO, PATRICIA	810.22	14,421.92	45,122.21
		826.42	28,428.85	
PV PUBLIC BLDG FOREMAN	RODERICK, JAMES	1,224.12	46,516.56	67,259.22
		1,227.97	17,437.17	
PUBLIC BLDG FOREMAN	QUINN,STEVEN	1,113.61	55,012.33	61,770.26
		1,158.04	3,242.51	
DPW FOREMAN B&G	PANTANELLA, MARTHA	924.16	48,241.15	51,030.71
WKFM/PLUMBER/PWL	MCKENZIE, STEWART	889.59	46,436.60	49,166.69
WKFM/CARPENTER/PWL	FULCO, FRANK	866.23	45,217.21	47,707.12
WKFM1\SHMEO\PWL	ARDOLINO, MARK	804.94	22,699.31	44,820.17
		823.91	19,773.84	
PLUMBER	HARDY, STEVE	863.04	45,050.69	47,135.12
PV ELECTRICIAN	MANLEY, BRIAN	863.04	45,050.69	47,385.12
PWMINTCRFTSMN/PWL	MEOLA, VINCENT	775.42	40,476.92	43,010.65
PAINTER PWL	LEVESQUE, RAYMOND	760.22	2,736.79	42,605.93
		775.42	37,685.41	
CARPENTER PWL	MARSHALL, THOMAS	791.33	15,984.87	43,651.33
		810.22	25,927.04	
CARPENTER PLASTERER	WALSH, JOHN	825.42	43,086.92	45,356.65
PWMINTMECH/PWL	CHAMBERS, JAMES	760.96	39,722.11	41,880.96
PWMINTMECH/PWL	NUGENT,JOHN	760.96	39,722.11	42,980.96
SHMEO/PWL	DEVITA, ANTHONY	737.17	19,461.29	41,010.78
		750.77	19,369.87	
HMEO/PWL	BRYAN,JOSEPH	746.47	38,965.73	41,449.66
HMEOPWL	CORBETT, STEPHEN	746.47	38,965.73	41,249.66
HMEO/PWL	FALAISE, JEAN CLAUDE	694.00	3,053.60	39,644.32
		731.84	34,981.95	
HMEO/PWL	KALTON, JOHN	746.47	38,965.73	41,099.66
HMEO/PWL	MCCOLLEM, RONALD	746.47	38,965.73	41,099.66
HMEO/PWL	PELLIGRINI, EDWARD	731.85	4,244.73	40,515.35
		746.48	34,636.67	
HMEO/PWL	VACANT (ARDOLINO)	694.00	36,226.80	37,770.48
HMEO/PWL	VACANT (CASEY)	694.00	36,226.80	37,770.48
PLUMBERS HELPER	MITRANO, STEPHEN	727.17	37,958.27	40,059.01
TEMP PUBLIC WORKS LABORER	PREVAL, JAQUES	712.27	37,180.49	38,755.60
				1,522,949.22

ORG 8011 DPW - SCHOOL CUSTODIANS

	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	2,289,259	2,241,762	959,370	2,263,147
51115 SALARIES - MONTHLY		15,000		15,000
51300 OVERTIME	90,254	130,000	54,833	90,000
51410 LONGEVITY	27,950	30,900	16,050	31,200
51520 AUTO ALLOWANCE				
51530 HOLIDAYS	24,180	655		2,113
51690 OTHER DIFFERENTIALS		1,040	925	1,040
51691 OTHER LUMP SUM PAYMENTS	20,500	22,500		26,000
TOTAL P-ACCT 51000	2,452,143	2,441,857	1,031,178	2,428,500
TOTAL ORG 8011 FUNDING REQUIRED	2,452,143-	2,441,857-	1,031,178-	2,428,500-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

SCHOOL CUSTODIANS
8011

Position	Name	Current Base	Fiscal Year Base	TOTAL
FACILITIES SUPERVISOR	BOWLER, MICHAEL	1,275.00	66,555.00	69,648.00
SR CUSTODIAN 2	COOPER, JOSEPH	922.14	48,135.71	49,885.71
SR CUSTODIAN 2	CREMINS, DAVID	816.05	42,597.81	44,597.81
SR CUSTODIAN 2	DALE, THOMAS	897.66	46,857.85	48,087.38
SR CUSTODIAN 2	MOORE, HARRY S.	897.66	46,857.85	47,957.85
SR CUSTODIAN 2	ROGERS, MICHAEL	897.66	46,857.85	48,137.38
SR CUSTODIAN 2	RYAN, JAMES	897.66	46,857.85	48,937.38
SR CUSTODIAN 2	SHEA, STEPHEN	897.66	46,857.85	48,332.85
SR CUSTODIAN 1	CAMPBELL, RUSSELL SR	871.85	45,510.57	47,410.57
SR CUSTODIAN 1	SHEA, VINCENT	871.85	45,510.57	47,434.94
JR BLDG CUSTODIAN	ANGIULO, ANTHONY JR.	818.25	42,712.65	44,351.30
JR BLDG CUSTODIAN	ANGIULO, ANTHONY SR.	743.86	38,829.49	40,379.49
JR BLDG CUSTODIAN	ARMSTRONG, GEORGE	840.56	43,877.23	44,877.23
JR BLDG CUSTODIAN	AULT, JOHN	818.24	42,712.13	43,937.13
JR BLDG CUSTODIAN	BEATON, JAMES	751.30	25,694.46	39,799.40
		755.83	13,604.94	
JR BLDG CUSTODIAN	BLAIKIE, PETER	818.25	42,712.65	43,462.65
JR BLDG CUSTODIAN	CAPASSO, MICHAEL	683.00	23,358.60	36,226.76
		687.12	12,368.16	
JR BLDG CUSTODIAN	CENTOFANTI, PASQUALE	751.30	26,295.50	39,795.78
		755.83	13,000.28	
JR BLDG CUSTODIAN	CLANCY, JOHN	743.86	38,829.49	41,048.26
JR BLDG CUSTODIAN	COLLETTE, CHRISTOPHER	751.30	30,803.30	39,768.60
		755.83	8,465.30	
JR BLDG CUSTODIAN	COLMAN, RONALD	743.86	38,829.49	40,078.26
JR BLDG CUSTODIAN	CONNELLY, JODY E.	743.86	38,829.49	39,929.49
JR BLDG CUSTODIAN	CONSOLO, JOSEPH	743.86	38,829.49	39,978.26
JR BLDG CUSTODIAN	FINIGAN, MICHAEL	818.25	42,712.65	43,712.65
JR BLDG CUSTODIAN	FICHTER, ADAM	683.00	23,358.60	36,226.76
		687.12	12,368.16	
JR BLDG CUSTODIAN	FITZGERALD, WILLIAM	743.86	38,829.49	39,829.49
JR BLDG CUSTODIAN	GRIFFIN, DAVID	743.86	38,829.49	41,099.49
JR BLDG CUSTODIAN	GUARINO, JASON	683.00	23,358.60	36,226.76
		687.12	12,368.16	
JR BLDG CUSTODIAN	GRASSO, NEAL	751.30	28,549.40	39,782.19
		755.83	10,732.79	
JR BLDG CUSTODIAN	HANSCOM, MARK	840.56	43,877.23	45,352.23
JR BLDG CUSTODIAN	HARDY, JOHN	818.24	42,712.13	43,875.78
JR BLDG CUSTODIAN	HODGDON, JAMES	743.86	38,829.49	39,329.49
JR BLDG CUSTODIAN	KENNEDY, JOHN	743.86	38,829.49	39,329.49
JR BLDG CUSTODIAN	LEARY, PAUL	743.86	38,829.49	40,579.49
JR BLDG CUSTODIAN	LEGEE-VOSS, ROBIN	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	LORENTI, ALEXANDER	743.86	38,829.49	39,329.49

JR BLDG CUSTODIAN	LUCREZIANO, ANTHONY	751.30	25,694.46	39,799.40
		755.83	13,604.94	
JR BLDG CUSTODIAN	MAHONEY, RICHARD	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	MCDAID, THOMAS	743.86	38,829.49	39,929.49
JR BLDG CUSTODIAN	MCDONALD, ROY	751.30	25,694.46	39,799.40
		755.83	13,604.94	
JR BLDG CUSTODIAN	MIELE, ANTHONY	751.30	26,445.76	39,945.13
		755.83	12,849.11	
JR BLDG CUSTODIAN	MITCHELL, MARK	818.24	42,712.13	43,975.78
JR BLDG CUSTODIAN	MOSHER, WILLIAM	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	NALLI, HENRY	818.24	42,712.13	43,812.13
JR BLDG CUSTODIAN	OWENS, JOSEPH	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	ROMANOFF, WILLIAM	751.30	25,694.46	39,799.40
		755.83	13,604.94	
JR BLDG CUSTODIAN	ROSE, THOMAS	743.86	38,829.49	40,728.26
JR BLDG CUSTODIAN	SHEA, JOHN	818.24	42,712.13	43,975.78
JR BLDG CUSTODIAN	SULLIVAN, WILLIAM	818.24	42,712.13	44,612.13
JR BLDG CUSTODIAN	VALENTE, COSMO	818.24	42,712.13	43,812.13
JR BLDG CUSTODIAN	WHITE, PAUL	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	WHITLOCK, JOSEPH JR.	818.24	42,712.13	43,712.13
JR BLDG CUSTODIAN	WILLEY, FRANCIS	840.56	43,877.23	45,627.23
TEMP EMG JR BLDG CUST	CASTLE, FREDRIC	751.30	39,217.86	39,217.86

2,326,042.71

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES	68,574	79,804	39,982	74,174
51200 SALARIES & WAGES TEMPOR'Y				
51300 OVERTIME	3,781	4,770	2,280	5,124
51410 LONGEVITY	1,250	1,250	625	1,325
51460 OUT OF GRADE				
51532 HOLIDAYS - S.M.E.A.	263			
51540 PERFECT ATTENDANCE				
51690 OTHER DIFFERENTIALS	2,268	2,470	1,047	2,444
51930 UNIFORM ALLOWANCE	350	350	350	350
TOTAL P-ACCT 51000	76,486	88,644	44,284	83,417
P-ACCT 52000 ORDINARY MAINTENANCE				
52450 REPAIRS-VEHICLES	295			
52620 REPAIRS-TOOLS & EQUIPMENT		1,000		1,000
52760 RENTALS EQUIPMENT				
53000 PROFESSIONL & TECHNCL SVC				
53200 TUITION	60	250	30	250
53405 PSTN-USAGE				
54200 OFFICE SUPPLIES	309			
54210 PRINTING & STATIONERY	880	800		800
54221 COMPUTER EQUIPMENT				
54310 HARDWARE & SMALL TOOLS	998	1,000		1,000
54860 REIMB OF LICENSES		90		90
55820 BADGES, EMBLEMS, TROPHIES				
55874 MAGAZINES & PUBLICATIONS				
57100 IN STATE TRAVEL	97	200	96	200

57110	IN STATE CONFERENCES	85	100	60	100
57200	OUT OF STATE TRAVEL				
57210	OUT OF STATE CONFERENCES				
57300	DUES AND MEMBERSHIPS	140	150	145	150
TOTAL P-ACCT 52000		2,864	3,590	331	3,590
P-ACCT 58000 CAPITAL OUTLAY					
58615	EQUIPMENT				
TOTAL P-ACCT 58000					
TOTAL ORG	4501 FUNDING REQUIRED	79,350-	92,234-	44,615-	87,007-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

WEIGHTS & MEASURES
4501

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
SEALER OF WEIGHTS & MEASURES	STEPHEN G. BURGESS	1,419.01	36,610.46	78,293.28
		1,422.86	37,563.50	

53140	POLICE DETAIL	64,197	50,000	34,844	85,000
53210	EMPLOYEE TRAINING COURSES				
53420	POSTAGE			106	28,000
53430	POSTAGE MACHINE RENTAL	885	25,000		
53900	SOFTWARE				
54042	RENTALS				
54066	SUNDRY MAINT SUPPLIES		100	1,040	500
54200	OFFICE SUPPLIES	2,345	3,000	994	2,000
54201	OFFICE EQUIPMENT				
54202	OFFICE FURNITURE		1,000	1,000	2,000
54210	PRINTING & STATIONERY	15,550	25,000	8,266	35,000
54220	COMPUTER SUPPLIES				
54221	COMPUTER EQUIPMENT				
54310	HARDWARE & SMALL TOOLS	1,981	3,000	4,936	3,000
54340	PAINT	1,499	1,500	1,485	1,500
54350	TOOLS				2,000
54610	SAND, GRAVEL AND LOAM	1,084	1,000		20,000
54810	MOTOR GAS AND OIL	7,426	5,000	4,857	20,000
54820	TIRES AND TUBES	1,415	1,500	185	1,500
54850	MOTOR PARTS & ACCESSORIES				
54860	REIMB OF LICENSES	130	400	280	400
55600	BITUMINOUS SUPPLIES				25,000
55610	READY MIX CONCRETE	18,896	26,000		25,000
56900	PAYMENTS TO COMMONWEALTH	21,446	22,000		26,000
57300	DUES AND MEMBERSHIPS	332	350		700
57820	CERT OF NOTES & BONDS				
TOTAL P-ACCT 52000		296,750	328,150	120,910	419,599
P-ACCT 58000	CAPITAL OUTLAY				
58410	BUILDING IMPROVEMENTS				
58540	VEHICLES	49,469			
58545	STREET REPAIRS				460,000

58615	EQUIPMENT	17,079	5,000		
58710	WATER METERS & PARTS	437,723	350,000	56,662	50,000
58720	HYDRANTS	24,905	25,000	24,963	50,000
58725	LEAK DETECTION PROGRAM		14,000		16,000
58730	PIPE FITTINGS	48,528	32,000	45,405	50,000
58735	WATER SERVICE REPLACEMENT	677,205	3,650,000	820,129	800,000
TOTAL P-ACCT 58000		1,254,909	4,076,000	947,159	1,426,000
P-ACCT 59000 DEBT SERVICE					
59100	PRINCIPAL ON LNG TRM DEBT	731,466	731,466	399,415	934,617
59110	PRINCIPAL ON MWRA BOND				
59150	INTEREST ON LTD	78,729	55,730	48,863	86,821
59240	INTEREST ON NOTES-BAN		135,000		315,500
TOTAL P-ACCT 59000		810,195	922,196	448,278	1,336,938
P-ACCT 60000 SPECIAL ITEMS					
69190	CAPITAL IMPROVEMENTS				350,000
69990	MASS WATER RESOURCE AUTH	5,179,472	5,335,699	2,708,192	5,934,618
TOTAL P-ACCT 60000		5,179,472	5,335,699	2,708,192	6,284,618
TOTAL ORG	8008 FUNDING REQUIRED	8,323,611-	11,756,536-	4,613,388-	10,635,343-

DEPARTMENT NAME WATER
 GENERAL FUND ORG NUMBER 8008

Position	Name	Current Base	Fiscal Year Base	TOTAL
WATER SUPERINTENDENT	ANTONELLI, CAROL	1,302.40	67,985.28	67,985.28
WATER/SEWER SYSTEMS ANALYST	ANGIULO, JEAN	1,051.73	54,900.31	54,900.31
DIRECTOR OF OPERATIONS	BELIZAIRE, PIERRE	856.94	44,732.27	44,732.27
PRINCIPAL CLERK 1	MELARAGNI, PAMELA	794.42	41,468.72	42,418.72
PRINCIPAL CLERK - PC II	PEFINE, DARLENE	765.79	26,496.33	0.00
		781.10	13,747.36	41,843.69
WATER METER READER	SYLVAIN, JUDE	712.91	37,213.90	39,354.37
TP WATER METER READER	NURSE, RICHARD	712.91	37,213.90	39,354.37
TP WATER METER READER	VACANT (SYLVAIN)	670.34	34,991.75	37,058.14
PV WATER FOREMAN	CORRICELLI, JOSEPH	1,246.97	59,355.77	
		1,250.82	5,753.77	95,055.94
WFSHMEO/WSCFTSMN	NOLAN, MARK	839.59	43,826.60	64,152.73
SHMEO/WSMM/PWL	QUINN, JOHN	760.22	8,514.46	
		775.42	31,792.22	58,865.16
SHMEO/CMT FINSHER/PWL	BARBIERE, JEFFREY	800.77	18,257.56	
		815.79	23,984.23	60,728.03
SHMEO/CMT FINSHER/PWL	VACANT (MCCOMISKEY)	786.56	41,058.43	59,032.33
SHMEO/PWL	ISCHIA, LOUIS	765.79	39,974.24	58,176.26
HMEO/PWL	CAMPOS, LUCAS	731.85	8,050.35	
		746.48	30,754.98	55,826.80
				819,484.38

P-ACCT 51000 PERSONAL SERVICES

51110	SALARIES	47,304	54,365	20,484	56,152
51117	SALARY CONTINGENCY		13,615		11,637
51130	WAGES	187,284	180,328	97,178	176,596
51300	OVERTIME	27	600	40	600
51350	OVERTIME - LABOR	17,805	30,000	5,922	30,000
51410	LONGEVITY	255	255	127	375
51470	LONGEVITY-LABOR	2,800	3,450	1,925	2,000
51480	OUT OF GRADE-LABOR	1,774	1,500	1,408	2,000
51500	FRINGE BENEFITS TO EMPLS.		94,289		77,266
51520	AUTO ALLOWANCE	178	330	82	330
51532	HOLIDAYS - S.M.E.A.	608	815		
51690	OTHER DIFFERENTIALS	6,867	7,005	2,858	6,945
51930	UNIFORM ALLOWANCE	1,394	1,580	1,840	1,580
TOTAL P-ACCT 51000		266,296	388,132	131,864	365,481

P-ACCT 52000 ORDINARY MAINTENANCE

52410	REPAIRS-BUILDINGS		100		
52450	REPAIRS-VEHICLES	8,203	10,000	6,674	15,000
52460	REPAIRS OFFICE EQUIPMENT		2,000		500
52470	MAINT CONTRACT-OFFC EQUIP				
52620	REPAIRS-TOOLS & EQUIPMENT	723	1,000		500
52910	RUBBISH REMOVAL	13,480	50,000	7,830	35,000
52917	DISPOSAL C BASIN SPOILS		125,000		50,000
53000	PROFESSIONL & TECHNCL SVC	98,968	50,000		85,000
53113	BANK CHARGES				2,000
53140	POLICE DETAIL	39,828	50,000	10,280	35,000
53900	SOFTWARE				
54200	OFFICE SUPPLIES	461	1,500		1,000

54210	PRINTING & STATIONERY				1,000
54310	HARDWARE & SMALL TOOLS	1,608	1,500	10,038	1,500
54330	PLUMBING SUPPLIES	3,999	4,000	1,228	3,000
54810	MOTOR GAS AND OIL	4,000	5,000	4,697	20,000
54860	REIMB OF LICENSES	60	390	50	390
55100	EDUCATIONAL SUPPLIES				
55310	PIPE FITTINGS	16,402	20,000	4,792	35,000
55600	BITUMINOUS SUPPLIES	515	25,000		25,000
55610	READY MIX CONCRETE	2,914	5,000		10,000
55620	MASONRY SUPPLIES	5,885	17,400	9,337	25,000
55625	FOUNDRY PRODUCTS	6,843	7,000	4,033	5,000
57100	IN STATE TRAVEL				
57300	DUES AND MEMBERSHIPS		100		100
TOTAL P-ACCT 52000		203,889	374,990	58,959	349,990
P-ACCT 58000 CAPITAL OUTLAY					
58001	CAPITAL PROJECTS	100,000	150,000		
58410	BUILDING IMPROVEMENTS		50,000	17,500	
58540	VEHICLES	54,938	54,938	54,938	54,938
58545	STREET REPAIRS			82,159	100,000
58715	SEWER CLEANING/REPAIRS	564,345	585,000	253,929	800,000
TOTAL P-ACCT 58000		719,283	839,938	408,526	954,938
P-ACCT 59000 DEBT SERVICE					
59100	PRINCIPAL ON LNG TRM DEBT	634,805	554,806	513,154	881,275
59150	INTEREST ON LTD	107,395	65,758	72,200	132,026
59240	INTEREST ON NOTES-BAN				
TOTAL P-ACCT 59000		742,200	620,564	585,354	1,013,301

P-ACCT 60000 SPECIAL ITEMS

69990	MASS WATER RESOURCE AUTH	10,830,035	11,450,879	5,901,490	12,037,009
TOTAL P-ACCT 60000		10,830,035	11,450,879	5,901,490	12,037,009
TOTAL ORG	8012 FUNDING REQUIRED	12,761,703-	13,674,503-	7,086,193-	14,720,719-

DEPARTMENT NAME	<u>SEWER</u>
GENERAL FUND ORG NUMBER	<u>8012</u>

Position	Name	Current Base	Fiscal Year Base	TOTAL
PUBLIC WORKS FOREMAN	SQUILLACIOTTI, DAVID	1,096.64	39,259.71	
		1,113.61	18,263.20	60,431.07
SHMEO/MM/PWL	HUSSEY, THERESA	778.78	40,652.32	43,207.39
SHMEO/CATCH BASIN CLEANER	CALLAHAN, CHERYL	760.22	37,706.91	
		775.42	2,016.09	41,895.79
SHMEO/CATCH BASIN CLEANER TP SHMEO/CATCH BASIN CLEANER	VACANT (SQUILLACIOTTI)	741.33	38,697.43	40,337.34
	VACANT (CALLAHAN)	741.33	38,697.43	40,337.34
				226,208.93

ORG8000: DEPARTMENT OF PUBLIC WORKS

BUDGET PROPOSAL

PROGRAM EXPENSE SUMMARY

	FY07 Actual	FY08 Budgeted	FY09 Executive Proposal
ADMINISTRATION			
PERSONAL SERVICES	\$ 706,493.00	\$ 658,719.00	\$ 584,159.00
ORDINARY MAINTENANCE	\$588,375	\$577,981	\$842,096
TOTAL APPROPRIATIONS TO PROGRAM	\$ 1,294,868.00	\$ 1,236,700.00	\$ 1,426,255.00
<i>FTE FROM APPROPRIATIONS</i>	9.00	9.00	10.00
ELECTRIC			
PERSONAL SERVICES	\$ 265,616.00	\$ 467,925.00	\$ 357,053.00
ORDINARY MAINTENANCE	\$106,640	\$135,020	\$96,570
TOTAL APPROPRIATIONS TO PROGRAM	\$ 372,256.00	\$ 602,945.00	\$ 453,623.00
<i>FTE FROM APPROPRIATIONS</i>	7.00	6.00	6.00
ENGINEERING			
PERSONAL SERVICES	\$ 135,383.00	\$ 88,509.00	\$ 86,055.00
ORDINARY MAINTENANCE	\$1,090	2,773	2,740
TOTAL APPROPRIATIONS TO PROGRAM	\$ 136,473.00	\$ 91,282.00	\$ 88,795.00
<i>FTE FROM APPROPRIATIONS</i>	3.00	3.00	3.00
HIGHWAY - CITY STREET MAINTENANCE (INCLUDING SNOW REMOVAL)			
PERSONAL SERVICES	\$ 1,424,064.00	\$ 1,297,872.00	\$ 1,502,638.00
ORDINARY MAINTENANCE	\$429,723	\$525,920	\$887,470
TOTAL APPROPRIATIONS TO PROGRAM	\$ 1,853,787.00	\$ 1,823,792.00	\$ 2,390,108.00
<i>FTE FROM APPROPRIATIONS</i>	27.50	28.00	30.00
HIGHWAY - FLEET MAINTENANCE			
PERSONAL SERVICES	\$ 265,560.00	\$ 235,606.00	\$ 260,864.00
ORDINARY MAINTENANCE	\$206,785	\$135,340	\$193,407
TOTAL APPROPRIATIONS TO PROGRAM	\$ 472,345.00	\$ 370,946.00	\$ 454,271.00
<i>FTE FROM APPROPRIATIONS</i>	3.50	5.00	5.00
SANITATION			
PERSONAL SERVICES	\$ -	\$ -	\$ -
ORDINARY MAINTENANCE	\$4,331,359	\$3,985,469	\$3,840,830
TOTAL APPROPRIATIONS TO PROGRAM	\$ 4,331,359.00	\$ 3,985,469.00	\$ 3,840,830.00
<i>FTE FROM APPROPRIATIONS</i>			
BUILDINGS & GROUNDS - CITY CUSTODIAL SERVICES			
PERSONAL SERVICES	\$ 387,620.00	\$ 570,885.00	\$ 523,016.00
ORDINARY MAINTENANCE	\$52,035	\$61,999	\$96,116
TOTAL APPROPRIATIONS TO PROGRAM	\$ 439,655.00	\$ 632,884.00	\$ 619,132.00
<i>FTE FROM APPROPRIATIONS</i>	7.33	8.33	8.00
BUILDINGS & GROUNDS - SCHOOL CUSTODIAL SERVICES			
PERSONAL SERVICES	\$ 2,406,320.00	\$ 2,422,626.00	\$ 2,603,589.00
ORDINARY MAINTENANCE	\$1,861,099	\$4,605,662	\$5,272,034
TOTAL APPROPRIATIONS TO PROGRAM	\$ 4,267,419.00	\$ 7,028,288.00	\$ 7,875,623.00
<i>FTE FROM APPROPRIATIONS</i>	55.00	55.00	54.00

BUILDINGS & GROUNDS - PARKS & MAINTENANCE

PERSONAL SERVICES	\$ 1,131,440.00	\$ 1,133,781.00	\$ 1,100,746.00
ORDINARY MAINTENANCE	\$4,542,854	\$2,144,896	\$1,949,518
TOTAL APPROPRIATIONS TO PROGRAM	\$ 5,674,294.00	\$ 3,278,677.00	\$ 3,050,264.00
<i>FTE FROM APPROPRIATIONS</i>	<i>24.34</i>	<i>23.34</i>	<i>23.34</i>

WEIGHTS & MEASURES

PERSONAL SERVICES	\$ 68,042.00	\$ 109,969.00	\$ 86,983.00
ORDINARY MAINTENANCE	\$4,514	\$3,459	\$4,227
TOTAL APPROPRIATIONS TO PROGRAM	\$ 72,556.00	\$ 113,428.00	\$ 91,210.00
<i>FTE FROM APPROPRIATIONS</i>	<i>1.00</i>	<i>1.00</i>	<i>1.00</i>

WATER

PERSONAL SERVICES	\$ -	\$ -	\$ -
ORDINARY MAINTENANCE	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS TO PROGRAM	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>			

SEWER

PERSONAL SERVICES	\$ -	\$ -	\$ -
ORDINARY MAINTENANCE	\$ -	\$ -	\$ -
TOTAL APPROPRIATIONS TO PROGRAM	\$ -	\$ -	\$ -
<i>FTE FROM APPROPRIATIONS</i>			

TOTAL APPROPRIATIONS TO DEPARTMENT	\$ 18,915,012.00	\$ 19,164,411.00	\$ 20,290,111.00
<i>TOTAL FTE FROM APPROPRIATIONS</i>	<i>137.67</i>	<i>138.67</i>	<i>140.34</i>

PROGRAM COST AND ACTIVITIES

PROGRAM: ELECTRIC

Description: Provide maintenance and repair services to the City's electrical and communication systems in order to support public safety services.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of active residential, industrial, and commercial parcels (Estimate based on SPCD data)	13,881	13,881	13,881
<u>Program Cost:</u>	\$372,256.00	\$602,945.00	\$453,623.00
<u>Cost per Output:</u>	\$26.81	\$43.43	\$32.67
<u>FTEs:</u>	7.00	6.00	6.00
<u>Outcome 1:</u> % of systems operational			
<u>Outcome 2:</u> % of customers satisfied with Lights and Lines services			

PROGRAM FY09 GOALS

1. Continue to upgrade the City's aging lights and lines. Employees will replace fire alarm cables and reduce the backlog of requested repairs.
2. Increase the amount of fire alarm box and electrical traffic boxes repairs throughout City.
3. Explore the possibility of installing safety lighting at high traffic cross walks.

PROGRAM FY08 GOAL REVIEW

1. Upgrade the City's aging lights and lines by replacing fire alarm cables, increase the rate of inspections, and reduce the backlog of requested repairs (Complete).
2. Work with consultants to install or move all fire alarm boxes and cables for the Somerville Avenue project (Complete).
3. Repair all electrical traffic boxes throughout City (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Maintain System Radios	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	150	150
<u>Description:</u> Maintain and repair City-wide radio communication systems.			
<u>Output:</u> # of radios repaired (FY07-FY09:Estimate)			
Provide an Emergency Generator System	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	18	18	18
<u>Description:</u> Provide alternate methods of electrical power systems during commercial power outages.			
<u>Output:</u> # of incidents (FY07: Actual; FY08/FY09: Estimate)			
Identify Emergency Utility Markouts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,000	4,000	5,000
<u>Description:</u> Respond to and identify the location of various underground utilities, for example, fire alarm conduits, cables, City underground telephone system, and power systems of various lighting to avoid excavation conflicts with others.			
<u>Output:</u> # of requests by DigSAFE (FY07-FY09: Estimate)			
Manage Electrical Projects and Review Plans	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	104	104	104
<u>Description:</u> Review other Agencies compliance with City Standards and Local Ordinances and ensure uniformity of Electrical and Communication Systems.			
<u>Output:</u> # of electrical projects managed (FY07-FY09: Estimate (Avg. 2 per week))			
Maintain Electrical Systems	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,180	2,180	2,180
<u>Description:</u> Issue permits. Maintain and troubleshoot existing systems, assist all agencies in developing new electrical systems, and ensure all City and State requirements are met.			
<u>Output:</u> # of electrical repairs completed (FY07-FY09: Estimate (Avg 40 per week))			

PROGRAM COST AND ACTIVITIES

Maintain Fire Alarm Systems

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
380	400	425

Description: *Maintain the Municipal Fire box system and the Private Fire Alarm Systems to ensure compliance with City and State Regulations.*

Output: *# of fire alarms repaired (FY07-FY09:Estimate)*

Maintain Street Lighting

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
1,400	1,400	1,425

Description: *Provide maintenance for the following: utility poles, decorative poles, park lighting, walkways, tunnels, and bridges.*

Output: *# of street lights repaired (FY07-FY09: Estimate)*

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

PROGRAM: ENGINEERING

Description: Plan, design, review, permit, and construct the infrastructure of Somerville in order to provide continuing services to customers and ensure a safe, livable, and attractive city. Such activities include streets and sidewalks, storm water, flood control, and wastewater collection systems.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of projects reviewed or managed (Actual for FY07 and projections for FY08 and FY09)	20	20	20
<u>Program Cost:</u>	\$136,473.00	\$91,282.00	\$88,795.00
<u>Cost per Output:</u>	\$6,823.65	\$4,564.10	\$4,439.75
<u>FTEs:</u>	3.00	3.00	3.00
<u>Outcome 1:</u> # of construction projects managed (Actual)	2	3	2
<u>Outcome 2:</u> # of private developments reviewed (Actual)	8	10	10

PROGRAM FY09 GOALS

1. Organize a street resurfacing program consisting of over forty streets.
2. Continue to assist in the coordination of the reconstruction of Somerville Avenue.
3. Assist in the planning for Magoun Square and the East Broadway reconstruction efforts.
4. Design Skilton Avenue reconstruction for SPCD Parks program.
5. Establish a pavement management program with the City's consulting engineer.
6. Assist in the hiring of a Junior Civil Engineer.
7. Continue with the review of various development projects throughout the City.

PROGRAM FY08 GOAL REVIEW

1. Coordinate the reconstruction of Somerville Avenue (Complete).
2. Complete the replacement of sewers and drains on Garrison Avenue (Complete).
3. Plan and coordinate the replacement of sewers and drains on Pearson Avenue and the installation of a storm drain and sewer separation on Josephine Avenue (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Create Engineering and Technical Graphics	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5	4	4

Description: Provide miscellaneous drafting and graphic displays to Departments.

Output: # of drafting and engineering graphic tasks completed (FY07: Actual; FY08/FY09: Estimate)

Provide Project Design and Management	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	20	13	15

Description: Provide Engineering Division management and leadership. Provide design review for public and private projects for compliance with city standards, ordinances, and good engineering design.

Output: # of designs reviewed (FY07: Actual; FY08/FY09: Estimate)

Issue Street Opening Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,100	1,193	1,200

Description: Provide Permits in accordance with City Ordinances to excavate the Public Way to contractors, utility companies, and property owners.

Output: # of street opening permits issued (FY07: Actual; FY08/FY09: Estimate)

Inspect Street Openings, Sewer Connections and Construction Sites	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	550	550

Description: Provide inspection excavation repair to ensure public safety, acceptability of temporary repair, and completeness of final restoration of public infrastructure.

Output: # of inspected street openings (FY07: Actual; FY08/FY09: Estimate)

PROGRAM COST AND ACTIVITIES

Conduct Research	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	115	115	115
<i><u>Description:</u> Provide assistance to property owners, designers, surveyors, and engineers seeking accurate and complete record information.</i>			
<i><u>Output:</u> # of requests for survey, line, and other records (FY07: Actual; FY08/FY09: Estimate)</i>			
Provide Private Utility Invoices and Billings	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4	4	4
<i><u>Description:</u> Provide invoices for permits to utility companies on a monthly basis and ensure permit revenues are collected for the City.</i>			
<i><u>Output:</u> # of monthly private utility company invoices issued (FY07: Actual; FY08/FY09: Estimate)</i>			
Provide Customer Service Information	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,500	1,500	1,500
<i><u>Description:</u> Provide engineering information to engineers, architects, surveyors, contractors, the general public, including homeowners, and other city departments through emails, phone calls, and walk-ins.</i>			
<i><u>Output:</u> # of information requests (FY07-FY09: Estimate)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: HIGHWAY - CITY STREET MAINTENANCE (INCLUDING SNOW REMOVAL)

Description: Provide street, sign and sidewalk maintenance services to ensure clean, safe and satisfactory conditions.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of street miles maintained (Actual)	101	101	101
<u>Program Cost:</u>	\$1,853,787.00	\$1,823,792.00	\$2,390,108.00
<u>Cost per Output:</u>	\$20,597.63	\$20,264.35	\$26,556.75
<u>FTEs:</u>	27.50	28.00	30.00
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with street cleaning (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with snow removal (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Continue to target aspects of the city's infrastructure that directly affect safety and cleanliness.
2. Install 100 new barrels and 50 benches.
3. Plant 120 new trees.
4. Continue to expand the sidewalk-sweeping program in neighborhoods and public areas.
5. Certify all members of the tree crew in High Voltage training.
6. Review the possibility of implementing a signage maintenance program for all traffic signage and parking restriction signs.

PROGRAM FY08 GOAL REVIEW

1. Continue to target aspects of the city's infrastructure that directly affect safety and cleanliness (Complete).
2. Install 100 new benches and 60 new barrels (Complete).
3. Plant 100 new trees (Complete).
4. Institute a sidewalk-sweeping program in neighborhoods and public areas (Complete).
5. Continue to "reset" sidewalk bricks in Davis Square to eliminate trip hazards (Ongoing).
6. Implement use of graffiti removal machine allowing the DPW to remove graffiti more efficiently and with less damage to the vandalized surface (Complete).
7. Continue the permanent tree trimming schedule (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Snow Services	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	7,000	7,000	7,000
<u>Description:</u> Provide plowing, sanding, and removal of snow to ensure safe passage for public safety, pedestrians, and emergency vehicles. Put out sand barrels for public use.			
<u>Output:</u> # of tons of salt used (FY07-FY09: Estimate)			
Repair Sidewalks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,500	3,000	3,500
<u>Description:</u> Respond to resident requests to repair uplifted and damaged sidewalk panels Repair excavations made by the Water department to restore sidewalk/streets to original condition.			
<u>Output:</u> Yards of concrete used (FY07-FY09: Estimate)			
Repair Potholes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	800	750
<u>Description:</u> Repair potholes in a timely manner.			
<u>Output:</u> # of potholes repaired (FY07-FY09: Estimate)			

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

Remove Graffiti	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	500	600	700
<i>Description: Respond to residents, Aldermen and businesses requesting removal of graffiti.</i>			
<i>Output: # of incidences (FY07-FY09: Estimate based on service requests)</i>			
Sweep Streets	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	101	101	101
<i>Description: Provide street sweeping services to remove debris from streets and catch basin openings.</i>			
<i>Output: Miles of public streets swept (FY07: Actual; FY08/FY09: Actual)</i>			
Empty Public Trash Barrels	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	200	300	360
<i>Description: Maintain the daily schedule for Citywide trash receptacle pickup in squares and along streets.</i>			
<i>Output: # of barrels emptied daily (FY07: Actual; FY08/FY09: Actual)</i>			
Provide Curb Cuts	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	40	40	40
<i>Description: Remove curbing for residents to allow off-street parking in a timely and professional manner.</i>			
<i>Output: # of curbs cut (FY07-FY09: Estimate based on records)</i>			
Maintain Trees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,100	2,500	2,600
<i>Description: Respond to resident requests for trimming, removal, and general maintenance of public shade trees.</i>			
<i>Output: # of trees trimmed & stumps removed (FY07-FY09: Estimate based on records)</i>			
Pick-Up Christmas Trees	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	11,000	11,000	11,000
<i>Description: Pick-up Christmas trees, as requested by residents, to keep sidewalks and roadways clear and safe.</i>			
<i>Output: # of trees picked up (FY07-FY09: Estimate)</i>			
Pick-up Dead Animals	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	150	200	200
<i>Description: Respond immediately to requests to remove dead animals.</i>			
<i>Output: # of dead animals picked up (FY07-FY09: Estimate)</i>			
Sign/Sign Pole Repair	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	23,000	25,000	25,000
<i>Description: Ensure the City's street and traffic signs are in satisfactory condition.</i>			
<i>Output: # of signs repaired/replaced (FY07-FY09: Estimate)</i>			
Sign Installation	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,800	7,000	7,000
<i>Description: Install new signs and poles in a timely manner.</i>			
<i>Output: # of new signs and poles installed. (FY07-FY09: Estimate)</i>			

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

PROGRAM: HIGHWAY - FLEET MAINTENANCE

Description: Repair and maintain DPW and School owned vehicles and equipment in order to keep the fleet in a safe and operable condition.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of vehicle repairs (Actual for FY07 and projections for FY08 and FY09)	651	687	750
<u>Program Cost:</u>	\$472,345.00	\$370,946.00	\$454,271.00
<u>Cost per Output:</u>	\$725.56	\$539.95	\$605.69
<u>FTEs:</u>	3.50	5.00	5.00
<u>Outcome 1:</u> % of vehicles in working condition	100%	95%	90%
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Develop and maintain a long-term vehicle replacement schedule.
2. Implement preventive maintenance schedule to maintain fleet in a safe and working condition.

PROGRAM FY08 GOAL REVIEW

PROGRAM ACTIVITIES AND OUTPUTS

Commission Administration	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	350	350	350
<i>Description: Communicate with commissioners via e-mail and phone, participating in meetings, summarizing meeting notes, and coordinating staff development activities.</i>			
<i>Output: # of participant hours (FY07-FY09: Estimate)</i>			
Provide Preventive Maintenance and Repairs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	250	250	254
<i>Description: Provide scheduled service for City vehicles. Maintain a safe, clean, and operational fleet.</i>			
<i>Output: # of preventive maintenance servicings (FY07: Actual; FY08/FY09: Estimate)</i>			
Provide Reactive Maintenance and Repairs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	501	500	600
<i>Description: Respond to driver complaints on an as needed basis.</i>			
<i>Output: # of reactive repairs (FY07: Actual; FY08/FY09: Estimate)</i>			
Provide After Hours/Emergency Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	225	225	250
<i>Description: Provide after hour services to respond to and answer calls from the public, Fire, and Police. Provide emergency vehicle repairs.</i>			
<i>Output: # of emergency responses (FY07: Actual; FY08/FY09: Estimate)</i>			
Purchase Equipment for Fleet	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	26	5	40
<i>Description: Ensure fleet has proper, best, and safest equipment.</i>			
<i>Output: # of new equipment purchases for the fleet (FY07: Actual; FY08/FY09: Estimate)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: SANITATION

Description: Provide disposal, recycling, and hazardous waste services to the residents and businesses of the City and the general public so that they may enjoy a cleaner and safer environment in the City of Somerville.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of households and commercial units served (Estimate based on SPCD data)	33,000	33,000	33,000
<u>Program Cost:</u>	\$4,331,359.00	\$3,985,469.00	\$3,840,830.00
<u>Cost per Output:</u>	\$131.25	\$120.77	\$116.38
<u>FTEs:</u>	0.00	0.00	0.00
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with garbage collection (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with yard waste pick-up (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Complete pilot test of single stream recycling and begin to move toward single stream recycling citywide after January 1st.
2. Increase recycling tonnage and participation.
3. Investigate the feasibility of in-house white good collections and disposal.

PROGRAM FY08 GOAL REVIEW

1. Increase recycling tonnage (Complete).
2. Increase recycling participation (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Trash Collection	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,463	1,755	1,500
<u>Description:</u> Supervise contractor. Pick-up any remaining trash from curbside, not picked up by the contractor, based on follow-up and complaint calls. Respond to illegal disposals.			
<u>Output:</u> # of follow-ups responded to (FY07: Actual missed trash and recycling complaints; FY08/FY09: Estimate)			
Collect White Goods	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,357	1,600	2,000
<u>Description:</u> Provide stickers for white goods and schedule pick-up. Collect and separate white goods from waste stream.			
<u>Output:</u> # of white good stickers sold (FY07: Actual; FY08/FY09: Estimate)			
Collect and Separate Items Containing CFCs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	5,000	5,000	5,000
<u>Description:</u> Collect and separate products containing CFCs from the waste stream.			
<u>Output:</u> # of items collected (FY07-FY09: Estimate)			
Respond to Emergencies	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	100	100	100
<u>Description:</u> Respond to public roadways, City buildings, and residential hazardous waste emergencies within 24 hours of notification.			
<u>Output:</u> # of emergencies responded to (FY07-FY09: Estimate)			
Collect and Separate CRTs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	6,439	6,000	6,700
<u>Description:</u> Collect and separate products such as televisions and computer monitors that contain cathode ray tubes.			
<u>Output:</u> # of TVs/monitors collected (FY07: Actual; FY08/FY09: Estimate)			

PROGRAM COST AND ACTIVITIES

PROGRAM: BUILDINGS & GROUNDS - CITY CUSTODIAL SERVICES

Description: Provide maintenance and cleaning services to City owned buildings and surrounding property.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of buildings maintained (Actual for FY07 and projections for FY08 and FY09)	22	22	22
<u>Program Cost:</u>	\$439,655.00	\$632,884.00	\$619,132.00
<u>Cost per Output:</u>	\$19,984.31	\$28,767.45	\$28,142.36
<u>FTEs:</u>	7.33	8.33	8.00
<u>Outcome 1:</u> % of employees who are satisfied with DPW's role in keeping the building I work in clean (Somerville staff survey)	59%	62%	
<u>Outcome 2:</u> % of employees who are satisfied with DPW's role in keeping the building I work in well maintained (Somerville Staff survey)	53%	54%	

PROGRAM FY09 GOALS

1. Continue to complete important upgrades and repairs to the City's municipal and school buildings.
2. Renovate and implement new Police substation in East Somerville.
3. Renovate old Engine 3 living quarters and move fire fighters back into the space.
4. Complete renovations on Central Library.
5. Install new handicap lift at the Traffic and Parking building.

PROGRAM FY08 GOAL REVIEW

1. Maintain same level of satisfaction of public with cleanliness of city buildings as last year (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Clean City Buildings and Yards	22	22	22
<u>Description:</u> Provide custodial services to City buildings and surrounding property.			
<u>Output:</u> # of city buildings and grounds maintained (FY07: Actual; FY08/FY09: Estimate)			

PROGRAM COST AND ACTIVITIES

PROGRAM: BUILDINGS & GROUNDS - SCHOOL CUSTODIAL SERVICES

Description: Provide maintenance and cleaning services to school buildings and surrounding property.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of schools maintained (Actual for FY07 and projections for FY08 and FY09)	10	11	11
<u>Program Cost:</u>	\$4,267,419.00	\$7,028,288.00	\$7,875,623.00
<u>Cost per Output:</u>	\$426,741.90	\$638,935.27	\$715,965.72
<u>FTEs:</u>	55.00	55.00	54.00
<u>Outcome 1:</u> # of complaints received from parents regarding school conditions.			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Maintain same level of satisfaction of public with cleanliness of schools as last year.

PROGRAM FY08 GOAL REVIEW

1. Maintain same level of satisfaction of public with cleanliness of schools as last year.

PROGRAM ACTIVITIES AND OUTPUTS

School Custodial Services	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	11	11
<u>Description:</u> Clean and maintain school buildings and surrounding yards.			
<u>Output:</u> # of schools cleaned and maintained (FY07: Actual; FY08/FY09: Estimate)			

PROGRAM COST AND ACTIVITIES

PROGRAM: BUILDINGS AND GROUNDS- PARKS AND MAINTENANCE

Description: Provide ongoing maintenance and custodial services for City and school owned buildings and grounds to ensure that City employees and Somerville residents have access to clean and safe public buildings and grounds.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of buildings, parks and open spaces maintained (Actual for FY07 and projections for FY08 and FY09)	126	126	128
<u>Program Cost:</u>	\$5,674,294.00	\$3,278,677.00	\$3,050,264.00
<u>Cost per Output:</u>	\$45,034.07	\$26,021.24	\$23,830.18
<u>FTEs:</u>	24.34	23.34	23.34
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the appearance and maintenance of parks (Resident satisfaction survey)			
<u>Outcome 2:</u> % of residents surveyed expressing an opinion who are satisfied with the overall appearance of Somerville (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Continue to clean parks, playgrounds and tot lots on a regular basis using the newly purchased sidewalk sweepers.

PROGRAM FY08 GOAL REVIEW

1. Pave the Brown School schoolyard and surrounding walkways (Complete).
2. Clean parks, playgrounds and tot lots using the newly purchased sidewalk sweepers (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Complete Emergency Repairs	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	1,000	1,000
<u>Description:</u> Be available 24 hours a day to provide for the maintenance, security, and safety of City buildings, schools, and grounds.			
<u>Output:</u> # of emergency repairs completed (FY07-FY09: Estimate)			
Manage ESCO	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	27	19	19
<u>Description:</u> Track and analyze energy use at City facilities and manage the City's Energy Services contract to reduce energy consumption and produce long-term energy efficiency gains.			
<u>Output:</u> # of facilities assessed (FY07) and completed (FY08). (FY07-FY09: Estimate based on count.)			
Provide Snow Plowing, Sanding and Shoveling Services	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	85	86	90
<u>Description:</u> Plow, sand, and shovel all schools, municipal buildings, municipal lots, and parks.			
<u>Output:</u> # of locations plowed, sanded, or shoveled (FY07: Actual; FY08/FY09: Estimate)			
Maintain Small Motor Equipment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	400	400	420
<u>Description:</u> Maintain and repair DPW small motor and school equipment.			
<u>Output:</u> # of motor repairs completed (FY07-FY09: Estimate)			
Empty Public Trash Barrels	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	275	285	295
<u>Description:</u> Empty trash barrels three days per week at parks.			
<u>Output:</u> # of barrels picked up (FY07: Actual; FY08/FY09: Estimate)			

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

Supervise and Maintain Vendors under City Contract	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	54	50	50

Description: Supervise outside Contractors for HVAC, fire safety, fire alarm, asbestos, security systems, pest control, elevator repairs, oil deliveries and chemical treatments for all municipal buildings.

Output: # of vendor contracts managed (FY07: Actual; FY08/FY09: Estimate)

Maintain Open Spaces and Lighting	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	126	126	128

Description: Maintain and repair the City's ball fields, playgrounds, parks, and Adopt-a-Spots, along with associated lighting.

Output: # of open spaces (FY07: Actual; FY08/FY09: Estimate)

Maintain Flag Poles and Banners	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	1,000	1,000

Description: Install, maintain, and repair flag poles and banners in the City.

Output: # of emergency repairs (FY07: Actual; FY08/FY09: Estimate)

Move Furniture	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	200	200	100

Description: Respond to various work requests for moving furniture.

Output: # of moves (FY07-FY09: Estimate)

PROGRAM COST AND ACTIVITIES

PROGRAM: WEIGHTS AND MEASURES

Description: Inspect weights and measures to ensure that equity and fairness prevail in the marketplace and the interests of buyers and sellers of commodities are protected.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of items inspected or tested (Estimate based on records)	805	1,129	1,129
<u>Program Cost:</u>	\$72,556.00	\$113,428.00	\$91,210.00
<u>Cost per Output:</u>	\$90.13	\$100.46	\$80.78
<u>FTEs:</u>	1.00	1.00	1.00
<u>Outcome 1:</u> Impact on consumer savings		\$904,507	
<u>Outcome 2:</u> Impact on merchant savings		\$3,492,080	

PROGRAM FY09 GOALS

1. Continue to educate the merchants and consumers of Somerville about Weights and Measures and to promulgate all Weights and Measures laws and regulations in order to maintain equity and fairness in the marketplace.
2. Incorporate scanner inspections as part of field work.
3. Continue to distribute an informational booklet for consumers explaining the duties of Weights and Measures and consumer rights.

PROGRAM FY08 GOAL REVIEW

1. Continue to educate the merchants and consumers of Somerville about Weights and Measures and to promulgate all Weights and Measures laws and regulations in order to maintain equity and fairness in the marketplace (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Test and Seal Devices	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	805	1,012	1,012
<u>Description:</u> Physically test and physically seal the device to ensure accuracy and correctness.			
<u>Output:</u> # of units inspected/tested (FY07-FY09: Estimate based on records)			
Maintain and Repair Equipment	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	140	144	144
<u>Description:</u> Maintain weights and measures calibration traceable to national standards.			
<u>Output:</u> # of equipment items maintained (FY07: Actual; FY08/FY09: Estimate)			
Provide Administration and Reporting	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	876	876	876
<u>Description:</u> Provide administrative services, maintain a log of department activities, complete required training, and file required reports in an accurate and timely manner.			
<u>Output:</u> # hours per year spent on administrative tasks (FY07-FY09: Estimate based on daily average)			
Conduct Inspections	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	94	117	117
<u>Description:</u> Ensure that licenses, labels, and items are accurate and correct.			
<u>Output:</u> # of inspections (FY07-FY09: Estimate based on records)			

PROGRAM COST AND ACTIVITIES

PROGRAM: WATER

Description: Maintain and improve the city water distribution system to ensure quality and dependability of system.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
Key Output: # of calls and emergencies responded to (Actual for FY07 and projections for FY08 and FY09)	150	103	100
Program Cost:			
Cost per Output:			
FTEs:			
Outcome 1: % of residents surveyed expressing an opinion who are satisfied with the customer service they have received from the Water/ Sewer Department (Resident satisfaction survey)			
Outcome 2: % of residents surveyed expressing an opinion who are satisfied with the customer service they have received from DPW (Resident satisfaction survey)			

PROGRAM FY09 GOALS

1. Establish a water commission for disputes whose issues cannot be resolved within the established process.
2. Replace 182 lead service lines per DEP mandate.
3. Repair as many broken gate valves identified by the 08 surveys as funding allows.
4. Continue to change water meters and obtain actual reads until the citywide metering is in place.
5. Work with ISD, Fire Department, Sewer and Highway to ensure that all water from hydrants is metered by the Water Department and billed back to the user if applicable.

PROGRAM FY08 GOAL REVIEW

1. Replace 200 lead service lines per DEP mandate (Complete).
2. Prioritize and institute a regular schedule for gate valve repairs, which will reduce the number of man-hours required to perform emergency shutdowns (Complete).
3. Continue to change water meters and install cell tower reading devices (MTU) as funding allows (Complete).
4. Perform leak detection annually, as opposed to the state mandate of every other year (Complete).
5. Establish a water commission for disputes whose issues cannot be resolved within the established process (Ongoing).

PROGRAM ACTIVITIES AND OUTPUTS

Read Meters	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	12,600	13,400	13,400
Description: Read ARB and ProRead meters to collect information used to calculate consumption so customers are billed based on actual usage.			
Output: # of meters read (FY07-FY09: Estimate)			
Maintain Water Quality and Pressure	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	2,000	2,000	2,000
Description: Investigate odor, color, and taste complaints. Investigate no/low water calls. Inspect lines for leaks. Develop alternative plans for provision in case of emergency. Comply with EPA guidelines.			
Output: # of calls responded to (FY07-FY09: Estimate)			
Maintain Gate Valves	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	80	55	100
Description: Exercise gate valves so they will function properly when needed to open or close a section of pipe.			
Output: # of gate valves repaired (FY07-FY09: Estimate)			

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

Maintain Hydrants	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	25	25
<i>Description: Provide maintenance and repair services to the City's hydrants.</i>			
<i>Output: # of hydrants repaired (FY07: Actual; FY08/FY09: Estimate)</i>			
Maintain Meters	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,592	746	0
<i>Description: Replace ARB and Pro Read meters with the R900 model to collect information used to calculate consumption so customers are billed based on actual usage.</i>			
<i>Output: # of repairs (FY07: Actual; FY08/FY09: Estimate)</i>			
Track and Issue Water Permits	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	50	50	50
<i>Description: Monitor and control interactions with water service systems by requiring permits.</i>			
<i>Output: # of permits issued (FY07: Actual; FY08/FY09: Estimate)</i>			
Replace and Repair Water Mains	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	4,100	4,200	4,200
<i>Description: Replace older water mains to increase water quality and flow.</i>			
<i>Output: # linear feet of water mains replaced (FY07-FY09: Estimate based on records)</i>			
Survey Gate Valves	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
		70	30
<i>Description: Survey all gate valves.</i>			
<i>Output: % of total gate valves surveyed (FY07: Actual; FY08/FY09: Estimate)</i>			
Repair Water Leaks	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
		28	25
<i>Description: Repair leaks to water mains as they occur.</i>			
<i>Output: # of water main leaks repaired (FY07: Actual; FY08/FY09: Estimate)</i>			
Water Service Upgrades - Lead Service Replacements	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
		220	182
<i>Description: Replace lead service lines.</i>			
<i>Output: # of lead service lines replaced (FY07-FY09: Estimate)</i>			
Water Service Upgrades - Upgraded Residential Water Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
		165	150
<i>Description: Upgrade residential water service.</i>			
<i>Output: # of upgrades (FY07-FY09: Estimate)</i>			

PROGRAM COST AND ACTIVITIES

PROGRAM: SEWER

Description: Replace, repair and maintain the City's sewer system to promote public health and a clean environment.

PROGRAM COST CENTER SUMMARY

	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
<u>Key Output:</u> # of sewer mains cleared (Actual based on records for FY07 and projections for FY08 and FY09)	350	500	500
<u>Program Cost:</u>			
<u>Cost per Output:</u>			
<u>FTEs:</u>			
<u>Outcome 1:</u> % of residents surveyed expressing an opinion who are satisfied with the customer service they have received from the Water/ Sewer Department (Resident satisfaction survey)			
<u>Outcome 2:</u>			

PROGRAM FY09 GOALS

1. Continue to assist homeowners to determine if sewer problems are the responsibility of the city or if the homeowner needs to contact a plumber/drain layer.
2. Implement a grease remediation program with the MWRA Toxic Control Program to eliminate unnecessary grease discharge into the system.
3. Identify continuous trouble spots for backups and place on a monthly checklist to avoid reoccurring blockages to residents.
4. Include the Sacramento underpass as part of the pumping station maintenance program with the firm Weston and Sampson to avoid unnecessary flooding.

PROGRAM FY08 GOAL REVIEW

1. Assist homeowners to determine if sewer problems are the responsibility of the city or if the homeowner needs to contact a plumber/drain layer (Complete).
2. Purchase snaking equipment to assist homeowners in clearing their drains (Complete).
3. Schedule monthly cleaning of catch basins in all of the city squares and bait for rodents and odors (Complete).
4. Schedule spring and fall cleaning for the City's pump station on Medford Street using the City's vactor truck to avoid flooding under the Medford Street overpass (Complete).

PROGRAM ACTIVITIES AND OUTPUTS

Provide Sewer Customer Service	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,100	1,100	1,100
<u>Description:</u> Respond to calls from customers about sewer services in a timely manner.			
<u>Output:</u> # of inquiries responded to (FY07-FY09: Estimate)			
Provide Markouts for DigSafe	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,000	1,000	1,000
<u>Description:</u> Provide mark-outs of City sewer and water mains prior to excavations in the public way, protect the City's infrastructure, and comply with state law.			
<u>Output:</u> # markouts made (FY07-FY09: Estimate based on records)			
Maintain and Repair Manholes	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	10	12	12
<u>Description:</u> Provide maintenance and repair of the sewer system manholes.			
<u>Output:</u> # of manholes repaired (FY07: Actual; FY08/FY09: Estimate)			
Maintain Sewer Catch Basins	FY07 (Act.):	FY08 (Proj.):	FY09 (Proj.):
	1,840	2,600	2,600
<u>Description:</u> Reduce street and sidewalk flooding by clearing catch basins. Bait for mosquito control. Comply with United States EPA requirements.			
<u>Output:</u> # basins cleaned and maintained (FY07-FY09: Estimate based on records)			

ORG 8000: DEPARTMENT OF PUBLIC WORKS

PROGRAM COST AND ACTIVITIES

Repair Sewer Catch Basins

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	55	55

Description: Repairs made to sewer catch basins as needed.

Output: # of basins repaired (FY07-FY09: Estimate)

Repair Sewer Pipes

<i>FY07 (Act.):</i>	<i>FY08 (Proj.):</i>	<i>FY09 (Proj.):</i>
	36	36

Description: Repairs made to broken sewer pipes.

Output: # of sewer pipes repaired (FY07-FY09: Estimate)

ORG 9001 HEALTH & LIFE INS

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51740 LIFE INSURANCE	96,444	105,000	41,626	105,000
51750 HEALTH INSURANCE	26,673,788	24,188,601	13,851,240	24,734,465
51760 MEDICARE INSURANCE	917,638	690,000	494,210	690,000
51765 SOCIAL SECURITY TAX	5,527	20,000	2,394	20,000
TOTAL P-ACCT 51000	27,693,397	25,003,601	14,389,470	25,549,465
P-ACCT 52000 ORDINARY MAINTENANCE				
53000 PROFESSIONL & TECHNCL SVC	42,690	80,000	23,755	80,000
TOTAL P-ACCT 52000	42,690	80,000	23,755	80,000
TOTAL ORG 9001 FUNDING REQUIRED	27,736,087-	25,083,601-	14,413,225-	25,629,465-

ORG	9101	WORKER'S COMPENSATION	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
			EXPENDITURES		THRU 12/31	REQUEST
P-ACCT	51000	PERSONAL SERVICES				
	51110	SALARIES	52,647	52,719	25,248	52,719
	51200	SALARIES & WAGES TEMPOR'Y				
	51710	WORKER'S COMPENSATION	437,833	450,000	170,118	400,000
	TOTAL P-ACCT 51000		490,480	502,719	195,366	452,719
P-ACCT	52000	ORDINARY MAINTENANCE				
	52460	REPAIRS OFFICE EQUIPMENT				
	52470	MAINT CONTRACT-OFFC EQUIP				
	53000	PROFESSIONL & TECHNCL SVC	49,922	50,000	20,883	50,000
	53010	MEDICAL & DENTAL SERVICES	104,126	120,000	49,625	120,000
	53040	LEGAL SERVICES	42,408	45,000	8,294	35,000
	53080	DATA PROCESSING SERVICES				
	53090	DATA PROCESSING/PAYROLL				
	53210	EMPLOYEE TRAINING COURSES		2,000		2,000
	53420	POSTAGE				
	54200	OFFICE SUPPLIES	499	500		500
	54201	OFFICE EQUIPMENT				
	54202	OFFICE FURNITURE				
	54210	PRINTING & STATIONERY	34	150		150
	54220	COMPUTER SUPPLIES				
	54221	COMPUTER EQUIPMENT				
	55000	MEDICAL/DENTAL SUPPLIES	2,858	2,250	10	2,250
	55870	MAGAZINES,NEWS,SUBSCRIPTS		200		200
	57100	IN STATE TRAVEL	768	250	592	250
	57110	IN STATE CONFERENCES		250		250
	57300	DUES AND MEMBERSHIPS				
	57600	JUDGEMENTS/SETTLMT OF CLM	170,051	175,000	2,057	175,000
	TOTAL P-ACCT 52000		370,666	395,600	81,461	385,600
TOTAL ORG	9101	FUNDING REQUIRED	861,146-	898,319-	276,827-	838,319-

DEPARTMENT NAME
GENERAL FUND ORG NUMBER

Workers' Compensation
9101

<u>Position</u>	<u>Name</u>	<u>Current Base</u>	<u>Fiscal Year Base</u>	<u>TOTAL</u>
Employment Safety & Training Mgr.	Renee Mello	1,009.93	52,718.35	52,718.35
				52,718.35

ORG 9201 UNEMPLOYMENT COMPENSATION

		FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
		EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000	PERSONAL SERVICES				
51720	UNEMPLOYMENT INSURANCE	56,633	130,000	75,045	130,000
TOTAL P-ACCT 51000		56,633	130,000	75,045	130,000
TOTAL ORG 9201	FUNDING REQUIRED	56,633-	130,000-	75,045-	130,000-

ORG 9301 PENSIONS/NON-CONTRIBUTORY

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 52000 ORDINARY MAINTENANCE				
54200 OFFICE SUPPLIES				
57510 PENSIONS	461,348	450,000	204,952	399,950
57520 REIMB/ALLOWANCES	25,386	25,500		
TOTAL P-ACCT 52000	486,734	475,500	204,952	399,950
TOTAL ORG 9301 FUNDING REQUIRED	486,734-	475,500-	204,952-	399,950-

ORG 9611 PENSION ACCUMULATION FUND

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51770 RETIREMENT FUND	10,780,567	11,121,547	5,560,773	11,792,112
TOTAL P-ACCT 51000	10,780,567	11,121,547	5,560,773	11,792,112
TOTAL ORG 9611 FUNDING REQUIRED	10,780,567-	11,121,547-	5,560,773-	11,792,112-

ORG 6501 DEBT SERVICE

	FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
	EXPENDITURES		THRU 12/31	REQUEST
P-ACCT 59000 DEBT SERVICE				
59100 PRINCIPAL ON LNG TRM DEBT	4,350,714	4,658,616	755,000	4,758,735
59110 PRINCIPAL ON MWRA BOND				
59150 INTEREST ON LTD	2,366,282	2,786,003	1,256,563	2,420,827
59240 INTEREST ON NOTES-BAN	352,791	443,334	188,414	544,000
59260 INTEREST ON TAX ABATEMENT	1,200	10,000	50	10,000
59270 LEASE/PURCH SCHOOL AT&T				
59271 LEASE / PURCHASE FIRE				
TOTAL P-ACCT 59000	7,070,987	7,897,953	2,200,027	7,733,562
TOTAL ORG 6501 FUNDING REQUIRED	7,070,987-	7,897,953-	2,200,027-	7,733,562-

ORG 9901 DAMAGE TO PERSONS & PROP

FY07 ACTUAL	FY08 BUDGET	FY08 EXPEND	DEPARTMENTAL
EXPENDITURES		THRU 12/31	REQUEST

P-ACCT 52000 ORDINARY MAINTENANCE

53040 LEGAL SERVICES

57600 JUDGEMENTS/SETTLMT OF CLM	229,463	250,000	125,854	250,000
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TOTAL P-ACCT 52000	229,463	250,000	125,854	250,000
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TOTAL ORG 9901 FUNDING REQUIRED	229,463-	250,000-	125,854-	250,000-
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	FY07 ACTUAL EXPENDITURES	FY08 BUDGET	FY08 EXPEND THRU 12/31	DEPARTMENTAL REQUEST
P-ACCT 51000 PERSONAL SERVICES				
51110 SALARIES		4,000,000		4,100,000
51540 PERFECT ATTENDANCE	405	40,000		40,000
51920 SICK LEAVE BUYBACK		21,180		21,180
TOTAL P-ACCT 51000	405	4,061,180		4,161,180
TOTAL ORG 9990 FUNDING REQUIRED	405-	4,061,180-		4,161,180-

ORG 3401 BUILDING INSURANCE

FY07 ACTUAL FY08 BUDGET FY08 EXPEND DEPARTMENTAL
EXPENDITURES THRU 12/31 REQUEST

P-ACCT 52000 ORDINARY MAINTENANCE

57401 BUILDING INSURANCE 156,607 171,400 171,400 310,962

TOTAL P-ACCT 52000 156,607 171,400 171,400 310,962

TOTAL ORG 3401 FUNDING REQUIRED 156,607- 171,400- 171,400- 310,962-