



ANNUAL BUDGET 2006-2007

ADOPTED BY
THE CITY COUNCIL,
CAMBRIDGE,
MASSACHUSETTS



RENOVATED RUSSELL FIELD

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THIS SPACE RESERVED FOR COUNCILLORS' NOTES



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

ADOPTED BUDGET MESSAGE

May 22, 2006

To the Honorable, the City Council
and the residents and taxpayers of Cambridge:

I herewith present to you the FY2007 Operating and Capital Budgets for the City of Cambridge approved by the City Council on May 22, 2006 as well as the five year Capital Plan, which reflect two changes from my original submission. First, \$88,000 was added to the Human Services budget for expanded community schools programming that will be funded through property tax revenues. Secondly, \$200,000 for the Multicultural Arts Center was transferred from the Public Celebrations budget to the Reserve budget.

The adopted operating budget of \$395,469,100 represents an increase of \$14,705,903 or 3.9% over the FY06 adjusted budget. The budget increase is largely attributable to a 1.5% cost of salary increase for employees (mid-year 3% increase plus a \$500 one-time, non-recurring payment), an 8.0% increase in employee health insurance, a 3.0% increase in employee pension costs, a 6.1% combined increase in Massachusetts Water Resource Authority and State (Cherry Sheet) assessments, a property-tax supported debt service increase of 42.2% and energy increases of 35.3%. In addition, the Operating Budget includes the reduction of 2 full-time positions as well as reductions in non-salary accounts. Overall, the City has reduced 30 full-time positions since FY03.

Through our collective efforts in FY06, in recognition of the fact that the FY05 property values and taxes placed a burden on some residential property owners, we were able to achieve a 0% increase in the property tax levy when the City Council adopted the City Manager's property tax and classification recommendations in September 2005. As a result, 76% of the residential taxpayers received a property tax bill that was lower, the same, or only slightly higher (less than a \$100) than the previous year. While it is unrealistic to have a 0% increase in the property tax levy again in FY07 without significant reductions in services, the city administration and department heads have worked hard during the budget process to produce an FY07 Budget with a modest increase in the property tax levy as part of our continuing effort to focus our attention on the City Council Goals which includes the goal of "evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers."

The spending plan for the Operating and Capital Budget, including non-budget items such as overlay reserve and other offsets, calls for a total FY07 property tax levy of \$235,278,125, a \$12,317,834 or a 5.5% increase. This percentage increase is below the 6.5% increase that was included in our five-year financial projections that was presented to the major credit rating agencies in December 2005. It is anticipated that the actual percentage increase will be closer to 5% by the fall when the City Council votes on the City Manager's property tax and classification recommendations in September 2006.

The long-term outlook for Cambridge continues to be very positive as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when many communities have seen a reduction in their ratings. Cambridge is one of only 19 cities to receive this highest rating from the three major rating agencies. In addition, Cambridge ranked the highest of all communities proximate to Boston in an analysis of "Municipal Stability Factors" published by the Massachusetts Department of Revenue. We will continue our strategy to analyze the overall finances of the City in the long-term, using our five-year financial plan and debt guidelines, in order to maintain stability and predictability in our budgeting and financial planning processes.

In the short-term, future budgets will provide many challenges for the City. These include increased tuition costs assessed to the City for students attending the new charter school which opened this year, as state reimbursements drop-off; declining school enrollments; limited local aid increases from the State; unfunded school building capital needs; increasing construction costs; substantial contributions to fund Other Post Employment Benefits (OPEB) liabilities as a result of GASB 45 reporting requirements; continued reductions in our Community Development Block Grant and other federal grants and increasing employee benefit and energy costs.

As we continue to work through these challenging financial times, we must remember that the failure to make difficult decisions today will lead to even more difficult decisions in the future. This includes always being mindful that increases in the property tax levy must be modest so as not to overburden our residential and commercial taxpayers. I believe we have responded to the City Council's goal of producing an FY07 Budget that is limited in its growth of the property tax levy, despite significant increases for energy, debt service and health insurance, while not diminishing services.

By being cognizant of our financial limitations and working together, I am confident that we can continue to provide the wide array of services that our residents have come to expect, while at the same time meeting the needs of our infrastructure that will benefit our citizens for decades to come. I would like to thank the citizens of Cambridge, its employees and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a vibrant and hospitable City for its residents and visitors.

Very truly yours,



Robert W. Healy
City Manager

SUMMARY: OPERATING BUDGET (all funds)

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$ 30,593,920	\$ 35,095,555	General Government	\$ 40,880,985
78,835,105	83,134,155	Public Safety	84,167,975
71,409,740	77,328,580	Community Maintenance & Development	82,512,925
20,947,330	22,176,245	Human Resource Development	22,668,420
115,859,860	119,238,755	Education	125,362,205
<u>34,243,635</u>	<u>36,509,075</u>	Intergovernmental	<u>39,876,590</u>
\$351,889,590	\$373,482,365		\$395,469,100

FINANCING PLAN	FY07 BUDGET
Taxes	\$254,176,755
Licenses & Permits	5,948,335
Fines & Forfeits	9,009,330
Charges for Service	60,422,425
Intergovernmental Revenue	54,600,140
Miscellaneous Revenue	<u>11,312,115</u>
	\$395,469,100

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY07 BUDGET
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General Government	\$570,000
Public Safety	378,000
Community Maintenance & Development	9,442,475
Human Resource Development	752,590
Education	<u>225,000</u>
	\$11,368,065

FINANCING PLAN	FY07 BUDGET
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Property Taxes	\$1,450,000
Free Cash	1,000,000
Parking Fund	1,380,000
Sewer Service Charge	900,000
Water Service Charge	920,000
Block Grant	1,689,375
Chapter 90	1,510,055
MWRA Grant	550,000
SPOF	91,135
Bond Proceeds	1,850,000
Golf Course Fees	<u>27,500</u>
	\$11,368,065



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

SUBMITTED BUDGET MESSAGE

April 24, 2006

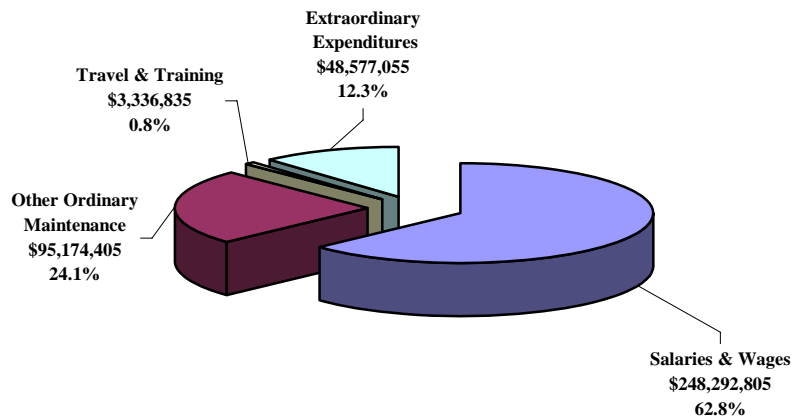
To the Honorable, the City Council
and the residents and taxpayers of Cambridge:

I herewith submit for your consideration the proposed FY07 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY08 - 11 Capital Plan.

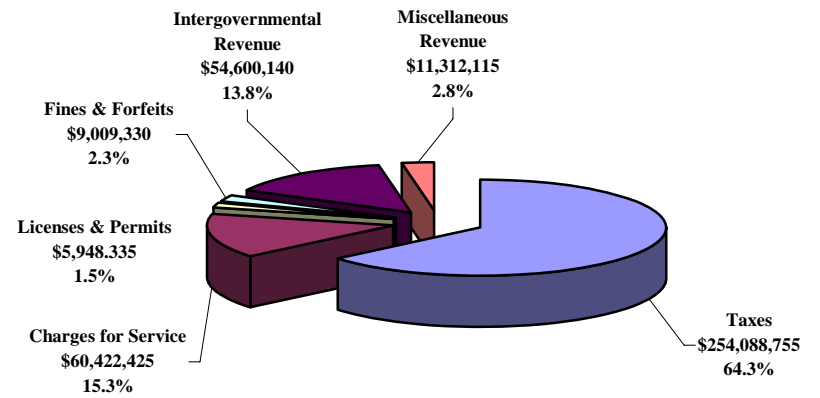
The proposed Operating Budget of \$395,381,100 represents an increase of \$14,617,903 or 3.8% over the FY06 adjusted budget. The budget increase is largely attributable to a 1.5% cost of salary increase for employees (mid-year 3% increase plus a \$500 one-time, non-recurring payment), an 8.0% increase in employee health insurance, a 3.0% increase in employee pension costs, a 6.1% combined increase in Massachusetts Water Resource Authority and State (Cherry Sheet) assessments, a property-tax supported debt service increase of 42.2% and energy increases of 35.3%. In addition, the Operating Budget includes the reduction of 2 full-time positions as well as reductions in non-salary accounts. Overall, the City has reduced 30 full-time positions since FY03.

It is important to note that Cambridge faces the same challenges that every other community in the Commonwealth does with regard to municipal financing and the reliance on the property tax. The City receives approximately 60% of its revenues from the property tax. Cambridge has been able to achieve a low property tax rate and an overall lower residential property tax bill than other surrounding communities because of its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. However, the pressures of rising health insurance and pension costs, energy costs and debt service increases to fund infrastructure improvements continue to be a major concern.

APPROPRIATION BY STATUTORY CATEGORY



REVENUE BY SOURCE



TOTAL OPERATING BUDGET \$395,381,100

Through our collective efforts in FY06, in recognition of the fact that the FY05 property values and taxes placed a burden on some residential property owners, we were able to produce an FY06 Budget which reflected a 2.5% increase in the property tax levy due to a combination of increased non-property tax revenues and the use of reserves. This was the smallest increase in a decade. However, by using additional non-property tax revenues and reserves, we were able to achieve a 0% increase in the property tax levy when the City Council adopted the City Manager's property tax and classification recommendations in September 2005. As a result, 76% of the residential taxpayers received a property tax bill that was lower, the same, or only slightly higher (less than a \$100) than the previous year.

While it is unrealistic to have a 0% increase in the property tax levy again in FY07 without significant reductions in services, the city administration and department heads have worked hard during the budget process to produce an FY07 Budget with a modest increase in the property tax levy as part of our continuing effort to focus our attention on the City Council Goals which includes the goal of **“evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.”**

The spending plan for the Operating and Capital Budget, as submitted, including non-budget items such as overlay reserve and other offsets, calls for a total FY07 property tax levy of \$235,190,125, a \$12,229,834 or a 5.5% increase. This percentage increase is below the 6.5% increase that was included in our five-year financial projections that was presented to the major credit rating agencies in December 2005.

The actual tax levy is determined in the fall as part of the tax rate setting process. It is important to realize that when determining a homeowner's property tax bill, there are three major factors. The first is the Budget, which determines the levy amount. The remaining two, which will not be known until the fall, include individual property valuation changes and the impact of any residential/commercial classification shifts.

It is anticipated that the actual percentage increase will be closer to 5% by the fall when the City Council votes on the City Manager's property tax and classification recommendations in September 2006. The FY07 Budget does not include additional revenues that may be available based upon the City receiving increased state aid once the state finalizes its FY07 Budget and non-property tax revenues, such as parking fines, based on actual FY06 collections.

As I have noted above, the issue of property taxes is not unique to Cambridge. I invite you to read a report published in December 2005 called “Local Communities at Risk” which was issued by the Municipal Finance Task Force, a group of municipal and private sector experts. This report can be found in the Publications Section of the City's Web site. The report indicates that Massachusetts cities and towns are facing a long-term financial crunch caused by increasingly restrictive and unpredictable local aid levels from the State, constraints on ways to raise local revenues, and specific costs, such as health insurance, which are growing at rates that are far higher than the growth of municipal revenues.

Massachusetts communities are seriously limited in the ways they can raise their own revenues which results in a greater reliance on the property tax since it is the largest and most stable revenue available to a city or town. The factors above, especially the decline in state aid, have caused municipalities to reach their property tax levy limit or require Proposition 2 ½ overrides for those communities already at the limit.

In 1990, property taxes represented 48% of the total municipal revenues statewide. By 2004, property taxes represented 53% of municipal revenues. In our case, property taxes represented 54% of revenues to fund the adopted Operating Budget in 1990, with the percentage increasing to 60% in 2004. The percentage of property tax revenues used in the FY06 adopted Operating Budget was 59.5%.

The report makes the following recommendations in order for municipalities to survive and thrive over the next two decades:

- Ensure that state assistance to local governments is sufficient and predictable,
- Provide cities and towns the flexibility to control local revenues, particularly those revenues that do not depend on the property tax, and
- Give communities the tools to control costs as much as possible and require sound financial management at the local level.

It is unclear how this report will translate into specific long-term actions at the state level but at the very least the issue of reliance on the property tax by municipalities has been highlighted. However, one encouraging sign is that the Governor's and the House Ways and Means Budget plans call for the lifting of the so-called Lottery cap and, using the long-standing Lottery formula, distributing the full amount of estimated available Lottery proceeds to cities and towns. For Cambridge, this means an additional \$1.1 million for FY07. However, the net increase amount is only \$344,645 after taking into account decreases in other state aid revenue categories, with the largest decrease occurring in the Charter School Tuition Reimbursement of \$941,105

Also, in a recent article published in "The Beacon," a publication of the Massachusetts Municipal Association, it noted that since FY02, the residential property tax levy has increased by \$1.8 billion statewide, or a staggering 35%, and property taxes now pay for a greater share of local budgets than any time since FY82, the first full year following the implementation of Proposition 2^{1/2}.

In FY05, total property taxes statewide rose 5.2% according to data from the Division of Local Services, with increases of more than 6% a year for fiscal years 2002 through 2004. The article goes on to note that the statewide average single family tax bill rose 5.8% from FY05 to FY06. From FY02 to FY05, the statewide average bill increased by an average of 6.5%. In FY06, almost one-third of the 306 reporting communities saw their average single family tax bill increase by more than 7%.

However, it is my strong belief that we have taken steps to control some of the cost increases, which were listed on the first page of my message. We have worked collaboratively with our unionized employees in the collective bargaining process and have negotiated an increase in employee health insurance contributions. The City and its unions have recognized that the City's capacity to fund wage increases is closely linked to the growth in health care expenses. Beginning in FY07, the employee contributions for health insurance will increase from 12% to 15% for non-union employees and most unionized employees with a settled contract. The contribution rate in FY08 for non-union employees and some unionized employees will increase to 18%. At the same time, FY07 salary increases for settled unions and non-union employees are scheduled to increase by 3% in mid-fiscal year (2% for units that kept the health insurance contribution the same) with

a \$500 one-time, non-recurring payment. This translates into a 1.5% budget cost not including the one-time, non-recurring payment. The same percentage increase mid-year of 3% (2% for units that kept the health insurance contribution the same) is scheduled for non-union employees and most settled contracts for FY08.

In addition, the City implemented Medicare Part D, which has resulted in a savings due to reduced premiums for the City and retirees.

With regard to energy management, the City has joined the *Rebuild Massachusetts* Partnership to develop a system to quantify and manage energy consumption. *Rebuild Massachusetts* is part of the U.S. Department of Energy *Rebuild America* program and is administered locally by the Massachusetts Division of Energy Resources. *Rebuild Massachusetts* provides technical assistance to partners to plan and carry out activities that improve their buildings while reducing energy consumption.

The City will work with *Rebuild Massachusetts* and the Rebuild Massachusetts Energy Information System (EIS) to implement a City of Cambridge EIS which will:

- Collect monthly consumption data electronically from NSTAR
- Quantify the City's total energy consumption and expenditures (electricity, gas, heating oil)
- Track and report on consumption patterns by department, facility and building use
- Develop user-friendly, easy-to-read reports and charts for regular distribution to City officials and facility managers
- Use the reporting information to identify and prioritize facilities for energy efficiency improvements

The system will also have the capacity to track greenhouse gas emissions and reductions associated with efficiency improvements.

One of the key aspects of the EIS for the City is the ability to import energy data electronically from utility companies. This will eliminate a significant amount of time that departments spend entering data and will enable the City to focus on analysis and management.

The project will include all municipal buildings, offices, schools, libraries, fire stations, recreational buildings, youth centers and others.

It is anticipated that initial utility data will be uploaded into the system by June 30, 2006 and a reporting system ready will be for use by September 30, 2006.

The City has recognized a critical need for centralized data collection and reporting. This information is needed to better understand consumption patterns and to set priorities and targets for energy efficiency improvements. Rapidly rising energy prices have only underscored the City's urgent need to better understand and manage its energy consumption.

During FY06, the City awarded a bid for electricity to TransCanada for a period of 60 months to commence at the conclusion of the existing contract for the supply of electricity. The current price is \$.06046 cents per kilowatt/hour. With the new bid this price increases to \$.09045

cents beginning in January 2007. Prices for electricity have risen since we went out to bid, with municipalities now seeing rates between \$.11-.12 cents per kilowatt/hour. Therefore, even though the new price reflects a 50% increase, the stability in having a set price for an extended period for a commodity projected to increase should, in the long-term, provide the City with net savings. The supply price does not include the distribution cost charged by NSTAR, which is approximately \$.05-\$.06 cents per kilowatt/hour. The total current cost for electricity is approximately \$.11-\$.12 cents per kilowatt/hour.

Similarly, the City anticipates going out to bid for a long-term natural gas contract in the late spring or early summer to extend its existing natural gas contract which ends in October 2006. Hopefully, the City will receive favorable pricing due to additional pipelines coming back online in the Gulf region. However, we are projecting a 12% increase in our natural gas costs in FY07 from the existing price of approximately \$1.52 per therm.

Gasoline prices which the City receives, as a result of an annual cooperative bid with other cities and towns, have increased from \$1.47 cents per gallon in FY05 to \$1.96 cents per gallon in FY06, a \$.49 cents or 33% increase. The City does not pay federal taxes on gasoline but ironically does pay the state tax. The City is projecting that gasoline will increase by at least another 20% per gallon in FY07.

During the FY07 Budget process, departments have been asked to consolidate all of their energy costs (electricity, natural gas, heating oil, diesel and gasoline) into an energy summary budget code. In the past, gasoline, for example, was budgeted in the vehicle supplies category. In addition, each department has broken out the estimated budget for each energy type. Once the fiscal year begins, departments will charge costs to the specific account for each type of energy. This will allow departments to track expenditures by energy category more easily as well as enabling them to provide better analysis in concert with the new energy information system.

The FY07 proposed Capital Budget totals \$11,368,065, a decrease of \$16,015,105 or 58.5% from the previous year. The FY07 Pay-As-You-Go Capital Budget (funded from current revenues) has been reduced by \$380,000 from FY06 in recognition of the increase in our property tax supported debt which is scheduled to increase by \$4.5 million or 42.2%.

The FY07 Budget continues to use its reserves to reduce the increase in the property tax levy in the following ways:

- The FY07 Budget again includes the use of \$2.0 million from the City's Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. We anticipate using the remaining balance in future years to offset property tax levy increases for increased debt service costs.
- \$2,000,000 in overlay surplus balances accumulated from prior fiscal years is again being used to lower the tax levy increase.
- A total of \$8,000,000 is being used from "Free Cash" in the FY07 Budget; \$2,000,000 in the Operating Budget, \$1,000,000 in the Capital Budget and \$5,000,000 to lower the tax levy increase. The \$2,000,000 used in the Operating Budget reflects a decrease of \$731,000 due to the elimination of one-time items funded in FY06 related to the cost of the temporary borrowing required for the

purchase of a building to house a Public Safety Facility (\$581,000) and employee benefit items (\$150,000). The \$1,000,000 used in the Capital Budget reflects a decrease of \$330,000 from FY06. In FY07, \$5,000,000 is projected to be used to lower the increase in the property tax levy which is a decrease of \$1,000,000 from FY06. The City's FY06 Certified Free Cash balance as of July 1, 2005 was \$53.6 million. It was anticipated that the use of Free Cash in FY07 would be reduced to reflect the reduction of one-time budget items and to maintain a Free Cash figure to lower the increase in the property tax levy that was sustainable in future years.

As noted above, the preparation of annual municipal budgets has been made difficult by the uncertainty over the level of State Aid funding to the City, especially in the category of Additional Assistance and Charter School Reimbursements.

In FY06, the City received \$25,495,065 in Additional Assistance and Lottery Aid. FY06 School Aid/Chapter 70 was \$7,122,205. The total of these three major state aid revenues is \$32,617,270. The City estimates receiving \$1,195,290 more in FY07 than it did in FY06 for these three major categories, for a total of \$33,812,560. However, the net increase amount is only \$344,645 after taking into account decreases in other state aid revenue categories, with the largest decrease occurring in Charter School Tuition Reimbursement of \$941,105. These three local aid categories represent 8.6% of total FY07 Operating Budget. This assumption is based on the Governor's FY07 Budget (House2) released in January 2006. The House Ways and Means budget proposal contains a small reduction to the Chapter 70 category with Additional Assistance and Lottery Aid remaining the same. School Building Assistance payments are scheduled to decrease by \$697,365 due to the completion of reimbursement payments for the Haggerty School in FY07.

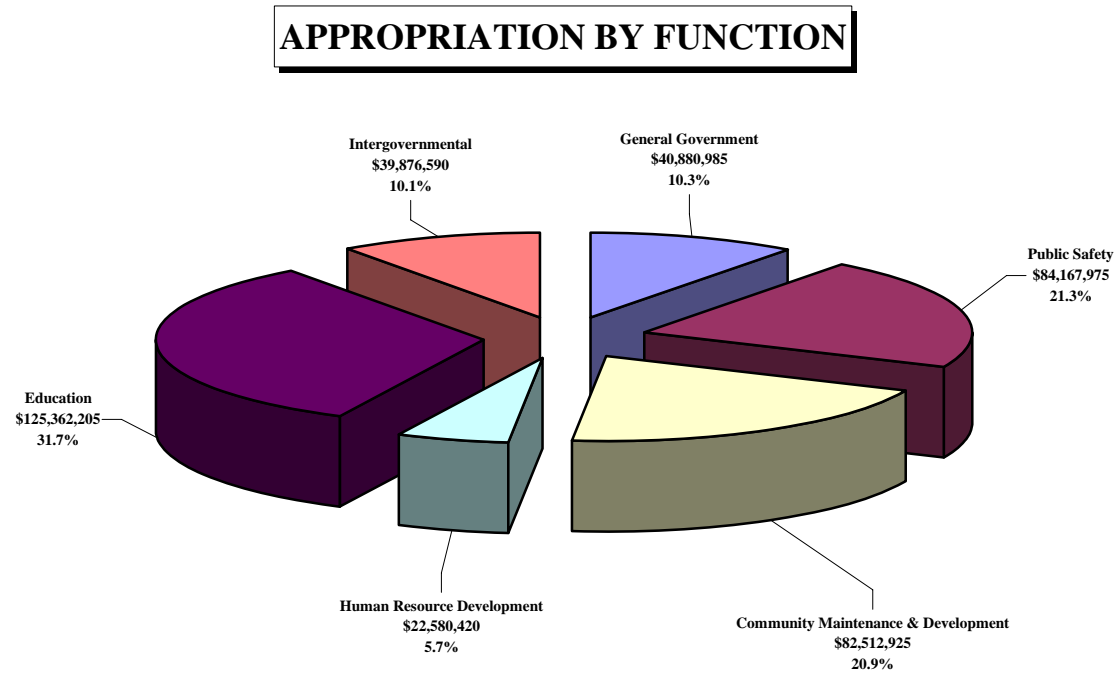
The FY07 proposed Capital Budget totals \$11,368,065, a decrease of \$16,015,105 or 58.5% from the previous year. The largest change in the FY07 Capital is the reduction of bonded projects from \$18,365,840 to \$1,850,000. The FY06 Capital Budget contained \$8,000,000 in bonded projects, funded from tax supported debt, which included \$6,000,000 for the West Cambridge Youth and Community Center and \$2,000,000 for City Hall and other municipal building renovations, as well as \$10.3 million in bonded sewer projects, funded from sewer service revenues. In FY07, the Capital Budget contains only one tax supported bonded project which is the Yerxa Road Underpass Construction Project for \$350,000 which supplements previous funding for the project. The FY07 Capital Budget contains \$1,500,000 in bonded sewer projects for sewer reconstruction projects in the Agassiz, Cambridge Highlands and Cambridgeport areas of the city.

Not included in the proposed budget are funds from the Community Preservation Act (CPA) surcharge. The Community Preservation Act Committee will be making their recommendations on the use of the funds, approximately \$5,500,000, during the upcoming months. The CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition to the CPA funds raised locally, the City could receive approximately the same amount in state matching funds to be made available in October 2006. A recommendation for the appropriation of all CPA funds received will be made by the Community Preservation Act Committee and forwarded to the City Council for appropriation in the coming months. It should be noted that the City Council has already appropriated/reserved \$47,100,000 from CPA revenues and state matching funds. The City has received approximately \$21 million in state matching funds.

In keeping with the practice of recent years, the proposed FY07 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY06 and FY07. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made significant modifications to them to demonstrate their department's efforts to address the City Council's goals.

Also, in an ongoing effort to review budget narratives for larger departments in order to provide better information to the City Council and the public, the License Commission budget narrative located in Section IV has been totally revised. The new narrative provides more statistical measures and comparisons.

While I encourage readers to review each department's budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.



INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

Since 1996, the City Council has conducted an in-depth biannual process to develop and produce its Goals for the City. The Goals listed below were adopted by the City Council in December 2004 and reflect the priorities of the City Council for fiscal years 2006 and 2007.

- **EVALUATE CITY EXPENDITURES WITH A VIEW OF MAINTAINING A STRONG FISCAL POSITION AND AWARENESS OF THE IMPACT ON TAXPAYERS**

As noted earlier, the FY07 Budget reflects a 3.8% increase. Despite the increased costs related to health and pension costs, debt service, energy and salary increases, the FY07 Budget reflects a modest property tax levy increase of 5.5% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is below the 6.5% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in December 2005. However, it is anticipated that the actual percentage increase will be closer to 5% by the fall when the City Council votes on the City Manager's property tax and classification recommendations in September 2006. The FY07 Budget does not include additional revenues that may be available based upon the City receiving increased state aid once the state finalizes its FY07 Budget and non-property tax revenues, such as parking fines, based on actual FY06 collections.

The City's excess tax levy capacity, an extremely important indication of the City's financial health, is \$65.1 million in FY06 and is projected to be approximately \$63.2 million for FY07. The excess levy capacity reflects the difference between the amount raised from property taxes and the amount that legally could be raised from taxes. Cambridge continues to have the largest excess levy capacity in the Commonwealth. In addition, the City has been able to maintain or increase fund balances in a variety of its Funds that include the Parking Fund, Water Fund, Overlay Account, Stabilization Fund, Health Claims Trust and Free Cash. By continuing the fiscal policies adopted by the City Council, which include maintaining the City's positive reserves and free cash balances and conservatively managing expenditure and property tax levy growth, the City should be able to deal with fiscal and other economic challenges in future years in a responsible fashion with a limited impact on our service delivery. This includes proceeding with a public investment program that will result in a projected net increase in our annual tax supported bonding cost of \$4.9 million over the next three years. Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to look at neighboring communities that are requiring Proposition 2^{1/2} overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

The achievement of a lower property tax levy increase than projected was obtained early in the budget process with the issuance of strict budget guidelines for the development of the Operating and Capital Budgets to City department heads. Department heads were given very clear direction on the preparation of their budget submissions in relation to cost increases and the impact on the property tax levy.

The Budget process, again, included a review of all vacancies with department heads with a requirement to describe the operational impact on their department if vacant positions were reduced. No initial increases in non-salary budgets were allowed except for energy costs. All

operating items known to be increasing were to be absorbed within existing budgets. Department heads were required to document the impact on their Operating Budget if cost increases were absorbed in their existing budget. And lastly, all submitted supplemental requests were required to have a corresponding reduction.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes and free cash) for FY07 was reduced from \$2,830,000 to \$2,450,000 in accordance with our five-year financial plan. The following guidelines were put in place: departments were instructed to submit Pay-As-You-Go capital requests that were equal to or less than the approved/funded amount received in FY06. All requests that exceeded the FY06 amount were required to be designated as “supplemental requests.” Departments that did not receive a Pay-As-You-Go appropriation in FY06 could submit an FY07 request but it was required to be submitted as a supplemental request. Also, the addition of new large projects financed through bond proceeds, which were not already part of the FY06-10 plan, was restricted.

Examples of how these guidelines were put in to practice include:

The Public Works Budget projected almost \$478,000 in cost increases, not including energy, in its other ordinary maintenance accounts for services and materials to adequately fund its operations. Items increasing include street sweeping contract, solid waste collection contract, curbside recycling contract, field maintenance, HVAC and elevator repair and maintenance services, vehicle maintenance and supplies and building insurance costs. In keeping with the budget guidelines, the FY07 Public Works Budget includes the reduction of two positions (turf and landscape project manager and a laborer position) with a savings of \$147,205, a reduction of \$29,500 in service costs and \$132,280 in other budget reallocations to help partially offset these cost increases.

The FY07 Inspectional Services Budget includes the reduction of a senior sanitary inspector position and a reclassification of a senior code enforcement officer for a total savings of \$105,570. These savings were offset with \$17,300 being added for radio and computer equipment replacement and \$15,000 for office furniture and equipment replacement.

The FY07 Police Budget reflects the reduction of \$100,000 which was added in the FY06 Budget for the purchase of 14 motorcycles and a \$28,340 reduction in related vehicle repair costs which is used to offset gasoline and other energy increases.

As a result of a renegotiated agreement, the Cambridge Health Alliance Budget for FY07 is \$6,000,000 which is a reduction of \$250,000 from FY06.

It should also be noted that when the required increases in the Cherry Sheet and MWRA assessments and energy cost increases are excluded, the increase in City other ordinary maintenance accounts is less than .3%.

Also, for the fourth year in a row, City and school officials have worked collaboratively early in the Budget process to establish a financial guideline which could be adhered to by the School Committee without requiring additional resources later in the process. The School Department Budget is projected to increase by 1.1% in FY07.

In conjunction with the sale of \$67.5 million in bonds in February 2006, the City of Cambridge continued to be one of 19 cities in the United States to receive a “AAA” rating from the nation’s three major credit rating agencies. In its rating opinion, Fitch Ratings indicated that the “AAA” credit rating is based on Cambridge’s diversified economy characterized by its substantial and growing tax base, a sizable and stable employment base, exceptional financial management, low debt burden, and favorable economic indicators. The prominence of two of the city’s largest employers and taxpayers, Massachusetts Institute of Technology (MIT) and Harvard University, continues to attract substantial private research interests. Notably, recent payment-in-lieu-of-tax (PILOT) agreements entered into with the two entities should help provide the City with a level of revenue protection and predictability over the long term.

Lastly, the City has been fortunate to receive a \$10.7 million grant award for the new main library from the Massachusetts Board of Library Commissioners. This is the largest grant awarded to a Massachusetts city or town for a library construction project. This award represents a significant portion of the estimated construction cost that would otherwise be supported by property-tax supported debt.

Overall, increases other than for salary and wages, fringe benefits, energy and debt service were kept to a minimum. However, the budget does contain some increases to cover new initiatives but they are limited due to the continued emphasis of keeping the property tax levy increase as low as possible. These increases are highlighted in the sections below.

- **PROVIDE HIGH QUALITY SERVICES, INCLUDING EXCELLENT CUSTOMER SERVICE, EFFECTIVELY AND EFFICIENTLY AND CONTINUALLY STRIVE TO UPDATE THE PUBLIC ON ISSUES AND SERVICES**

The proposed budget continues the City’s long practice of providing high quality service delivery to our citizens.

The City has been fortunate to receive two awards that demonstrate its commitment in achieving the above goal. America’s Promise Alliance selected Cambridge as one of the 100 Best Communities for Young People. Cambridge was chosen from 1,200 entries by a distinguished selection panel of national, civic, business and non-profit leaders. Cambridge, in its application, highlighted the work of the Agenda for Children’s Out of School Time and Literacy Initiatives, the Office of Workforce Development’s youth employment and reaching all youth activities, the Kids’ Council Youth Initiative, the Cambridge Public Schools’ and Cambridge Housing Authority’s collaborations around academic achievement, and the Cambridge Prevention Coalition’s efforts to reduce substance abuse among youth.

In March 2006, the National Organization on Disability announced its selection of Cambridge as the Accessible America 2005 grand prize winner. The award recognizes Cambridge as a national model for its focus on disability issues and for its successful design of programs, services and facilities. Many City programs and services were highlighted in the award which includes the accessible taxi cab program and the recently funded centralized dispatching service. In addition, Cambridge was honored for its annual capital funding for community accessibility improvements such as barrier removal in public buildings and the Facade Improvement Program which requires businesses that

receive matching funds to make their entrances accessible. Cambridge also supports accessibility in the review and funding of open space projects, with over two dozen parks and playgrounds having been made accessible.

The FY07 Budget supports a variety of Information Technology (IT) initiatives, publications and customer service trainings. One of the major ways that our City communicates with and provides information to the public is through our Information Technology Department (ITD). The FY07 Budget for this Department is \$2,962,650 which includes 20 employees. The ITD provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the City. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA) and Geographical Information System (GIS). The Department manages a \$1.5 million fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, Property search capability and City mapping information via the GIS systems. In addition, the following new or continuing initiatives are supported in the FY07 Budget:

- Implemented streaming live Internet video for City Council meetings held in the Sullivan Chamber, along with links to live and archived meetings on the City's Web site
- Developed a more robust online permitting capability on the City Web site using the new enterprise customer relationship management system, Cambridge Request System (CRS)
- Provide wireless access to the City at no cost to the public via the Cambridge Public Internet; improved the page load and navigation speed performance of the City Web site
- Improved the Assessor's Web page to allow access to comparable sales data, GIS information and maps
- Upgrade the Purchasing Department's Web site to become more interactive for users and vendors
- Development of Web-enabled interactive GIS tool for City staff and for use on the GIS Web pages, the Cambridge Request System and the Assessor's Property Database Web page. Replacement of dated static maps with updated Web-enabled maps and created a viewer of comparable properties for each property in the City
- Expand the use of the Cambridge Request System to include all City Departments. CRS is a web-based interdepartmental system that tracks resolution of a variety of requests reported by the public and City employees
- Cambridge E-Line newsletter and special alerts for street cleaning, rubbish pick up schedules and snow emergency parking bans

- \$50,000 has been allocated in the FY07 Capital Budget to complete in FY07 the Interdepartmental Ticketing and Invoicing Detail Systems for Public Works, Traffic, Weights & Measures and License departments. Other new Web site features initiated in FY06 and expected to be completed in FY07 include the Cambridge City Street and Square Dedications page, that allows the public to view online the list of street and square dedications, with personal information and street locators with maps. \$50,000 has been allocated for the Cambridge Request System to enhance permitting with the addition of pay online features.

The Finance Department, in order to increase public awareness related to various tax billings and budget information, expanded its effort to provide information to taxpayers and citizens through the City's Web site, Cable TV and various publications. In FY06, the Finance Department published and mailed three separate informational newsletters (totaling 140,000 pieces). The first, *Understanding Your Taxes*, explained the City Budget and the factors which determine a property tax bill. The second newsletter, *FY06 Property Tax Update*, provided information on property assessments, FY06 property tax rates, and important dates, and included a "Frequently Asked Questions" section and a detailed explanation of the information contained on the tax bill. The third newsletter, *Exemptions and Tax Deferral Information*, provided comprehensive information on property exemptions and deferrals and the state "circuit breaker" program. In addition, a cable TV program was produced which summarized the information contained in the newsletters and provided a demonstration of an actual home inspection. The FY07 Budget continues to fund this initiative.

In addition, the Assessor's Office conducts numerous public information seminars to better inform taxpayers of services available for real estate tax exemptions for the elderly, disabled veterans, the blind and those suffering financial hardship and to more fully explain the mass appraisal system used to establish assessed values.

This Budget supports the continued publication of the City's biannual community newsletter, *CityView*, which is mailed to 48,000 Cambridge households and the biannual magazine called *The Cambridge Life* which includes features on City departments, programs and services and a useful City resource guide. We will also continue producing other publications such as the City's Annual Report, the Cambridge Calendar of events distributed to residents and visitors by the Tourism Office, the Department of Human Services' Seasonal Resource Guides and various other newsletters and publications distributed by departments during the fiscal year.

The FY07 Budget includes \$245,000 in funding for the addition of seven part-time positions (30 hours/week), as a pilot project, which will provide research support to each member of the City Council (not including the Mayor and Vice-Chair who have staff support within the Office of the Mayor).

The FY07 Library Budget includes the addition of two part-time senior substitutes for branch libraries to address significant increases in circulation over the last several years. In addition, \$11,650 has been added for substitute delivery services and for library acquisitions which will allow the City to continue to qualify for approximately \$115,000 in library state aid based on the local budget requirement.

In an effort to improve customer service and other professional development opportunities, the City has developed training programs, including “Moving from Peer to Boss” and the “Executive Coaching Program” where supervisors attend monthly in-service training sessions in addition to working with a mentor around a chosen project. In addition, employees have the opportunity to attend “Providing Stellar Customer Service Training Program” to enable employees to maximize their customer service skills and abilities.

- **PRESERVE AND CREATE AFFORDABLE HOUSING FOR LOW, MODERATE AND MIDDLE-INCOME RESIDENTS**

With the voters’ acceptance of the Community Preservation Act (CPA) surcharge in 2001, the City’s affordable housing program is now funded by a portion of the proceeds from the 3% property tax surcharge levied under the CPA. CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition, the City receives a matching amount from the state and has received approximately \$21 million from this source since the inception of the program. Since these funds are deposited into trust funds established for the three CPA purposes, there are no direct allocations contained in this budget document.

Since the implementation of the CPA in FY02, \$47,100,000 has been appropriated/reserved for housing (\$37,680,000), open space (\$4,710,000) and historic preservation (\$4,710,000). FY07 local revenues from the CPA are expected to be up slightly based on a higher property tax levy, with the state match expected to be the same based on CPA revenues.

The Community Preservation Act Committee will be making its recommendations on the use of the FY07 CPA revenues of approximately \$5,500,000 during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the tax rate. In addition to the CPA funds raised locally, the City projects approximately the same amount in state matching funds to be made available in October 2006. The City has been fortunate to receive a 100% match from the state in previous fiscal years. However, as more communities have approved the CPA, the available pool of matching funds may no longer be adequate to provide a full match.

The City, through its prior budget allocations to the Affordable Housing Trust and its current allocations through the CPA, has created or preserved in excess of 2,700 units of affordable housing since the end of rent control in 1995.

The FY07 Operating Budget for the Housing Division contained in the Community Development Budget is \$640,185 and supports a multitude of activities in support of this goal. The Housing Division supports the development of affordable rental and homeownership opportunities, education, counseling and financial assistance for first-time homebuyers; preservation of the long-term affordability of existing affordable housing; low-interest loans to homeowners to make improvements which protect the housing stock; initiatives to increase access to affordable housing such as inclusionary and incentive zoning; support of the City’s non-profits in the development and management of affordable housing; coordination with the federal and state governments to leverage additional resources; and provision of planning assistance and public information related to housing issues.

The FY07 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of \$1,001,285. This funding, which is combined with funds from the federal HOME program, Affordable Housing Trust Fund and other public and private sources, finances renovations to existing housing units and the development of new ones for low and moderate income Cambridge residents. It should be noted that because of a decrease in the City's FY07 federal Block Grant entitlement, a decrease of \$324,760 is reflected in this allocation from FY06.

- **STRENGTHEN AND SUPPORT PUBLIC EDUCATION AND OTHER LEARNING IN CAMBRIDGE FOR THE BENEFIT OF RESIDENTS OF ALL AGES**

The proposed FY07 Budget contains a recommended School Budget of \$125,362,205, an increase of \$1,317,805 or 1.1% over the current year. Property tax support of the School Budget has increased by 2.1% or \$2,015,170. The School Department Budget was adopted by the School Committee in early April 2006.

City and School officials worked closely early in the budget process to arrive at the above budget allocation, which equaled the amount contained in the School Department's financial plan for FY07. This budget guideline required no "present level of service" reductions to the School Budget. However, it did allow the School Superintendent to recommend to the School Committee \$1.0 million in budget reallocations to fund program improvements and initiatives.

Highlights of these initiatives include:

- Expansion of Literacy Collaborative: the Literacy Collaborative, in partnership with reading experts at Lesley University, will further advance the full implementation of the program in all elementary schools and move the program into grades 3-5 in several schools.
- Updated Mathematics Curriculum: the new Connected Math Program for middle school grades and the new TERC Investigations Program for the elementary grades are significant investments. Also, the middle school mathematics curriculum and high school math curriculum and course work are being revised to help students become more capable on the state frameworks and to better coordinate curriculum between middle school and high school.
- Middle School Program: The Middle School Program is targeted for several major efforts. The "Reach" initiative is scheduled to be implemented over the next two years, involving consultation from Teachers' College, Columbia and Lesley University, to increase rigor across the content areas. The new mathematics curriculum mentioned above, along with further development of the Writers' Workshop and Readers' Workshop programs, will provide increased rigor system-wide. Also, middle school students will have access to a Media Arts/Television after school extra curricular program at the new RSTA (Rindge School of Technical Arts) media studio. The AVID (Advancement Via Individual Determination) program is being expanded to the Peabody and Kennedy Longfellow middle schools, and the ISP (Intensive Studies Program) is starting at the Peabody. Finally, a pilot program of extracurricular activities is proposed for the Peabody, in concert with the City youth center and other City and community programs.

- Elementary Improvements: class structures have been stabilized over the past two years, and will continue next year. Class sizes will be reduced in grades 1-3 to a targeted 18:1 ratio, while grades 4-8 continue to have a 22:1 target ratio, and kindergarten a 20:1 targeted ratio. Three additional developmentally appropriate junior kindergartens will be instituted at the Amigos, Morse and Peabody schools. A Montessori program is being proposed for SY2007-08 at the Tobin School, and exploratory planning work will be undertaken next year.
- High School Improvements: next year will mark the third year of implementation of the Harvard University excellence in teaching in-service program called Teaching for Understanding, as well as continued in-service training for teachers on the block schedule. SAT Prep classes will be expanded in response to waiting lists this year, and AVID will expand to the 11th grade. RSTA will have increased staffing to support enrollment growth in Level 2 and Level 3 advanced courses, and will be preparing and applying for state certification in the new Health Assisting and Media Arts programs. A Conflict Mediator position is being funded, to be housed at CRLS (Cambridge Rindge and Latin School) but will be available to all schools. This person will be given the charge to develop a peer mediation program starting at CRLS.
- Professional Development – District Level: most of the CPS professional development is determined by and implemented at the school level, in concert with School Improvement Plans (SIP). Additional funds are being made available to schools to provide stipends to support the movement of some staff development time to after school hours. District level professional development plans include training for teachers in how to use paraprofessionals effectively, training for paraprofessionals in district adopted curriculum, and for all staff in using new technology for a variety of uses. Additional funding is provided to meet state requirements for a lengthened Teacher-Mentor Program, and will continue in year two of the CPS Leadership Development Network for Principals and district staff with Dr. Elmore from Harvard.

In addition to the recommended funds for the School Department, the City's Operating Budget continues to fund, through the Department of Human Services (DHSP), the Childcare and Family Support Services Division. This division has a total budget of \$2,765,090. Services provided include six licensed Pre-School programs and seven licensed After School Programs serving approximately 285 children daily, the Center for Families and the King Open Extended Day, a collaboration with the King Open School.

- The After School programs located at the Morse, Fletcher-Maynard, Peabody and King Schools serve children in grades K-4, with one location serving children to grade 6. Programs offer a multi-cultural curriculum designed to improve children's positive social development and academic achievement in math, science, literacy and language arts through a project-based learning approach.
- Five of the six Pre-school Programs, located at the King, King Open, Morse, Kennedy and Peabody Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program. The Pre-school programs offer a developmentally appropriate curriculum focused on the children's interests and abilities and have been awarded accreditation by the National Association for the Education of Young Children.

- The Division also provides support to the King Open Extended Day Program, a quality out-of-school time program for children in grades K-6, that bridges the school and after school experiences, fosters community and family connections and supports the emotional and intellectual growth of the children.

Also, the Community Learning Center (CLC), with a budget of \$729,980, plus grant funding (\$1.2 million) also supports the above City Council Goal. The Community Learning Center, located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults each year. The core program includes seven levels of English for Speakers of other Languages (ESOL) classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. Of the more than 1,000 adults served each year at the CLC, approximately 150 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented.

The Division of Community Schools, with a budget of \$1,476,470 provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective Neighborhood Councils to assess community needs and to create high quality, cost effective out-of-school-time programs to address those needs, including after school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Many programs have been adapted to encourage participation of children with special needs and all programs are now working toward that goal.

The Youth Center Division, with a budget of \$1,942,050 offers programs through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff provides direct services and mentorship to youth. Each center is licensed through the Department of Early Education and Care for the after-school leadership program that operates Monday through Friday for 9-13 year olds. Programming includes academic support, recreation and enrichment activities, field trips and community service. During the summer, there are three summer camps, a Sports Leadership Academy and two Arts Programs, pre-teen and teen basketball leagues for girls and boys and Project 13, a program designed specifically for 13-year-olds. In addition, the budget reflects the change of four youth activity coordinator positions within the youth centers to program director positions so that there will be one program director for the pre-teen program and one for the teen program at each site

Through the “Leading for Quality” trainings of the Agenda for Children, staff from City and community Out of School Time programs have been provided intensive training to enhance the experience of children and youth in their programs.

Lastly, the Community Development Department sponsors the Employment Program Fund (\$350,000) through Just-A-Start (JAS) Rehabilitation Assistance Program which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation and de-leading services throughout Cambridge and for the Cambridge Housing Authority.

The Community Development Department also sponsors workshops for first time homebuyers.

- **FOSTER COMMUNITY AND SUPPORT NEIGHBORHOOD VITALITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY. VALUE AND SUPPORT RACIAL, SOCIOECONOMIC, CULTURAL AND RELIGIOUS DIVERSITY OF OUR CITY**

The proposed FY07 Operating Budget continues to support and maintain the venues in which citizens have the opportunity to know each other within neighborhoods and across the city, which also promotes the racial, cultural and socioeconomic diversity of Cambridge. This includes support for two senior centers, youth programs, five youth centers, youth leagues, arts gatherings, public celebrations and events, library programs and branches, community policing and outreach programs, neighborhood planning and community meetings, oral history publications and the scores of parks and play areas located throughout the city. The support for these activities and facilities also contributes to the preservation and enhancement of neighborhoods. In addition, a network of neighborhood health centers, community schools and neighborhood fire stations is supported in this budget and contributes to this goal.

The City continues to commit significant resources to a variety of major open space projects. In recent years, the City has renovated several parks including Donnelly Field, Lowell Park, Squirrel Brand Park and Dana Park. This list is expanded with the opening of a renovated Russell Field Complex, which includes a new changing facility with a weight room, renovated youth baseball diamonds, soccer fields and tot lot. The entire Russell Field complex is scheduled to be completed by June 2006. In addition, construction of a new neighborhood park at 238 Broadway, which involved the demolition of the old buildings located at the site and environmental clean-up, is scheduled to begin this summer. The renovation of the outdoor Gold Star Mothers Pool is scheduled to be completed for the beginning of the summer season. The Northeast Sector/Maher Park and Gore Street Park projects are under way.

Other initiatives include the following:

- The FY07 Capital Budget contains \$100,000 for the construction of a Dog Park at Danehy Park. This allocation will be for the construction of a new 15,000 square foot dog park. This project will include expansion of the existing dog run area, significant regrading and drainage improvements, fencing of the entire site, and other site amenities.
- A total of \$205,000 has been included in the Capital Budget to fund both the final phase of the Brookline Street community input and design process (\$55,000 of which will be combined with \$20,000 in previously appropriated Block Grant funds) for a total budget of \$75,000 and the design of long-term improvements to Blanchard Road, which will address the issues identified in a recently completed safety study of Blanchard Road between Concord Avenue and Grove Street, that was requested by residents of Blanchard Road (\$150,000).

The Blanchard Road report identified significant safety issues including a high crash rate and high speeds at the curve in the road and recommended both short-term and long-term safety improvements. Short-term improvements are currently being made with funds from the FY06 Public Works and Traffic, Parking and Transportation operating budgets and will be completed in the Spring of 2006.

- Tobin School Playground Improvements in the amount of \$400,000 has been allocated for renovations to the Father Callanan Playground at the Tobin School, including replacement of the existing pressure treated lumber play equipment structures with new age appropriate play equipment. Safety surfacing and water play will also be added. Renovations to the park will also include fencing repairs and replacement, improved lighting, new park regulatory signs and landscaping improvements.
- The FY07 Capital Budget contains \$350,000 for the Yerxa Road Underpass Construction Project. Construction has begun on the contract, which is approximately 50% complete, with a significant portion of the concrete and utility work done on the north side of the railroad. It is anticipated that this project will be substantially complete, weather permitting, by the end of 2006. Additional funding of \$350,000 is required to address additional consultant costs, railroad costs, significant utility conflict costs and other unforeseen conditions costs through the remainder of this project.
- Continued funding for the Tree Pruning Program (\$50,000), which is based on a five-year cycle of pruning the nearly 3,000 trees in City-managed open spaces, exclusive of the Fresh Pond Reservation.
- The Arts Council's Public Art Conservation and Maintenance Program is funded at \$30,000 and capital projects have been budgeted to include the 1% for Arts allocation.
- The Capital Budget contains \$1,931,190 for street and sidewalk reconstruction and will be used primarily to address pedestrian crosswalks and sidewalks with poor accessibility to ensure compliance with the provisions of the Americans with Disabilities Act (ADA). In addition, \$400,000 will be used for the design and construction of traffic calming measures.
- In order to continue the program of making public facilities more accessible to people with disabilities, \$50,000 has been recommended in the Capital Budget.
- The Election Commission Budget in FY07 reflects an increase of \$55,975 in other ordinary maintenance accounts to cover increased election costs due to having a primary and general election in FY07 as contrasted with one election in FY06, software programming costs to adapt equipment for local elections in order to comply with the Help America Vote Act (HAVA), additional postage for census and additional lighting for polling booths.
- The FY07 Human Services Budget reflects an increase of \$11,800 for Cambridge Youth Hockey to provide funds to benefit both girls and boys hockey programs as well as offset the loss of concession revenues to the Cambridge Youth Hockey Program. Also, there are increases of \$10,000 for the taxi coupon contracts based on the new taxi rates.

- An increase of \$41,500 for veterans' benefits based on the FY06 projected costs is included in the FY07 Veteran's Budget. The veterans' benefits budget is \$286,500 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.
- **DELIVER HIGH QUALITY PUBLIC SAFETY SERVICES AND MAINTAIN A HIGH LEVEL OF PUBLIC CONFIDENCE IN THESE SERVICES**

The total Public Safety Budget for FY06 is \$84,167,975, or 21.3% of the Operating Budget, and includes the following departments: Animal Commission, Fire, Police, Traffic, Parking and Transportation, Police Review and Advisory Board, Inspectional Services, License, Weights and Measures, Electrical, Emergency Communications and Emergency Management.

As mentioned earlier, the License Commission narrative has been significantly changed to provide more statistical and comparative data (see page IV-142) in an ongoing effort to provide better information to the public. The License Commission, with a budget of \$789,035 is comprised of a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules and regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. The Commission issues over 250 alcohol licenses and 2,469 non-alcohol licenses annually. A division within the License Commission is the Consumers' Council which works in cooperation with the Attorney General of the Commonwealth. Its primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict.

The FY07 Fire Department Budget is \$31,490,275 and includes an additional \$117,800 to cover energy increases. In addition to its General Fund allocation, the Fire Department has been successful in obtaining several grants to support its operations. The Fire Department leadership has continued to be actively involved with statewide committees and regional collaborations to improve interagency cooperation and interoperability. The Insurance Service Organization (ISO) has continued to give a Class 1 designation to the Cambridge Fire Department, the highest rating a Fire Department can receive. ISO is the primary source of information about property and liability risk and is the property/casualty insurance industry's leading supplier of statistical, actuarial, underwriting and claims data. This rating is based on criteria related to training, equipment, facilities and communication systems.

In addition, \$350,000 has been set aside in the FY07 Capital Budget to fund the replacement of the 1995 pumper fire vehicle as well as \$28,000 for the purchase of materials needed to perform small repairs at various stations.

The FY07 Police Budget is \$34,188,880 and reflects an increase of \$128,340 for gasoline and other energy increases, which is offset by the reduction of \$100,000 that was added in the FY06 Budget for the purchase of 14 motorcycles and a reduction of \$28,340 in related vehicle repair costs.

- **PROMOTE A HEALTHY ENVIRONMENT BY ADOPTING ENVIRONMENTALLY SOUND AND ENERGY EFFICIENT PRACTICES THROUGHOUT THE COMMUNITY**

The City continues to implement strategies to demonstrate progress in achieving this City Council Goal. For example, the City became a partner in the Commonwealth's *Rebuild Massachusetts* program to leverage state and federal assistance in managing energy consumption. This program, administered locally by the Massachusetts Division of Energy Resources, is part of the U.S Department of Energy (DOE) *Rebuild America* program, which provides technical assistance to partners to plan and carry out activities that improve their buildings while reducing energy consumption. In FY06, the Department of Public Works (DPW) began the development of an Energy Information System (EIS) to track and manage energy consumption in City buildings in partnership with *Rebuild Massachusetts*.

The City continues to integrate energy-efficiency considerations into building system upgrades. For example, in FY06 the DPW designed high-efficiency heating, ventilation and air conditioning (HVAC) upgrades for installation at City Hall, the Senior Center and the Coffon Building. In addition, the City installed high-efficiency light fixtures at the Central Square Library, Danehy Park building, Area 4 Youth Center, Traffic Meter and Maintenance Office, First Street Garage and other City buildings.

In addition, the City adopted pollution prevention measures and good housekeeping controls intended to ensure that City operations and activities conducted at City-owned facilities do not contribute to pollution of the Charles River and Alewife Brook, in accordance with our National Pollutant Discharge Elimination System (NPDES) Phase II Permit. A Good Housekeeping Manual was developed to provide standard operating procedures for typical municipal operations and facility activities to reduce and eliminate contamination that may enter the City's storm water drainage system. Over 50 municipal facilities were inspected and approximately 70 municipal employees, including department heads and staff from the Fire, Police, School, Traffic, Water, Library, Human Services and Public Works Departments, were trained on *Best Management Practices*.

The City has continued its innovative work on climate change and launched the Climate Leader program to engage local businesses and organizations in meeting the goals of the City's Climate Protection Plan. Under the program, participants become more energy efficient, engage in use of renewable resources, and work to recycle and use alternative transportation modes. Participants ranged from large biotech companies to small retail establishments. In addition, the City held two large energy fairs, involving hundreds of residents in efforts to save energy and invest in renewable energy, and initiated a study of how the City can increase its use of renewable energy.

The FY07 Budget contains several initiatives to further this goal that include the following:

- Funds have been included in the FY07 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of \$2,950,000. Projects included in this program are funded through a combination of MWRA Grant funds as well as general obligation bonds and current sewer revenues. This allocation supports work in the Agassiz, Cambridge Highlands and Cambridgeport areas plus, remedial construction work to maintain existing storm, sanitary and combined sewer system.

- The Capital Budget contains \$25,000 for energy efficiency studies and upgrades. In addition, \$225,000 has been allocated to support the replacement of corroded HVAC piping in the King/Amigos school and \$30,000 for the replacement of three remaining unit ventilators in the Area IV Youth Center.
- \$350,000 has been included in the FY07 Capital Budget to complete the Light Emitting Diodes (LED) Traffic Signal Conversion Project at the remaining 76 locations. These conversions will reduce energy demand and cost to the Traffic, Parking and Transportation Department.

In addition, the FY07 Budget supports the \$1,793,440 allocation for the Recycling Division within DPW. The Recycling Division's mission is to encourage people to consume less, reuse and donate materials, and recycle what cannot be eliminated or re-used.

The Recycling Division plans, implements and maintains cost-effective recycling, toxics and waste prevention programs that are characterized by good communication, good customer service and high participation and recovery rates. The Division maintains and monitors the curbside recycling program and a Drop-Off Center open to Cambridge residents and Cambridge businesses and non-profits with 50 or fewer employees. The Division also maintains and monitors recycling in City buildings, schools, public areas, at festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, the Division works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan. By reducing natural resource waste and supporting the purchase of products with recycled content, we can improve the health of our environment and economy for generations to come.

- **PROMOTE THE ADVANTAGES OF “DOING BUSINESS IN CAMBRIDGE” AND WORK TO STRENGTHEN MUTUALLY BENEFICIAL PARTNERSHIPS WITH BUSINESSES AND UNIVERSITIES**

Cambridge has been fortunate that it has been able to operate within the confines of Proposition 2½. It is important to understand that new development is one the keys to our continued successes as well as the ability to generate non-property tax revenues while controlling expenditure growth. It is also important to maintain a reasonable tax rate for both commercial and residential property owners and reliable water and sewer services at affordable rates. By achieving these goals, Cambridge will continue to be a place where individuals and businesses want to visit and/or locate.

Throughout this document, you will find references to the payments in-lieu-of tax (PILOT) agreements that the City has negotiated with Harvard University and MIT. Not only do these agreements provide additional revenue to the City each year but they also provide long-term revenue protection and stability.

The Office of Tourism, with a budget of \$355,000, is a non-profit agency that receives City funding, serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The Office seeks to enrich the City of Cambridge by promoting its many

special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the Office for Tourism seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces information to help visitors, including a Cambridge bookstore guide, a seasonal Calendar of Events, a marketing brochure, a dining guide, an historical walking guide and a comprehensive Visitors Guide. The Office for Tourism also produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge.

The Economic and Employment Planning Division of the Community Development Department has a recommended FY07 Budget of \$414,290. The Division provides services in the following areas: commercial district revitalization; technical assistance to existing and start-up entrepreneurs; support for women - and minority - owned businesses; programs to encourage workforce development, especially in the biotech and health care fields; and real estate information in support of the City's development districts and neighborhood retail areas.

In addition, the City continues to sponsor the Façade Improvement Matching Grant Program (\$150,000) and the Retail Best Practices Program (\$50,000), which provides technical assistance and matching grants to income eligible businesses regarding marketing techniques and interior organization of retail space. In addition, to support start-ups, funding is provided (\$75,000) for courses in Financial Literacy, Getting Started in Business and Minding Your Own Business. Additional support (\$118,000) is also provided to two workforce development programs: the Biomedical Careers Program and the Healthcare Career Advancement Program, both of which help lower-wage workers become ready for higher-wage opportunities in the health care/biotech sector.

OUTLOOK AND CONCLUSION

The long-term outlook for Cambridge continues to be very positive as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when many communities have seen a reduction in their ratings. Cambridge is one of only 19 cities to receive this highest rating from the three major rating agencies. In addition, Cambridge ranked the highest of all communities proximate to Boston in an analysis of "Municipal Stability Factors" published by the Massachusetts Department of Revenue.

Because of our continued strong financial condition, we have been able to maintain both City and School services while embarking on a very ambitious public investment program, which is highlighted by the new Main Library Project and the new Public Safety Facility, at a time when many communities are reducing services. The sound financial practices of this and previous City Councils have left the City with substantial reserves including \$53.6 million in Free Cash and approximately \$65.1 million in excess levy capacity that allows Cambridge the flexibility to respond to periods of economic decline as well as the ability to take advantage of unique opportunities, as was the case with the purchase of the building to house the new Public Safety Facility last year. However, the Commonwealth, as well as the federal government, remain vital financial partners in the delivery of our services. Significant reductions in the current level of state or federal support would be difficult for the City to absorb without impacting the property tax levy. We will continue our strategy to analyze the overall finances of the City in the long-term, using our five-year financial plan and debt guidelines, in order to maintain stability and predictability in our budgeting and financial planning processes.

In the short-term, future budgets will provide many challenges for the City. These include increased tuition costs assessed to the City for students attending the new charter school which opened this year, as state reimbursements drop-off; declining school enrollments; limited local aid increases from the State; unfunded school building capital needs; increasing construction costs; substantial contributions to fund Other Post Employment Benefits (OPEB) liabilities as a result of GASB 45 reporting requirements; continued reductions in our Community Development Block Grant and other federal grants and increasing employee benefit and energy costs. We've faced similar challenges before and dealt with them successfully, but we must be cognizant of them and plan accordingly.

As we continue to work through these challenging financial times, we must remember that the failure to make difficult decisions today will lead to even more difficult decisions in the future. This includes always being mindful that increases in the property tax levy must be modest so as not to overburden our residential and commercial taxpayers. I believe we have responded to the City Council's goal of producing an FY07 Budget that is limited in its growth of the property tax levy, despite significant increases for energy, debt service and health insurance, while not diminishing services. Again, managing our resources wisely as well as being realistic in our expectations regarding budget growth will continue to be the key to our economic growth and stability.

By being cognizant of our financial limitations and working together, I am confident that we can continue to provide the wide array of services that our residents have come to expect, while at the same time meeting the needs of our infrastructure that will benefit our citizens for decades to come.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy". The signature is fluid and cursive, with the first name being the most prominent.

Robert W. Healy
City Manager

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

BUDGET CALENDAR

September 2005 through November 2005	Testing and training with departments on new Budget Development System.	March 23, 2006 through March 30, 2006	City Manager and Budget staffs conduct final review of departmental budgets and supplemental requests.
December 5, 2005	Issuance of FY06-07 City Council Goals Briefing on FY07 budget guidelines and schedule with City Manager and Department Heads. Distribution of budget notebook and materials to Departments. Meeting of departmental finance personnel with budget staff.	April 24, 2006	Submission of the City Manager's Budget to the City Council.
December 5, 2005 through December 22, 2005	All personnel analysis sheets reviewed for accuracy. All corrections placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.	May 3, 2006 through May 18, 2006	Dates for public hearing on FY07 Budget. Department benchmarks updated as of 3/31/06.
January 13, 2006	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/05.	May 22, 2006	Budget Adopted by City Council.
January 23, 2006 through March 22, 2006	Formal department presentations to the City Manager	June 7, 2006	Deadline for City Council adoption of the Budget.
		June 30, 2006	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		July 1, 2006	Begin execution of FY07 allotment plans.

BUDGET PROCESS

The preparation of the Annual Budget for the City of Cambridge is governed by the provisions of Chapter 44 of the Massachusetts General Laws. The budget cycle for FY07 was initiated in November, 2005. At that time budget staff met with the City Manager and Finance Director to update the City's 5-year financial projections in order to establish general budgetary guidelines and limitations for the coming year.

For FY07, the Budget staff continued to work with Departments on refining the budget format adopted in FY97, which emphasizes quantifiable and concise narratives. The emphasis during the FY07 budget cycle was on the further integration of community values and City Council goals with departmental goals and performance measures. This is the 11th year of the format, which allows the City Manager and the City Council to better quantify City services. This format is based on a system of goals and measures that are quantifiable and calculate selected unit costs of services where applicable. Working within this framework has facilitated the continuing refinement of the budget document. In the FY07 budget some goals and measures were eliminated, replaced and/or expanded, resulting in goals and measures that are more comprehensive, significant or illustrative of the services and programs provided by City departments. Through continued use and constant updating, the budget continues to evolve into a more comprehensive document containing a goals and measures system that accurately reflects data concerning City systems.

In December, the City Manager convened a citywide annual budget meeting attended by all department heads and finance personnel. At this meeting the City Manager gave a general overview of the state of the economy, discussed the budget format and outlined specific guidelines for the preparation of individual

department budgets: COLA, Pensions and Health Insurance costs can increase as required; all non-personnel operating items known to be increasing due to contractual terms must be absorbed within the budget and not knowingly under-budgeted. Major contracts for services must be reviewed to ensure that departments have sufficient funds to meet contractual needs; budgets are to be level funded; extraordinary expenditures must be revised and one time items from the current year eliminated; departments should expect that reductions can be made during the review process; and the supplemental request process remained the same with requests for new or expanded services submitted separately outside the base budget. If a request for supplemental funds were submitted, it was necessary to identify a corresponding decrease before this request could be considered. It was emphasized that the FY07 goal was to submit a budget to the City Council that supports Council priorities with the same number, or fewer positions. Each department subsequently met with the Budget staff to review the budget format and to aid in the development of goals and performance measures. These operating budgets, which include expenditure and revenue estimates and significant departmental accomplishments of the previous budget year, were submitted to the City Manager by January 13, 2006.

From mid-January through mid-March, each department made a presentation to the City Manager justifying proposed budget decreases, increases, supplemental budget requests, and program changes for the coming year. The City Manager also reviewed goals and performance measures and their integration with City Council goals. Specific requests were negotiated during these sessions and appropriate revisions were made to the submitted budgets.

It is important to note that, at this stage of the process in past years, the City Manager has increased or decreased the budget based on the priorities of the City Council and the Administration. However, due to the need to control overall budget increases with particular attention paid to those financed through property taxes, supplemental requests generally were not funded unless a corresponding decrease was identified and built into the FY07 budget.

From mid-March through mid-April, the Budget and City Manager's staff finalized the Annual Budget document for submission to the City Council. By state law, the budget must be submitted to the City Council within 170 days after the Council organizes in early January. The City Manager will submit the FY07 Budget to the City Council on April 24, 2006.

From May 3 – May 18, the City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days in which to act (June 7.) The City Council adopted the FY07 Budget on May 22, 2006. The Annual Budget for FY07 becomes effective July 1, 2006.

BUDGET PROCEDURE

The following sections of Chapter 44 of the Massachusetts General Laws govern the budget procedure for the City of Cambridge.

CHAPTER 44, SECTION 31A. REPORT OF ESTIMATED EXPENSES; PERIOD COVERED; CONTENTS. Every officer of any city except Boston having charge of, or jurisdiction over, any office, department or undertaking, requesting an appropriation

shall, between November first and December first of each year, furnish the mayor and the city auditor, or officer having similar duties, on forms provided by the city auditor or officer having similar duties, and approved by the bureau of accounts in the department of corporations and taxation, detailed estimates of the full amounts deemed necessary for the next fiscal year for the ordinary maintenance of the office, department or undertaking under his charge or jurisdiction, and for expenditures other than the ordinary maintenance, with the amounts, if any, expended for similar purposes during the preceding fiscal year and during the first four months of the then current fiscal year, and an estimate of the amounts required to be expended for such purposes during the last eight months of the then current fiscal year, giving explanatory statements of any differences between the amount of any estimate for the next fiscal year and the amount expended or estimated to be required as aforesaid.

The information hereby required to be furnished shall set forth the number of permanent or temporary employees, or both, requested in each classification or rating in the next fiscal year and the number of permanent or temporary employees, or both, employed on October thirty-first of the then fiscal year, or the nearest week-end thereto, except laborers and persons performing the duties of laborers, with the annual, monthly, weekly or hourly compensation of such employees, and shall state whether such compensation is fixed by ordinance or otherwise and whether or not such employees are subject to chapter thirty-one.

The foregoing shall not prevent any city, upon recommendation of the mayor, from so setting forth the number of permanent or temporary laborers and persons performing the duties of laborers, or both such permanent and temporary laborers and persons, with the annual, monthly, weekly or hourly compensation of such employees.

The city auditor, or officer having similar duties, shall forthwith at the close of each calendar year furnish the mayor with a written report of the money received from estimated receipts applicable to the payment of expenditures of the first six months of the then current fiscal year, with an estimate of such receipts for the last six months of such year and for the next fiscal year.

CHAPTER 44, SECTION 33A. SALARY PROVISIONS IN BUDGET; REQUIREMENTS AND LIMITATIONS. The annual budget shall include sums sufficient to pay the salaries of officers and employees fixed by law or by ordinance. Notwithstanding any contrary provision of any city charter, no ordinance providing for an increase in the salaries and wages of municipal officers and employees shall be enacted except by a two-thirds vote of the City Council, nor unless it is to be operative for more than three months during the calendar year in which it is passed. No new position shall be created or increase in rate made by ordinance, vote or appointment during the financial year subsequent to the submission of the annual budget unless provision therefor has been made by means of a supplemental appropriation. No ordinance, vote or appointment creating a new position in any year in which a municipal election is held shall be valid and effective unless said ordinance, vote or appointment is operative for more than three months during said municipal election year.

CHAPTER 44, SECTION 32. SUBMISSION TO CITY COUNCIL; PROCEDURE FOR APPROVAL, REJECTION OR ALTERATION. Within one-hundred-seventy days after the annual organization of the city government in any city other than Boston, the mayor shall submit to the city council the annual budget which shall be a statement of the amounts recommended by him for the proposed expenditures of the city for the next fiscal year. The annual budget shall be classified and designated so as to show separately with respect to each officer, department or undertaking for which an appropriation is recommended:

- (1) Ordinary maintenance, which shall also include debt and interest charges matured and maturing during the next fiscal year, and shall be subdivided as follows:
 - (a) Salaries and wages of officers, officials and employees other than laborers or persons performing the duties of laborers; and
 - (b) Ordinary maintenance not included under (a): and
- (2) Proposed expenditures for other than ordinary maintenance, including additional equipment the estimated cost of which exceeds one thousand dollars.

The foregoing shall not prevent any city, upon recommendation of the mayor and with the approval of the council, from adopting additional classifications and designations.

The city council may by majority vote make appropriations for the purposes recommended and may reduce or reject any amount recommended in the annual budget, but, except on recommendation of the mayor, shall not increase any amount in or the total of the annual budget, nor add thereto any amount for a purpose not included therein, except as provided in section thirty-three. Except as otherwise permitted by law, all amounts appropriated by the city council, as provided this section, shall be for the purposes specified. In setting up an appropriation order or orders based on the annual budget, the council shall use, so far as possible, the same classifications required for the annual budget. If the council fails to take action with respect to any amount recommended in the annual budget either by approving, reducing or rejecting the same, within forty-five days after the receipt of the budget, such amount shall without any action by the council become a part of the appropriations for the year, and be available for the purposes specified.

If, upon the expiration of one-hundred-and-seventy days after the annual organization of the city government, the mayor shall not have submitted to the council the annual budget for said year, the city council shall, upon its own initiative, prepare such annual budget by June thirtieth of such year, and such budget preparation shall be, where applicable, subject to the provisions governing the annual budget of the mayor.

Within fifteen days after such preparation of the annual budget, the city council shall proceed to act by voting thereon and all amounts so voted shall thereupon be valid appropriations for the purposes stated therein to the same extent as though based upon a mayor's annual budget, but subject, however, to such requirements, if any, as may be imposed by law.

If the council fails to take action with respect to any amount recommended in the budget, either by approving, reducing or rejecting the same, within fifteen days after such preparation, such amount shall, without further action by the council, become a part of the appropriations for the year, and be available for the purposes specified.

Notwithstanding any provisions of this section to the contrary, the mayor may submit to the city council a continuing appropriation budget for said city on a month by month basis for a period not to exceed three months if said city has not approved an operating budget for the fiscal year because of circumstances beyond its control.

Nothing in this section shall prevent the city council, acting upon the written recommendations of the mayor, from voting appropriations, not in excess of the amount so recommended, either prior or subsequent to the passage of the annual budget.

The provisions of this section shall apply, in any city adopting the Plan E Form of government under chapter forty-three, only to extent provided by section one-hundred-and-four of said chapter.

Neither the annual budget nor appropriation orders based therein shall be in such detail as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council.

The city council may, and upon written request of at least ten registered voters shall, give notice of a public hearing to be held on the annual budget, prior to final action thereon, but not less than seven days after publication of such notice, in a newspaper having general circulation in the city. At the time and place so advertised, or at any time or place to which such public hearing may from time to time be adjourned, the city council shall hold a public hearing on the annual budget as submitted by the mayor, at which all interested persons shall be given an opportunity to be heard for or against the proposed expenditures or any item thereof.

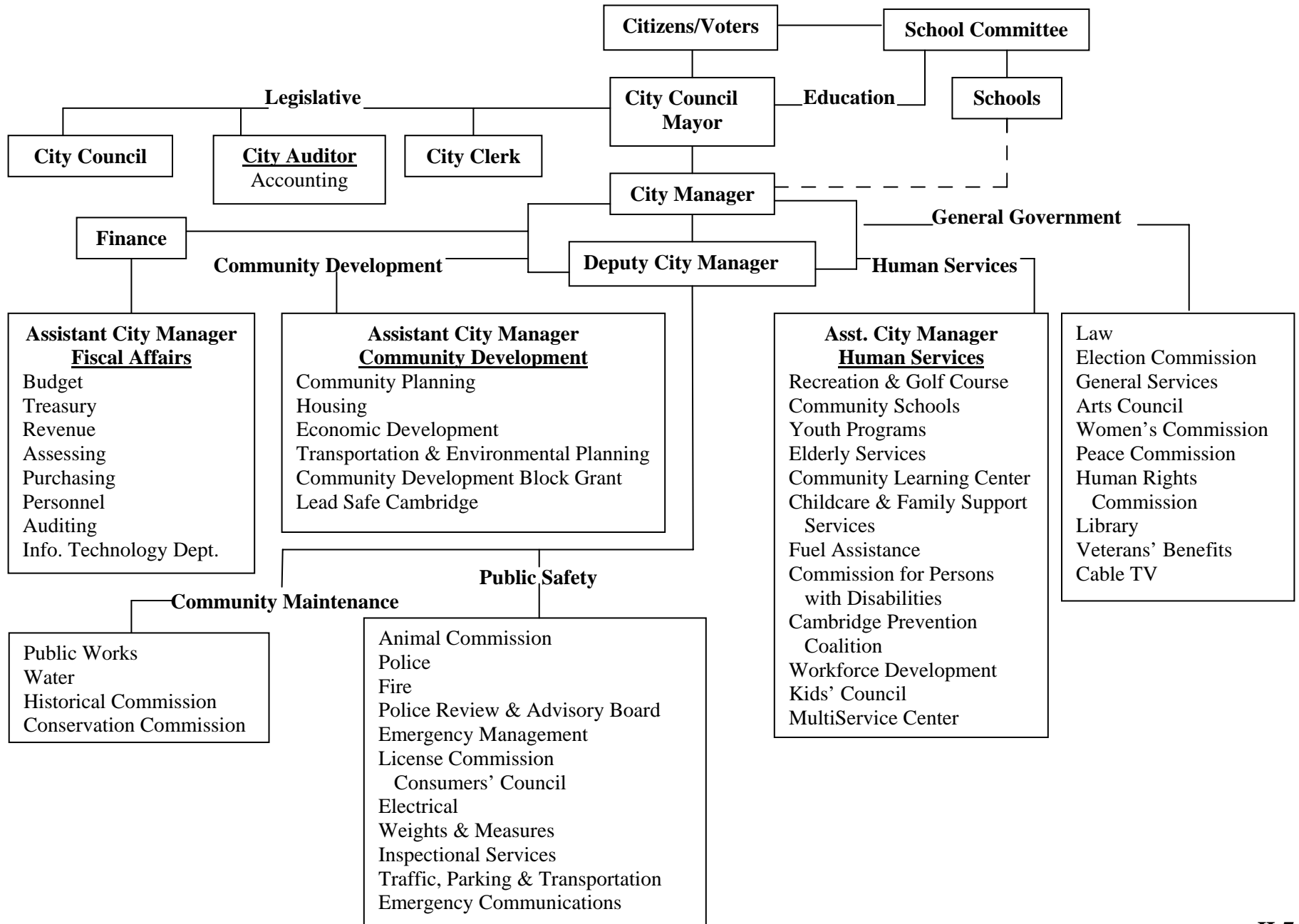
CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation for the same department, but no transfer shall be made of any amount appropriated for the use of any department to the appropriation for any department except by a two thirds vote of the city council on recommendation of the mayor and with the written approval of the amount of such transfer by the department having control of the appropriation from which the transfer is proposed to be made. A town may, by majority vote of any meeting duly held, transfer any amount previously appropriated to any other use authorized by law. No approval other than that expressly provided herein shall be required for any transfer under the provisions of this section.

CHAPTER 44, SECTION 33. POWER OF COUNCIL TO ADD TO APPROPRIATION; CONDITIONS; LIMITATIONS. In case of the failure of the mayor to transport to the city council a written recommendation for an appropriation for any purpose not

included in the annual budget, which is deemed necessary by the council after having been so requested by vote thereof, said council, after the expiration of seven days from such vote, upon its own initiative may make such appropriation by a vote of at least two thirds of its members, and shall in all cases clearly specify the amount to be expended for each particular purpose, but no appropriation may be voted hereunder so as to fix specific salaries of employees under the direction of boards elected by the people, other than the city council. Amended by St. 1941, chapter 473, section 3.

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



GLOSSARY

Abatement. A complete or partial cancellation of a tax levy imposed by a governmental unit. Administered by the local board of assessors.

Accounting System. A system of financial recordkeeping which records, classifies and reports information on the financial status and operation of an organization.

Accrual Basis. The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Activity. A specific line of work carried out by a department, division or cost center which constitutes a program.

Adopted Budget. The resulting budget that has been approved by the City Council.

Allocation. The distribution of available monies, personnel, buildings and equipment among various City departments, divisions or cost centers.

Annual Budget. An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appropriation. An authorization by the City Council to make obligations and payments from the treasury for a specific purpose.

Arbitrage. Investing funds borrowed at a lower interest cost in investments providing a higher rate of return.

Assessed Valuation. A valuation set upon real or personal property by the City board of assessors as a basis for levying taxes.

Audit. A study of the City's accounting system to ensure that financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and city charter.

Balanced Budget. A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and towns.

Basis of Accounting. Basis of accounting refers to when revenues and expenditures or expenses are recognized in accounts and reported on financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Bond. A written promise to pay a specified sum of money, called the face value (par value) or principal amount, at a specified date or dates in the future, called maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time.

Bond Anticipation Notes. Notes issued in anticipation of later issuance of bonds, usually payable from the proceeds of the sale of the bonds or of renewal notes.

Bonds Authorized and Unissued. Bonds that a government has been authorized to sell but has not yet done so. Issuance at this point is only contingent upon action by the treasurer.

Bond Counsel. An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond Issue. Generally, the sale of a certain number of bonds at one time by a governmental unit.

Budget (Operating). A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them.

Budget Basis of Accounting. The City's General Fund budget is prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget. See Basis of Accounting and Budgeting on page 21 in Section II.

Budget Calendar. The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget Message. A general discussion of the submitted budget presented in writing by the City Manager as part of the budget document.

Capital Budget. A plan of proposed outlays for acquiring long-term assets and the means of financing those acquisitions during the current fiscal period.

Capital Expenditures. Expenditures which result in the acquisition of or addition to fixed assets. See Section V.

Capital Improvements Program. A comprehensive schedule for planning a community's capital expenditures. It coordinates community planning, fiscal capacity and physical development. While all of a community's needs should be identified in the

program, there should also be a set of criteria that prioritizes expenditures. A capital program is a plan for capital expenditures that extends four years beyond the capital budget and is updated yearly.

Cash Basis of Accounting. Revenues are recorded when cash is received and expenses are recognized when cash is paid out.

Charges for Service. (Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Cherry Sheet. A form showing all state charges and reimbursements to the City as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

Community Preservation Act. On November 7, 2001, residents of the City accepted the Community Preservation Act (CPA) which allows the City to impose a surcharge of 3% on real estate taxes. Property exempt from this tax includes the first \$100,000 of residential property as well as certain low-income properties. By enacting the CPA, the City will receive the maximum available matching funds from the state. Proceeds from both the amount raised by the City and the amount matched by the State will be used to fund renovations to and the construction of affordable housing as well as open space acquisition and historic preservation.

Cost-Benefit Analysis. Decision-making tool that allows a comparison of options based on the level of benefit derived and the cost incurred for each different alternative.

Cost Center. The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt Authorization. Formal approval to incur debt by municipal officials, in accordance with procedures stated in M.G.L. Ch. 44, specifically sections 2, 3, 4 and 6-15.

Debt Burden. The level of debt of an issuer, usually as compared to a measure of value (debt as a percentage of assessed value, debt per capital, etc.). Sometimes debt burden is used in referring to debt service costs as a percentage of the annual budget.

Debt Limits. The general debt limit of a city consists of normal debt limit, which is 5% of the valuation of taxable property and a double debt limit, which is 10% of that valuation. Cities and towns may authorize debt up to the normal limit without state approval while debt up to the double debt limit requires state approval. It should be noted that there are certain categories of debt which are exempt from these limits.

Debt Service. Payment of interest and repayment of principal to holders of a government's debt instruments.

Deficit or Budget Deficit. The excess of budget expenditures over receipts. The city charter requires a balanced budget.

Department. A principal, functional, and administrative entity created by statute and the City Manager to carry out specified public services.

Departmental Accomplishments. Completion of a goal or activity that warrants announcement. A departmental achievement.

Encumbrance. Obligations in the form of purchase orders and contracts which are chargeable to an appropriation and are reserved. They cease to be encumbrances when paid or when an actual liability is set up.

Enterprise Fund. A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Equalized Valuations. (EQVs). The determination of the full and fair cash value of all property in the Commonwealth that is subject to local taxation. EQVs have historically been used as variables in distributing certain state aid accounts, and for determining county assessments and certain other costs. The Commissioner of Revenue, in accordance with M.G.L. Ch.58 s 10C, is charged with the responsibility of bi-annually determining an equalized valuation for each town and city in the Commonwealth.

Excess Levy Capacity. The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or council must be informed of excess levying capacity and evidence of such acknowledgement must be submitted to DOR when setting the tax rate.

Expenditures. The amount of money, cash or checks, actually paid or obligated for payment from the treasury.

FY05 Actual. FY05 actual numbers provided by departments based on the departments internal tracking methods.

FY06 Budget. Numbers stated in the FY07 budget document as the FY06 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY06 Projected. Estimate of what will be achieved in FY06 based on year-to-date performance.

FY07 Proposed. Estimated FY07 performance set by the department.

Fiduciary Fund. Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trusts, non-expendable trusts, pension trusts, and other agency funds.

Financing Plan. The estimate of revenues and their sources that will pay for the service programs outlined in the annual budget.

Fiscal Year. The twelve month financial period used by all Massachusetts municipalities which begins July 1, and ends June 30, of the following calendar year. The year is represented by the date of which it ends. Example: July 1, 2006 to June 30, 2007 is FY07.

Free Cash. (Also Budgetary Fund Balance) Funds remaining from the operations of the previous fiscal year which are certified by DOR's director of accounts as available for appropriation. Remaining funds include unexpended free cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount of remaining funds which can be certified as free cash.

Full and Fair Market Valuation. The requirement, by State Law, that all real and personal property be assessed at 100% of market value for taxation purposes. "Proposition 2½" laws set the City's tax levy limit at 2½% of the full market (assessed) value of all taxable property.

Fund. A set of interrelated accounts which record assets and liabilities related to a specific purpose. Also a sum of money available for specified purposes.

Fund Accounting. Governmental accounting systems should be organized and operated on a fund basis. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitation.

Fund Balance. The excess of assets of a fund over its liabilities and reserves.

GAAP. See Generally Accepted Accounting Principles.

GASB 34. A major pronouncement of the Governmental Accounting Standards Board that requires a report on overall financial health, including trends, prospects for the future, the cost of delivering services and value estimates on public infrastructure assets.

General Fund. The major municipality owned fund which is created with City receipts and which is charged with expenditures payable from such revenues.

Generally Accepted Accounting Principles (GAAP). A set of uniform accounting and financial reporting rules and procedures that define accepted accounting practice.

General Obligation Bonds. Bonds issued by a municipality which are backed by the full faith and credit of its taxing authority.

Geographical Information System (GIS). Computerized mapping system and analytical tool that allows a community to raise and sort information on a parcel, area or community wide basis.

Goal. A proposed course of action in which departmental effort is directed.

Governmental Funds. Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Grant. A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.

Hotel/Motel Excise. Allows a community to assess a tax on short-term room occupancy at hotels, motels, and lodging houses, as well as convention centers in selected cities.

Interest. Compensation paid or to be paid for the use of money, including interest payable at periodic intervals or as discount at the time a loan is made.

Interfund Transactions. Payments from one administrative budget fund to another or from one trust fund to another, which results in the recording of a receipt and an expenditure.

Intrafund Transactions. Financial transactions between activities within the same fund. An example would be a budget transfer. License and Permit Fees. The charges related to regulatory activities and privileges granted by government in connection with regulations.

Levy Limit. The maximum amount a community can levy in a given year. The limit can grow each year by 2.5 percent of the prior year's levy limit (M.G.L. Ch. 59 s 21C (f,g,k)) plus new growth and any overrides. The levy limit can exceed the levy

ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

Line-Item Budget. A format of budgeting which organizes costs by type of expenditure such as supplies, equipment, maintenance or salaries.

Massachusetts Water Pollution Abatement Trust (MWPAT). A statewide revolving fund that commenced operations in 1990 to address necessary environmental actions outlined in the Federal Clean Water Act. This fund revolves by the MWPAT issuing large pooled bond issues for various environmental construction projects and then loaning these funds to communities with subsidies from the state reducing the debt service payments for these communities.

Modified Accrual Basis. The accrual basis of accounting adapted to the governmental fund type, wherein only current assets and current liabilities are generally reported on fund balance sheets and the fund operating statements present financial flow information (revenues and expenditures). Revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred except for a few specific exceptions. All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting.

N/A. The information is not available or not applicable. See FY06 Budget.

Non-Tax Revenue. All revenue coming from non-tax sources including licenses and permits, intergovernmental revenue, charges for service, fines and forfeits and various other miscellaneous revenue.

Official Statement. A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer.

Operating Budget. See budget (operating).

Overlay. The amount raised by the assessors in excess of appropriations and other charges for the purpose of creating a fund to cover abatements and exemptions.

Pay-As-You-Go Funds. The appropriation of current revenues, including Property Taxes and Free Cash, to fund capital improvements, as opposed to incurring debt to cover the costs.

Performance Budget. A budget that bases expenditures primarily upon measurable performance of activities and work programs. A performance budget may also incorporate other bases of expenditure classifications, such as character and object class, but these are secondary to activity performance.

Performance Measure. An instrument for determining the amount of degree a department or division executes an action or task. The degree of goal fulfillment achieved by programs.

Performance Standard. A statement of the conditions that will exist when a job is well done.

Planning. The management function of preparing a set of decisions for action in the future.

Policy. A definite course of action adopted after a review of information, and directed at the realization of goals.

Priority. A value that ranks goals and objectives in order of importance relative to one another.

Procedure. A method used in carrying out a policy or plan of action.

Program. Collections of work-related activities initiated to accomplish a desired end.

Program Budget. A budget format which organizes expenditures and revenues around the type of activity or service provided and specifies the extent or scope of service to be provided, stated whenever possible in precise units of measure.

Proposition 2½. A statewide tax limitation initiative petition limiting the property tax levy in cities and towns in the Commonwealth to 2½ percent of the full and fair cash valuation of the taxable real and personal property in that city or town. The statute also places an annual growth cap of 2½ percent on the increase in the property tax levy.

Purchase Order. A document issued to authorize a vendor or vendors to deliver specified merchandise or render a specified service for a stated or estimated price. Outstanding purchase orders are called encumbrances.

Purpose & Overview. A short description of a City department or division describing the charges and/or functions of that particular department or division.

Rating Agencies. This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch Ratings. These are the three major agencies which issue credit ratings on municipal bonds.

Registered Bonds. Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserves. An account used to indicate that portion of fund equity which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Reserve for Contingencies. A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

Revaluation. A reasonable and realistic program to achieve the fair cash valuation of property, in order to ensure that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of their property.

Revenue. Additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure. Revenue may also be created by cancelling liabilities, provided there is no corresponding decrease in assets or increase in other liabilities.

Revolving Fund. A fund established to finance a continuing cycle of operations in which receipts are available for expenditure without further action by the City Council.

Service Level. The extent or scope of the City's service to be provided in a given budget year. Whenever possible, service levels should be stated in precise units of measure.

Service Program. A planned agenda for providing benefit to citizens.

Significant Budget Modification. An increase or decrease of a departmental budget of such importance that highlighting is necessary.

Submitted Budget. The proposed budget that has been approved by the City Manager and forwarded to the City Council for their approval. The Council must act upon the submitted budget within

prescribed guidelines and limitations according to statute and the City charter.

Supplemental Appropriations. Appropriations made by the City Council after an initial appropriation to cover expenditures beyond original estimates.

Tax Anticipation Notes. Notes issued in anticipation of taxes which are retired usually from taxes collected.

Tax Rate. The amount of tax levy stated per \$1,000 in value of the tax base. Prior to a 1978 amendment to the Massachusetts Constitution, a single tax rate applied to all of the taxable real and personal property in a city or town. The 1978 amendment allowed the legislature to create three classes of taxable property: 1) residential real property, 2) open space land, and 3) all other (commercial, industrial, and personal property), each of which may be taxed at a different rate. Within limits, cities and towns are given the option of determining the share of the levy to be borne by the different classes of property. The share borne by residential real property must be at least 65% of the full rate. The share of commercial, industrial, and personal property must not exceed 175% of the full rate. Property may not be classified until the state department of revenue has certified that all property has been assessed at its full value.

Unit Cost. The cost required to produce a specific product or unit of service. For example, the cost of providing 100 cubic feet of water or the cost to sweep one mile of street.

Valuation (100%). Requirement that the assessed valuation must be the same as the market value for all properties.

SELECTED ACRONYM TABLE

Affirmative Action Advisory Committee	AAAC
Accessible Cambridge Transportation	ACT
Americans with Disabilities Act	ADA
Advanced Life Support	ALS
Automatic Meter Reading	AMR
Advancement Via Individual Determination	AVID
Bunker Hill Community College	BHCC
Board of Zoning Appeal	BZA
Campus Alcohol Advisory Boards	CAAB
Cambridge Arts Council	CAC
Computer Aided Dispatch	CAD
Cambridge Auxiliary Fire Department	CAFD
Comprehensive Annual Financial Report	CAFR
Commission on Accreditation for Law Enforcement Agencies	CALEA
Computer Assisted Mass Appraisal	CAMA
Computer Assisted Management of Emergency Operations	CAMEO
Cambridgeport Artists' Open Studios	CAOS
Cambridge & Somerville Program for Alcoholism Rehabilitation	CASPAR
Cambridge Business Development Center	CBDC
Community Crisis Response Team	CCRT
Community Development Block Grant	CDBG
Community Development Department	CDD
Commercial Driver's License	CDL
Corporate Emergency Access System	CEAS
Comprehensive Emergency Management	CEM
Cambridge Employment Program	CEP
Community Emergency Response Team	CERT
Chlorofluorocarbons	CFC's
Cambridge Health Alliance	CHA
Cambridge Historical Commission	CHC
Cambridge Human Rights Commission	CHRC
Cambridge Alcohol Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Cambridge Office for Tourism	COT

Community Preservation Act	CPA
Cambridge Police Department	CPD
Cambridge Public Library	CPL
Cambridge Police Review and Advisory Board	CPRAB
Cambridge Public Schools	CPS
Consumer Product Safety Commission	CPSC
Cambridge River Festival	CRF
Cambridge Rindge and Latin School	CRLS
Cambridge Request System	CRS
Combined Sewer Overflow	CSO
Cambridge Veterans' Organization	CVO
Cambridge Water Department	CWD
Massachusetts Department of Environmental Protection	DEP
Department of Human Services and Programs	DHSP
U.S. Department of Energy	DOE
Massachusetts Department of Revenue	DOR
Department of Public Works	DPW
Emergency Communications and 911 Center	ECC
Equal Employment Opportunity	EEO-4
Equal Employment Opportunity Commission	EEOC
Energy Information System	EIS
Emergency Medical Services	EMS
Emergency Operating Center	EOC
Water System Emergency Operating Plan	EOP
Emergency Preparedness and Response	EP&R
U.S. Environmental Protection Agency	EPA
Early Retirement Incentive	ERI
English for Speakers of Other Languages	ESOL
Federal Emergency Management Association	FEMA
Fats, oils and grease	FOG
Full-time equivalent	FTE
Generally Accepted Accounting Principles	GAAP
Government Accounting Standards Board	GASB
Greater Boston Convention and Visitors Bureau	GBCVB
General Education Degree	GED
Geographic Information System	GIS
Help America Vote Act	HAVA
High frequency	HF
Home Improvement Program	HIP
Health Insurance Portability and Accountability Act	HIPAA

Health Maintenance Organization	HMO
Homeowners' Rehab, Inc.	HRI
Human Resources Management System	HRMS
Federal Department of Housing and Urban Development	HUD
Heating, Ventilation and Air Conditioning	HVAC
Inspectional Services Department	ISD
Intensive Studies Program	ISP
Information Technology	IT
Information Technology Department	ITD
Just-A-Start	JAS
Lifetime Empowerment and Awareness Program	LEAP
Light Emitting Diode	LED
Leadership in Energy and Environmental Design	LEED
Local Emergency Planning Committee	LEPC
Leading Pedestrian Interval	LPI
Lead-Safe Cambridge	LSC
Metropolitan Area Planning Council	MAPC
Minority Business Enterprise	MBE
Massachusetts Board of Library Commissioners	MBLC
Massachusetts Bay Transportation Authority	MBTA
Massachusetts Commission Against Discrimination	MCAD
Metropolitan District Commission	MDC
Massachusetts Emergency Management Agency	MEMA
Massachusetts General Laws	MGL
Massachusetts Institute of Technology	MIT
Metro-Region Conservation Agents Association	MRCAA
Mayor's Summer Youth Employment Program	MSYEP
Massachusetts Water Pollution Abatement Trust	MWPAT
Massachusetts Water Resources Authority	MWRA
National Academy of Emergency Medical Dispatch	NAEMD
Neighborhood Conservation Districts	NCD
National Endowment for the Arts	NEA
New England Foundation for the Arts	NEFA
New Economy Taskforce	NET
National Football League	NFL
National Incident Management System	NIMS
North Cambridge Artists' Open Studios	NoCA
National Pollution Discharge Elimination System	NPDES
National Union Catalogue of Manuscript Collections	NUCMC
Non-Violent Communication	NVC

Office of Campaign and Political Finance	OCPF
Other Postemployment Benefits	OPEB
Office of Workforce Development	OWD
Program in Afterschool Education and Research	PAER
Public Employee Retirement Administration Commission	PERAC
Police Executive Research Forum	PERF
Public Information Officer	PIO
Peace and Justice Corps	PJC
Problem Oriented Policing	POP
Proportional Representation	PR
Police Review and Advisory Board	PRAB
Parking and Transportation Demand Management	PTDM
Radio Amateur Civil Emergency Service	RACES
Rape Aggression Defense	RAD
Rehabilitation Assistance Program	RAP
Record Management System	RMS
Reaching Out About Depression	ROAD
Rindge School of Technical Arts	RSTA
State and Local Assistance	S/LA
Student Awareness and Fire Education	SAFE
Superfund Amendment and Reauthorization Act	SARA
Substance Abuse Services for Seniors	SASS
School Building Assistance	SBA
Self Contained Breathing Apparatus	SCBA
Safe Drinking Water Act	SDWA
School Improvement Plans	SIP
State Office of Minority & Women Business Assistance	SOMWBA
Sex Offender's Registration Information	SORI
Street Preservation Offset Fund	SPOF
School Resource Officers	SRO
Students Teaching About Respect	STARS
Transportation Demand Management	TDM
Technical Services Division	TSD
Urban Area Security Initiative	UASI
Urban Park and Recreation Recovery	UPARR
Underground Railway Theater	URT
Vulnerability Assessment	VA
Veterans of Foreign Wars	VFW
Volunteers In Police Service	VIP'S
Young Men's Christian Association	YMCA

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. According to the 2000 Census, the City's population in calendar year 2000 was 101,355, down from a 1950 peak of 120,740, but up from the 1990 population of 95,802.

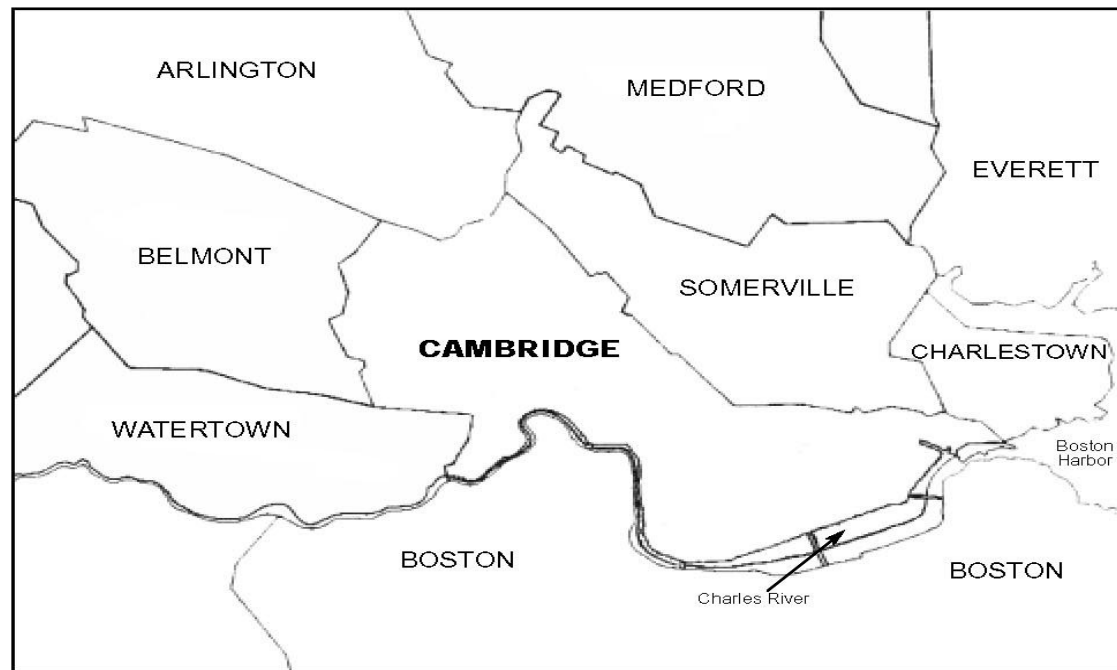
Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as the University City. Harvard, America's oldest university, was established here in 1636, six years after the City itself was founded. It is also home to Lesley University, Cambridge College and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in seven of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only 10 US cities with a population over 50,000 are more dense (Source: 2000 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 673 (Cambridge Highlands) to 13,072 (Mid Cambridge) (Source: 2000 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Sixty-eight percent of all residents are white; 12% are black; 12% are Asian; and 8% are other races, including American Indian, Pacific Islander, or two or more races in combination. Seven percent (7%) of all residents are of Hispanic background (Source: 2000 US Bureau of Census).
- Cambridge is a city of renters. 71.7% of all households rent; 28.3% own. Approximately 8.6% of homes are single family; 14.4% are two family; 11.3% are three families; 8.8% are in 4-8 unit buildings; 30.7% are in buildings of 9 or more units; 21.2% of units are condominiums; 3.2% are mixed use residential/commercial; and 1.8% are rooming houses. 14.4% of all units are publicly owned or subsidized (Source: 2003 Community Development Department).
- A majority of all local jobs are in services (84%). Service employment is dominated by education, business including research and development and computer/software, engineering government and management, and health services. Ten percent (10%) of all jobs are in

retail and wholesale trade; 6% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Cambridge Health Alliance, (5) Biogen Idec, (6) Federal Government, (7) Mt. Auburn Hospital, (8) Millenium Pharmaceuticals, (9) Genzyme, and (10) Draper Laboratories. (Source: Cambridge Community Development Department and cited employers, 2005).

- Cambridge remains an incubator of new industries. Important industries include biotechnology, artificial intelligence, optical instruments, and advanced materials.
- The fastest growing sector of the economy is now the life sciences, including biotechnology firms, medical laboratories and medical instrument makers.
- 89.4% of the population of Cambridge who are 25 years or older are high school graduates while 65.1% of the same age group have completed four or more years of college.



CAMBRIDGE AND SURROUNDING COMMUNITIES

FACTS ON FILE

GENERAL

Population: Source: US Census Bureau 101,355
 Area (Square miles): 6.26

POPULATION CHARACTERISTICS (Source: 2000 US Census Bureau)

	1980	1990	2000
White	82.3%	75.3%	68.1%
Black	10.9%	13.5%	11.9%
Asian	3.8%	8.4%	11.9%
American Indian	0.2%	0.3%	.3%
Two or more races in combination	n/a	n/a	4.6%
Other	2.8%	2.5%	3.2%
TOTAL	100%	100%	100%

Hispanic Origin 4.8% 6.8% 7.4%
Persons of Hispanic origin may be of any race.

GOVERNMENT

Founded: 1630
 Date of Incorporation as a City: 1846
 Form of Government: Council/Manager
 Mayor: Elected by the Council
 No. of Councillors: Nine

HOUSING

Type of House	Average Value	# of Parcels
One family	\$972,698	3,709
Two family	\$748,982	2,849
Three family	\$816,926	1,450
Condominium	\$414,125	10,344

(Source: City of Cambridge as of 01/01/05)

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 04/13/06) 57,211
 Number of Parks & Play areas: 78
 Number of Youth Centers: 5
 Number of Community Schools: 12
 Number of Senior Citizen Centers: 2
 Number of Golf Courses: 1

FOUR LONGEST STREETS

Massachusetts Avenue: 4 miles
 Cambridge Street: 2 miles
 Concord Avenue: 2 miles
 Broadway: 1 mile
 Miles of City Streets: 125 miles

INSTITUTIONS OF HIGHER LEARNING

Harvard University
 Massachusetts Institute of Technology
 Lesley University
 Cambridge College

THE TEN LARGEST EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department and cited employers, 2005)

Rank	Name of Employer	Nature of Business	Number of 2005 Employees
1.	Harvard University	Education	10,282
2.	MIT	Education	7,026
3.	City of Cambridge	Government	3,251
4.	Cambridge Health Alliance	Medical	1,777
5.	Biogen Idec	Biotechnology	1,767
6.	Federal Government	Government	1,656
7.	Mt. Auburn Hospital	Medical	1,379
8.	Millenium Pharmaceuticals	Biotechnology	1,339
9.	Genzyme Corporation	Biotechnology	1,231
10.	Draper Laboratories, Inc.	Research & Development	1,052

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2006	\$21,242.1	\$604.8	\$21,846.9
2005	20,880.7	467.3	21,348.0
2004	18,782.7	443.9	19,226.6
2003	17,382.8	368.0	17,750.8
2002	16,532.0	305.1	16,837.1
2001	12,410.1	293.0	12,703.1
2000	10,763.2	274.8	11,038.0
1999	9,286.6	256.2	9,542.8
1998	7,254.7	249.0	7,503.7
1997	7,006.1	236.0	7,242.1

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2006	\$17.86	\$7.38	\$10.48
2005	18.28	7.78	10.57
2004	19.08	7.63	11.49
2003	18.67	7.26	11.14
2002	18.81	7.22	11.13
2001	23.39	9.21	14.05
2000	25.16	9.64	14.86
1999	27.25	11.05	16.66
1998	35.98	13.43	20.56
1997	35.78	13.02	20.45

CITY LEVIES

Fiscal Year	Total Levy
2006	\$222,960,291
2005	222,953,435
2004	209,599,396
2003	197,720,546
2002	187,444,551
2001	178,484,966
2000	164,020,845
1999	159,000,005
1998	154,303,550
1997	148,070,000

TOP TEN TAXPAYERS

FISCAL 2006

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education	\$1,385,771,700	\$23,481,937	10.53%
Lyme Properties LLC	Commercial	557,718,600	9,792,793	4.39
Boston Properties	Commercial	398,823,300	7,122,984	3.19
Novartis Pharmaceuticals	Commercial	221,426,400	3,954,676	1.77
Equity Partners	Commercial	235,154,200	3,852,045	1.73
New England Development	Commercial	193,047,200	3,447,823	1.55
NOP Riverfront LLC	Commercial	180,000,400	3,214,807	1.44
One Kendall LLC	Commercial	177,489,400	3,146,925	1.41
Pres. & Fellows of Harvard College	Education	283,637,800	3,058,258	1.37
Draper Laboratories	Commercial	134,523,400	2,402,588	1.08
		<u>\$3,767,592,400</u>	<u>\$63,474,836</u>	<u>28.46%</u>

BASIS OF ACCOUNTING AND BUDGETING

Generally Accepted Accounting Principles

The City prepares its comprehensive financial reports in accordance with generally accepted accounting principles (GAAP) as established by the Governmental Accounting Standards Board.

- a. The accounts of the City are organized and operated on a fund basis. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance- related legal and contractual provisions.
- b. Governmental Fund types use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are “susceptible to accrual” (i.e. both measurable and available). Property taxes are recorded as revenue in the year for which the taxes have been levied, provided they are collected within 60 days after year-end. Investment income is recorded as earned. Other revenues are recorded on a cash basis because they are generally not measurable until actually received. Expenditures are recorded when the liability is incurred except for (1) interest on general obligation debt, which is recorded when due; and (2) tax abatements and judgments and claims, all of which are recorded as expenditures to the extent that they have been paid or are expected to be paid with expendable available resources.
- c. Proprietary Funds and fiduciary fund types are accounted for using the flow of economic resources measurement focus and full accrual basis of accounting. Under this method, revenues are reported when earned and expenses are recorded at the time liabilities are incurred.

Budgetary Basis

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the City adopts an annual budget for the General and Water Funds for which the level of expenditure may not legally exceed appropriations for each department or undertaking classified in the following categories:

- 1) Salaries and Wages
- 2) Other Ordinary Maintenance
- 3) Travel and Training, and
- 4) Extraordinary Expenditures

Proposed expenditure appropriations for all departments and operations of the City, except those of the School Department, are prepared under the direction of the City Manager. All budget appropriations, including those of the School Department, are approved by the City Council. The School Department budget is prepared under the direction of the School Committee based upon guidelines provided by the City Manager. The City Manager may recommend additional sums for school purposes. In addition, the City Manager may submit to the

City Council such supplementary appropriation orders as are deemed necessary. The City Manager may amend appropriations within the above mentioned categories for a department without seeking City Council approval. The City Council may reduce or reject any item in the budget submitted by the City Manager but may not increase or add items without the recommendation of the City Manager.

The City follows a gross budgeting concept pursuant to which expenditures financed by special revenue funds and trusts are budgeted as general fund expenditures and are financed by transfers from these funds to the General and Water Funds.

The City follows the accounting practices established by the Commonwealth of Massachusetts Department of Revenue called the budgetary basis method of accounting in the preparation of the Annual Budget and property tax certification process. Budgetary basis departs from GAAP in the following ways:

- a. Real estate and personal property taxes are recorded as revenue when levied (budgetary), as opposed to when susceptible to accrual (GAAP).
- b. Encumbrances and continuing appropriations are recorded as the equivalent to expenditures (budgetary), as opposed to a reservation of fund balance (GAAP).
- c. Certain activities and transactions are presented as components of the general fund (Budgetary), rather than as separate funds (GAAP).
- d. Amounts raised for the prior years' deficits and available funds from prior years' surpluses are recorded as revenue items (budgetary), but have no effect on GAAP revenues.

In addition, there are certain differences in classifications between revenues, expenditures and transfers. The following reconciliation summarizes the differences between budgetary and GAAP basis accounting principles for the year ended June 30, 2005.

	Revenues	Expenditures
As reported on a budgetary basis	\$333,346,528	\$335,240,992
Adjustments:		
Revenues to modified accrual basis	6,604,058	-
Expenditure, encumbrances, and accruals, net	-	(11,462,335)
Bond premium reclassification	<u>(1,768,923)</u>	<u>-</u>
As reported on a GAAP basis	338,181,663	323,778,657
Premium on bond issuance	1,768,923	-
Interfund Transfers	<u>14,590,085</u>	<u>6,480,462</u>
As shown on Page II-41	\$354,540,671	\$330,259,119

DEBT POSITION

Based on outstanding debt June 30, 2006

CITY HAS ESTABLISHED A CONSERVATIVE DEBT POLICY. When the City embarked on an aggressive capital improvement program in the mid-1980's, it established a policy of retiring a majority of debt within ten years of the date of issue and allocating funds from reserve accounts to finance projects which would otherwise have been supported through bond proceeds. The City's rapid repayment schedule has given the City considerable flexibility to extend redemption schedules for long-life projects such as the construction of a new water treatment facility, library, and ambulatory care center at The Cambridge Hospital. In addition, key ratios such as net direct debt to assessed value and unreserved fund balance as % of revenues compare favorably with national medians (see page II-25).

Fiscal Year	Total ¹ Debt	Debt Payment	Interest	Required Appropriation
2006-07	\$282,202,132	\$34,030,127	\$10,965,721	\$44,995,848
2007-08	248,172,005	32,455,676	9,852,937	42,308,613
2008-09	215,716,329	31,296,953	8,584,522	39,881,475
2009-10	184,419,376	31,227,343	7,327,443	38,554,786
2010-11	153,192,033	28,308,504	6,107,038	34,415,542
2011-12	124,883,529	21,818,377	5,070,825	26,889,202
2012-13	103,065,152	18,570,160	4,257,819	22,827,979
2013-14	84,494,992	15,717,774	3,530,037	19,247,811
2014-15	68,777,218	13,207,218	2,874,820	16,082,038
2015-16	55,570,000	9,330,000	2,321,826	11,651,826
2016-17	46,240,000	7,680,000	1,915,651	9,595,651
2017-18	38,560,000	7,680,000	1,574,976	9,254,976
2018-19	30,880,000	6,180,000	1,233,226	7,413,226
2019-20	24,700,000	4,180,000	1,007,901	5,187,901
2020-21	20,520,000	3,680,000	846,638	4,526,638
2021-22	16,840,000	3,680,000	699,438	4,379,438
2022-23	13,160,000	3,680,000	549,051	4,229,051
2023-24	9,480,000	3,680,000	398,125	4,078,125
2024-25	5,800,000	3,250,000	244,750	3,494,750
2025-26	2,550,000	2,550,000	108,375	2,658,375

1. As of June 30 of the previous fiscal year.

FINANCIAL POLICIES AND GUIDELINES

For the past seven years, the City has received the highest possible credit rating (AAA) from the three major credit rating agencies: Moody's Investors Service, Fitch Ratings, and Standard & Poor's. The City established a policy many years ago of providing high-quality services to the citizens of Cambridge without jeopardizing the financial condition of the City. In order to achieve these objectives, the City Council, in conjunction with the City administration, has placed a high emphasis on long-range financial planning and the need to conserve resources for use during economic downturns. By adhering to this policy, the City has been able to withstand the effects of the recession of the early 1990's as well as the most recent downturn without any significant reductions in services. As Fitch Ratings noted in its most recent credit report, "Consistent with its exceptional financial management and planning, the city's financial projections for fiscal years 2006-2010 indicate reasonable and prudent revenue and expenditure estimates."

As mentioned in the above paragraph, one of the primary reasons that the City is held in high regard by the financial community is the development and implementation of a long-term financial plan. This plan is reviewed on an annual basis in conjunction with the City's bond sale and credit rating application process. The budget for the current fiscal year is used as the base year upon which future year projections are built. All expenditures, revenues, and property valuations are reviewed to ensure that the timeliest information is available to be used for future year projections. The budget for the current year is also compared to the projections for that year from previous five-year plans to determine the accuracy of the projections. If modifications to the projection process are needed to ensure more accuracy, the City's financial staff will make changes accordingly. After careful review, this plan is submitted to the rating agencies prior to their review of the City's financial condition. In addition to providing valuable information to the rating agencies, this plan serves as a basis upon which important decisions concerning the City's financial future are made.

As stated previously, the rating agencies have recognized the conservative nature of the City's budgeting and financial management processes. In the area of debt issuance, it is particularly important to maintain all of the relevant indices below national standards. Moody's Investors Service "expects the city's below-average debt position to remain affordable given steady anticipated tax base expansion, sizable level of self-supporting debt, and the rapid debt retirement schedule." The below-average debt position is a reference to debt ratios such as per capita debt and the ratio of debt to assessed valuation as well as the rapid retirement schedule and low percentage of debt service to the total budget. It is expected that these debt indicators will remain below national standards after all debt included in the five-year plan is issued. The debt to be issued includes tax-supported bonds issued to finance several large construction and renovation projects critical to the objective of maintaining a high quality of life in Cambridge. It is important to note that these low debt levels are the direct result of using bond proceeds to finance capital projects only after it has been determined that there are no other feasible means of financing the projects.

The following chart compares selected debt ratios of Cambridge with the medians of cities rated Aaa by Moody's Investors Service. As the chart indicates, the debt ratios of Cambridge compare favorably with the medians of the 35 cities across the nation with the highest rating awarded by Moody's Investors Service.

	Per Capita Assessed Valuation	Unreserved Fund Balance as % of Revenues	Net Direct Debt as % of Assessed Valuation	Per Capita Income
Median	\$175,886	12.7%	0.90%	\$42,680
Cambridge	\$215,548	28.2%	0.70%	\$47,451

Source: Moody's Investors Service 2005 Local Government National Medians Report

The table below shows several financial indicators that were key factors in the decisions made by the rating agencies to award Cambridge three AAA ratings.

	FY03	FY04	FY05	FY06	FY07
Excess Levy Capacity (1)	\$36,193,451	\$41,419,047	\$44,697,016	\$65,088,067	\$63,200,000
General Fund Balance (2)	\$91,384,091	\$99,972,630	\$124,254,182	\$130,000,000	\$130,000,000
Free Cash (3)	\$45,049,838	\$34,868,986	\$53,554,528	\$53,500,000	\$53,500,000
Rapidity of Debt Retirement (4)	87.8%	87.8%	82.2%	85.0%	85.0%

- 1) Excess levy capacity is the difference between the amount in property taxes that the City is allowed to levy under state law and the amount the City actually levies. The amounts shown for FY03-06 are actual amounts and FY07 is a projected figure.
- 2) The amounts shown for General Fund balances include those funds moved to the General Fund to satisfy GASB 34 requirements.
- 3) Free Cash are funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY03-05 are actual amounts and those shown for FY06-07 are projected figures.
- 4) The percentages shown represent the percent of total debt that would be retired in ten years. With few exceptions, all debt issued by the City is retired within ten years.

DEBT RATIOS

Population ¹	Assessed Value ²	Net Direct Debt ³	Ratio of Net Direct Debt to Assessed Value	Net Direct Debt Per Capita
101,355	\$ 21,848,898,010	\$ 143,240,679	0.7%	\$1,413

¹ The population figure is from the 2000 U.S. Census. Source: U.S. Department of Commerce Bureau of Census

² The assessed value reflects full market value as of January 1, 2005.

³ The net direct debt is as of June 30, 2005.

GENERAL DEBT LIMIT

Under Massachusetts statutes, the General Debt Limit of the City of Cambridge consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit of the City is 5% of the valuation of taxable property as last equalized by the State Department of Revenue. The City of Cambridge can authorize debt up to this amount without State approval. It can authorize debt up to twice this amount (the Double Debt Limit) with the approval of a State Board composed of the State Treasurer, State Auditor, Attorney General and Director of Accounts.

There are many categories of general obligation debt which are exempt from and do not count against the General Debt Limit. Among others, these exempt categories include revenue anticipation notes and grant anticipation notes, emergency loans, loans exempted by special laws, certain school bonds, sewer bonds, and solid waste disposal facility bonds, and, subject to special debt limits, bonds for water (limited to 10 percent of equalized valuation), housing, urban renewal and economic development (subject to variation debt limits), and electric and gas (subject to a separate limit equal to the General Debt Limit, including the same doubling provision). Industrial revenue bonds, electrical revenue bonds and water pollution abatement revenue bonds are not subject to these debt limits. The General Debt Limit and the special debt limit for water bonds apply at the time the debt is authorized. The other special debt limits generally apply at the time the debt is incurred.

DEBT LIMIT CALCULATION

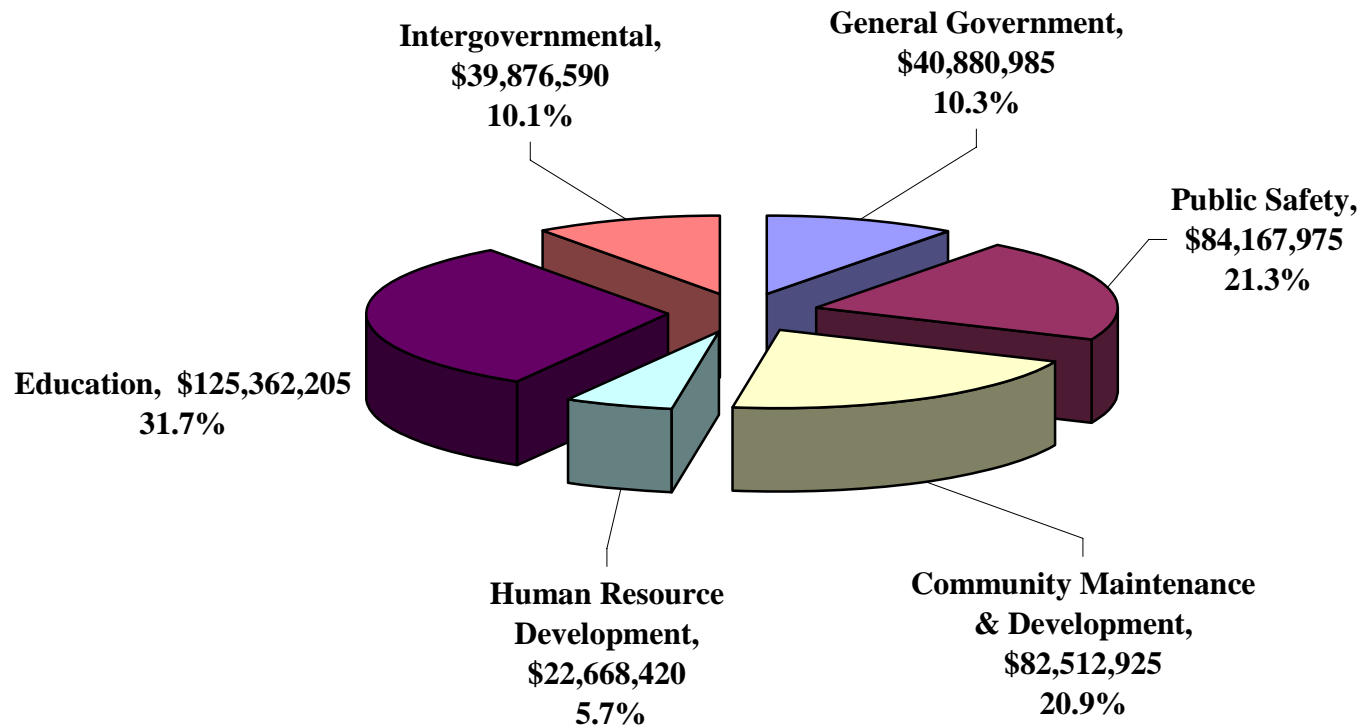
Equalized Valuation as of January 1, 2004	\$ <u>21,282,513,300</u>
Debt Limit (5% of Equalized Valuation)	\$ <u>1,064,125,665</u>
Total Outstanding Debt as of June 30, 2006	\$ 282,202,132
Total Authorized / Unissued Debt as of June 30, 2006	<u>126,184,942</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ <u>408,387,074</u>
Amount of Outstanding Debt Outside the Debt Limit	\$ 63,568,367
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>-</u>
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	\$ <u>63,568,367</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 408,387,074
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>63,568,367</u>
Debt Subject to the Debt Limit	\$ <u>344,818,707</u>
Debt Limit (5% of Equalized Valuation)	<u>1,064,125,665</u>
Remaining Borrowing Capacity Under Debt Limit	\$ <u>719,306,958</u>

FY07 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	\$24,756,123	8,096,258	\$ 32,852,381
School	3,240,000	504,875	3,744,875
Water	<u>6,034,004</u>	<u>2,364,588</u>	<u>8,398,592</u>
Total	\$34,030,127	\$ 10,965,721	\$44,995,848

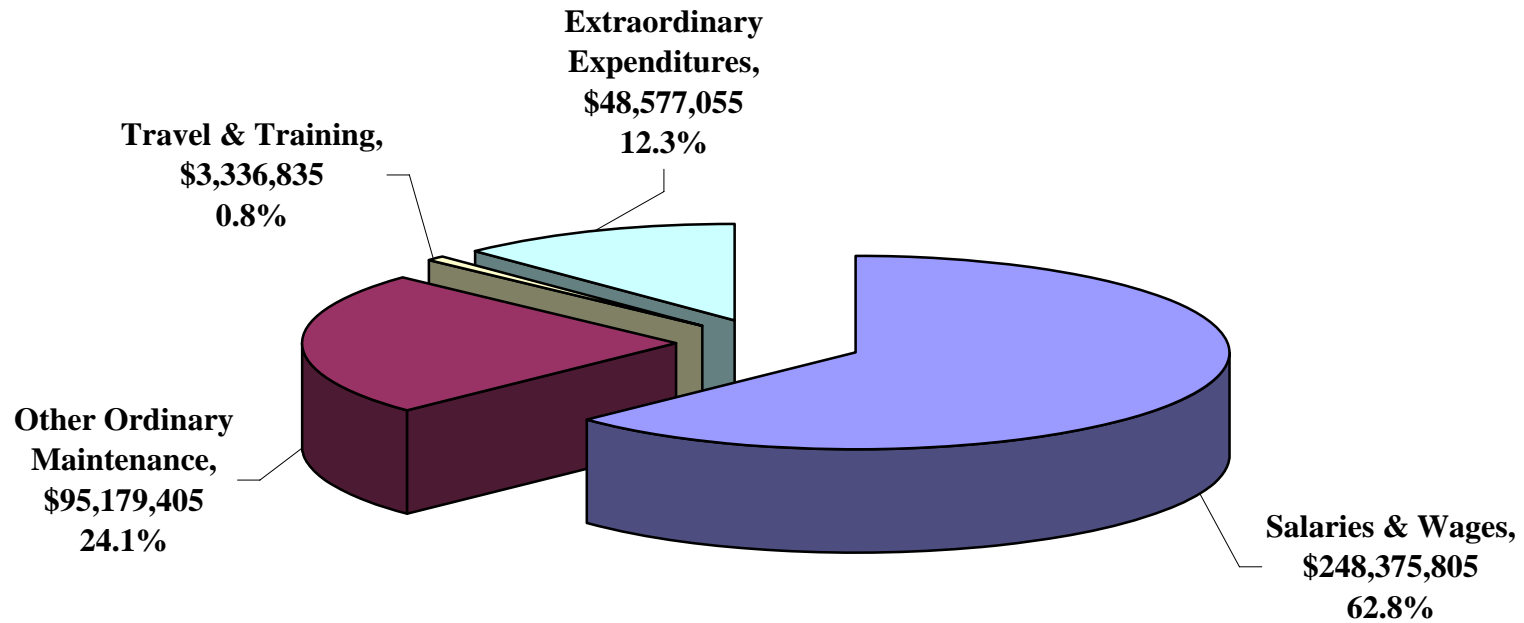
Notes: * General Fund Debt Service, page IV-272, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.

APPROPRIATION BY FUNCTION



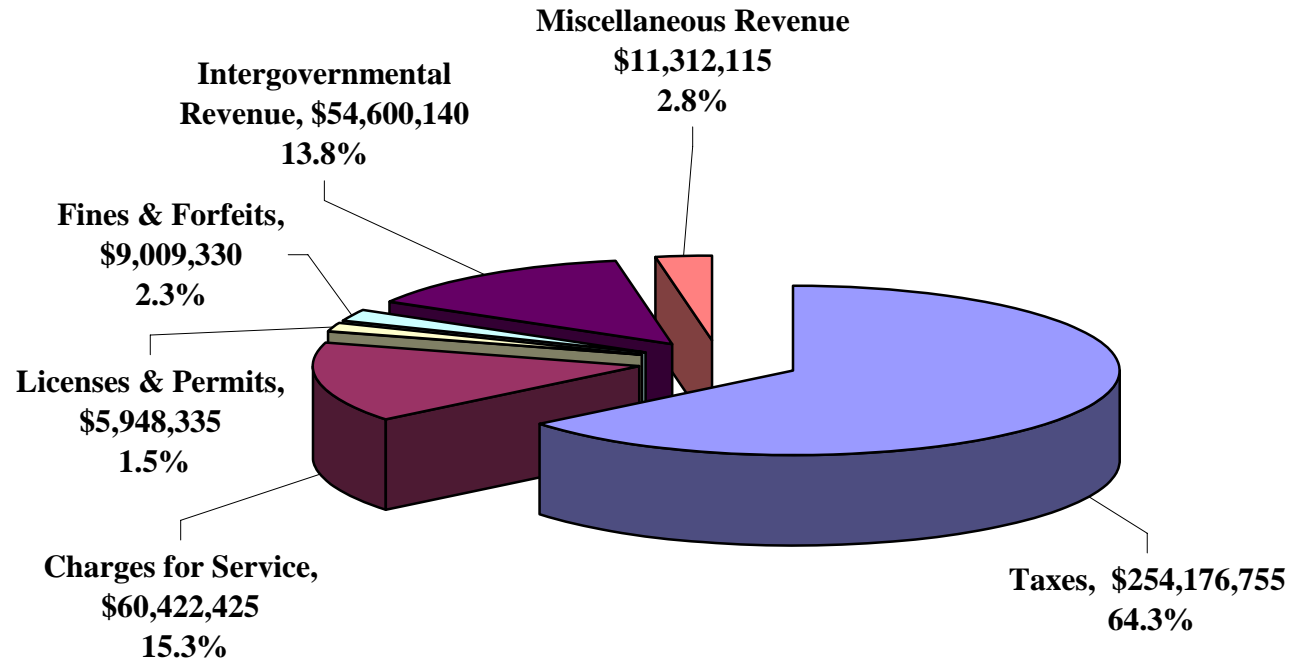
TOTAL OPERATING BUDGET \$395,469,100

APPROPRIATION BY STATUTORY CATEGORY



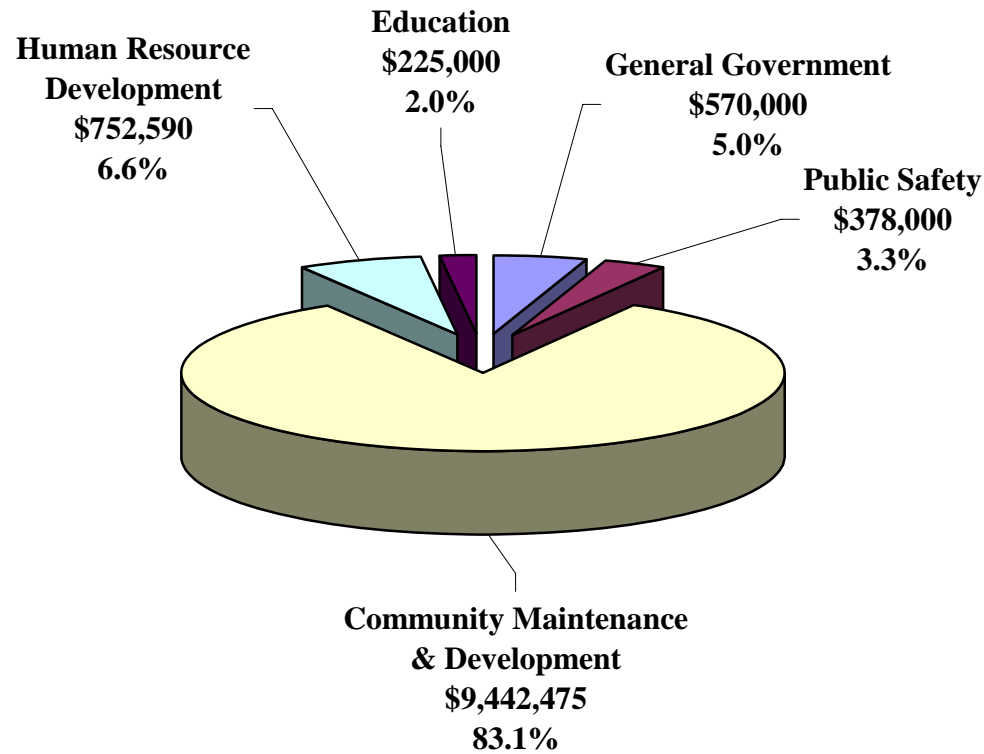
TOTAL OPERATING BUDGET \$395,469,100

REVENUE BY SOURCE



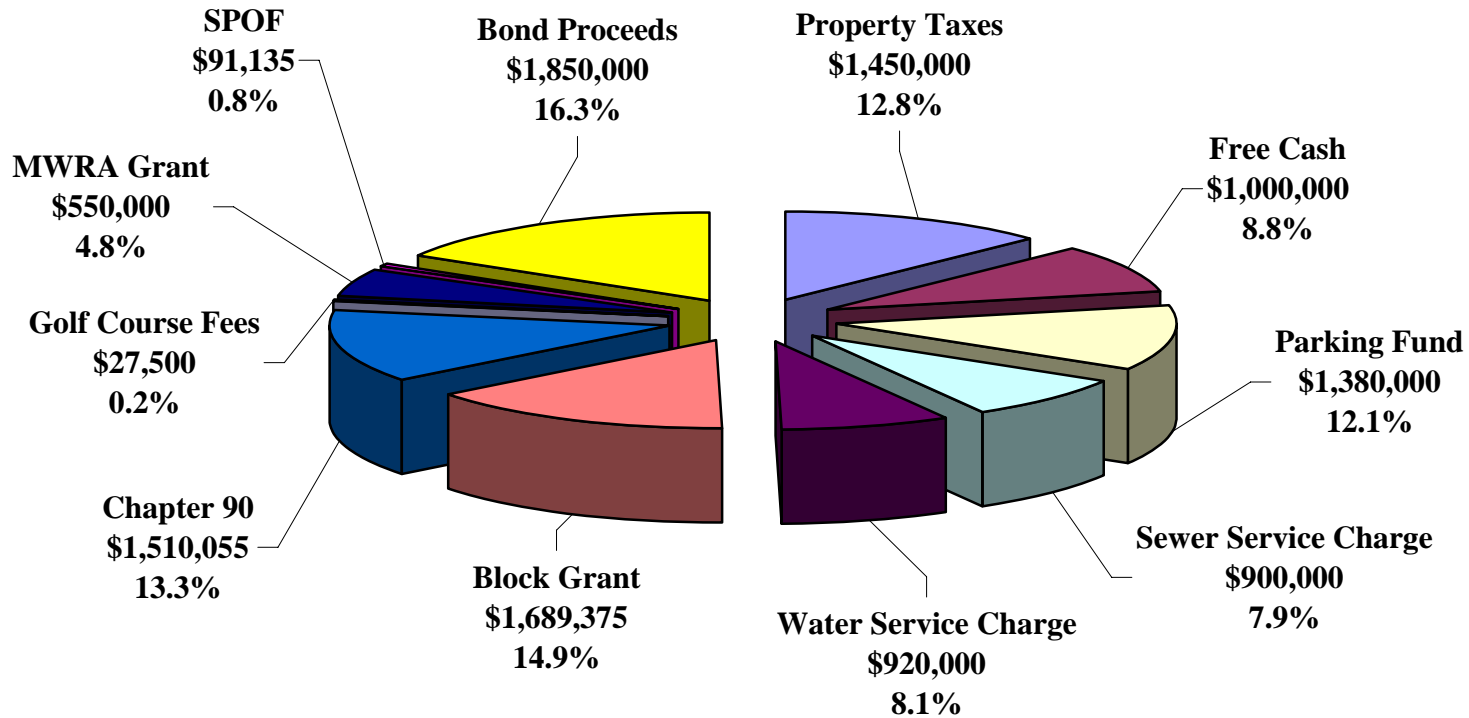
TOTAL OPERATING BUDGET \$395,469,100

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2007



TOTAL CAPITAL BUDGET \$11,368,065

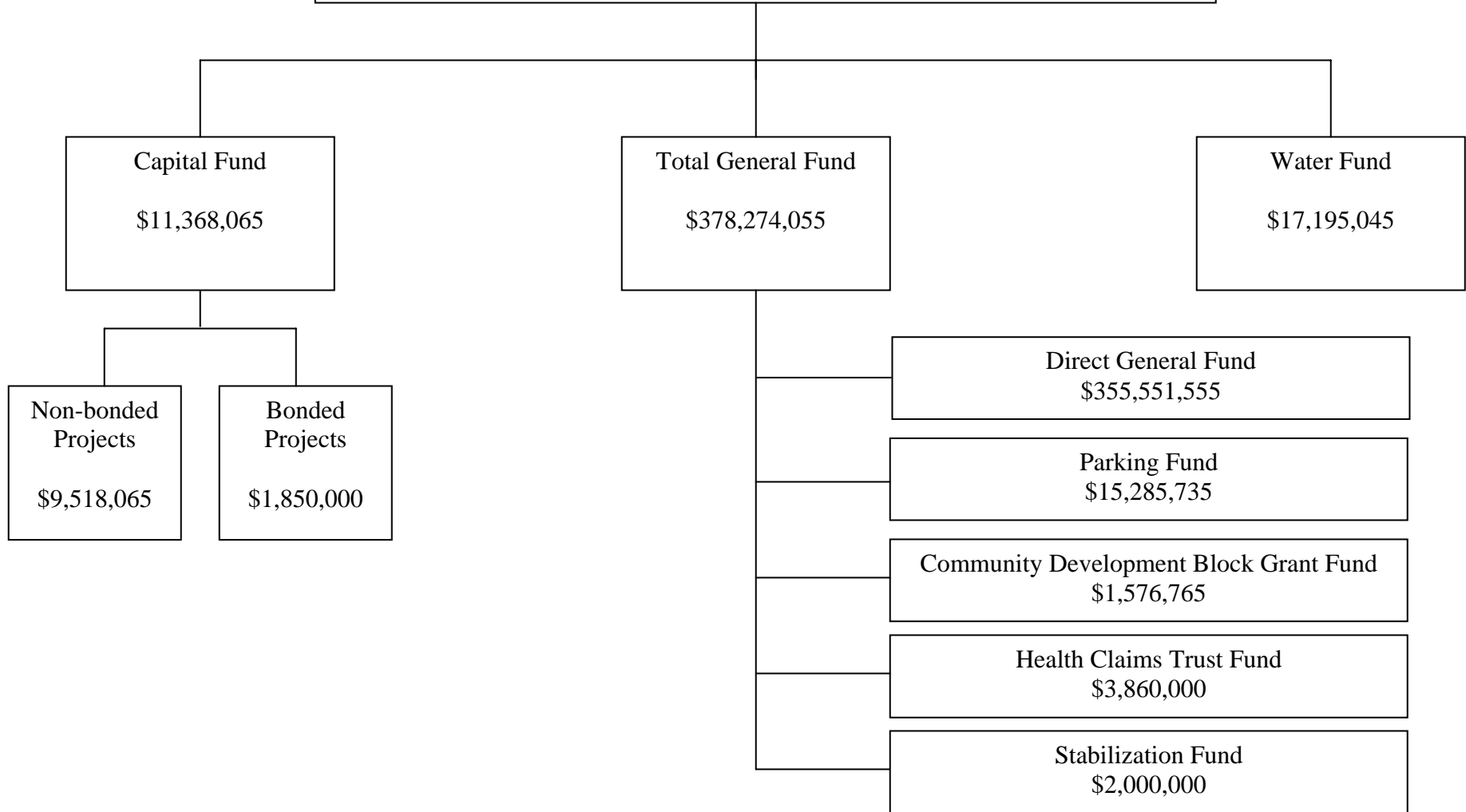
PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2007



TOTAL CAPITAL BUDGET \$11,368,065

**TOTAL FY 2007 CITY BUDGET
APPROPRIATED FUNDS**

- Total General Fund	\$378,274,055
- Water Fund	17,195,045
- Capital Fund	<u>11,368,065</u>
Total:	\$406,837,165



GENERAL FUND

TOTAL \$383,340,930

The General Fund is the basic operating fund of the City. It is used to account for all financial resources except those required to be accounted for in another fund. For budget purposes, Community Development Block Grant funds are included in the General Fund. The total General Fund appropriation is \$383,340,930 (which is the City Appropriation of \$395,469,100 less the Water Fund appropriation of \$17,195,045) with an additional \$5,066,875 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$5,066,875 is the City Public Investment Appropriation of \$9,518,065 less \$1,510,055 in Chapter 90, \$1,380,000 in Parking Fund revenue, \$920,000 in Water Service Charges, \$91,135 in Street Preservation Offset Fund fees, and \$550,000 in MWRA Grants.

Salaries & Wages
\$ 243,093,515

Other Ordinary Maintenance
\$ 91,819,100

Travel & Training
\$ 3,307,980

Extraordinary Expenditures
\$ 45,120,335

Taxes
\$ 255,626,755

Licenses & Permits
\$ 5,948,335

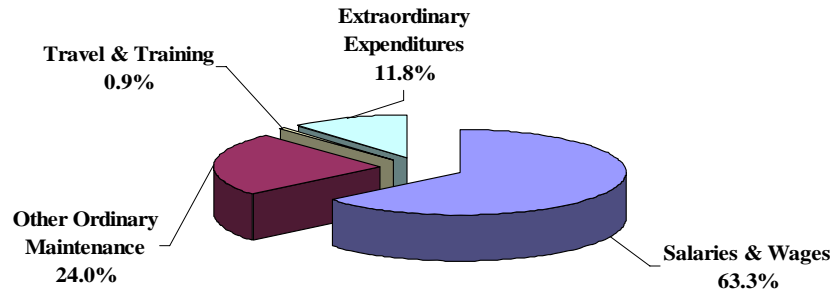
Fines & Forfeits
\$9,009,330

Charges For Service
\$ 45,222,135

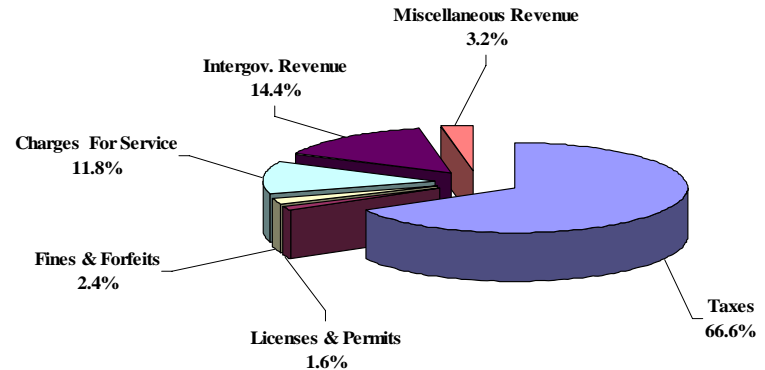
Intergovernmental Revenue
\$ 55,222,260

Miscellaneous Revenue
\$ 12,312,115

Expenditures



Revenues



GENERAL FUND THREE YEAR HISTORY

Expenditure Category	FY05 ¹	FY06 ²	FY07 ³
Salaries and Wages	\$222,466,965	\$234,640,125	\$243,093,515
Other Ordinary Maintenance	88,006,450	89,501,825	91,819,100
Travel & Training	2,722,500	3,390,085	3,307,980
Extraordinary Expenditures	38,357,585	41,622,425	45,120,335
TOTAL BUDGETED EXPENDITURES	\$351,553,500	\$369,154,460	\$383,340,930

Revenue Category	FY05 ¹	FY06 ²	FY07 ³
Taxes	\$236,744,640	\$244,490,930	\$255,626,755
Licenses & Permits	5,633,880	5,822,615	5,948,335
Fines & Forfeits	7,919,670	8,880,395	9,009,330
Charges For Service	39,926,700	42,221,295	45,222,135
Intergovernmental Revenue	52,587,260	56,172,720	55,222,260
Miscellaneous Revenue	8,741,350	11,566,205	12,312,115
TOTAL BUDGETED REVENUES	\$351,553,500	\$369,154,160	\$383,340,930

¹ The Total FY05 General Fund appropriation is \$351,553,500 (which is the City Appropriation of \$362,426,150 less the Water Fund appropriation of \$17,098,120), with an additional \$6,225,470 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$6,225,470 is the City Public Investment Appropriation of \$8,834,255 less \$1,308,785 in Chapter 90, \$500,000 in Parking Fund revenue, and \$800,000 in Water Service Charges.

² The Total FY06 General Fund appropriation is \$369,154,460 (which is the City Appropriation of \$380,186,825 less the Water Fund appropriation of \$17,104,000), with an additional \$6,071,635 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$6,071,635 is the City Public Investment Appropriation of \$9,017,330 less \$1,525,695 in Chapter 90, \$600,000 in Parking Fund revenue, and \$820,000 in Water Service Charges.

³ The Total FY07 General Fund appropriation is \$383,340,930, (which is the City Appropriation of \$395,469,100 less the Water Fund appropriation of \$17,195,045), with an additional \$5,066,875 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$5,066,875 is the City Public Investment Appropriation of \$9,518,065 less \$1,510,055 in Chapter 90, \$1,380,000 in Parking Fund revenue, \$920,000 in Water Service Charges, \$91,135 in Street Preservation Offset Fund fees, and \$550,000 in MWRA Grants.

WATER FUND

TOTAL \$18,115,045

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue. The total FY06 Appropriation is \$17,195,045. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$920,000 to cover improvements to the water system).

Salaries & Wages
\$ 5,282,290

Other Ordinary Maintenance
\$ 3,360,305

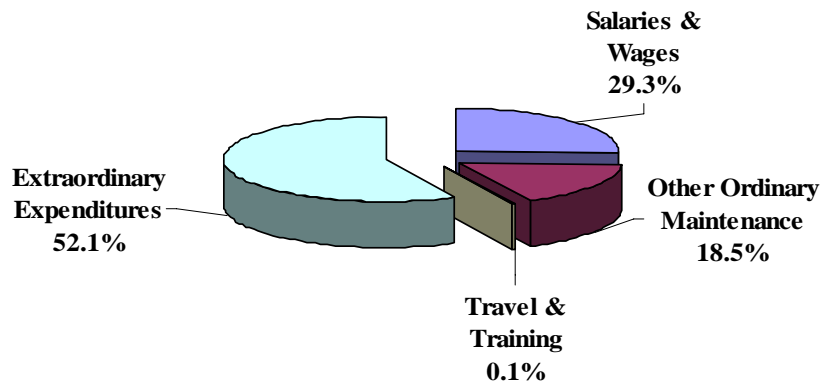
Travel & Training
\$ 28,855

Extraordinary Expenditures
\$ 9,443,595

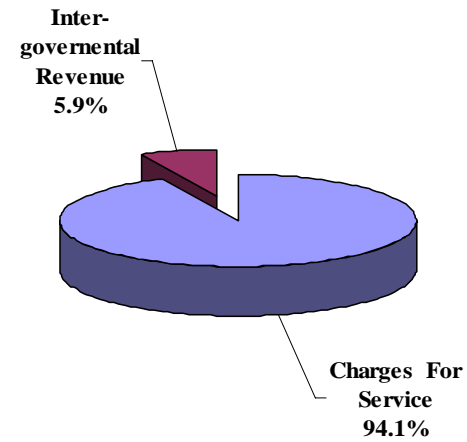
Charges for Service
\$ 17,047,790

Intergovernmental Revenue
\$ 1,067,255

Expenditures



Revenues



WATER FUND THREE YEAR HISTORY

The Water Fund is used to account for the operations and maintenance of the City's water system. The Water Fund is financed by charges for services and miscellaneous revenue.

Expenditure Category	FY05¹	FY06²	FY07³
Salaries and Wages	\$4,931,725	\$5,106,130	\$5,282,290
Other Ordinary Maintenance	2,950,305	2,935,305	3,360,305
Travel & Training	23,855	28,855	28,855
Extraordinary Expenditures	9,992,235	9,853,710	9,443,595
TOTAL BUDGETED EXPENDITURES	\$17,898,120	\$17,924,000	\$18,115,045

Revenue Category	FY05¹	FY06²	FY07³
Charges For Service	\$16,727,215	\$16,804,245	\$17,047,790
Intergovernmental Revenue	1,170,905	1,119,755	1,067,255
TOTAL BUDGETED REVENUES	\$17,898,120	\$17,924,000	\$18,115,045

¹ The Total FY05 appropriation is \$17,098,120. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$800,000 to cover improvements to the water system).

² The Total FY06 appropriation is \$17,104,000. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$820,000 to cover improvements to the water system).

³ The Total FY07 appropriation is \$17,195,045. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$920,000 to cover improvements to the water system).

PARKING FUND

TOTAL \$16,665,735

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$16,665,735 in Parking Fund revenues in the FY07 Budget is as follows: transfer to General Fund (\$15,285,735) and the Public Investment (\$1,380,000). \$8,849,020 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$6,436,715 will offset salary costs for other City departments (\$5,801,085), cover state assessments (\$478,440), and pay debt service on street reconstruction projects (\$157,190).

Salaries & Wages
\$ 11,286,665

Other Ordinary Maintenance
\$ 3,747,480

Travel & Training
\$ 19,400

Extraordinary Expenditures
\$ 1,612,190

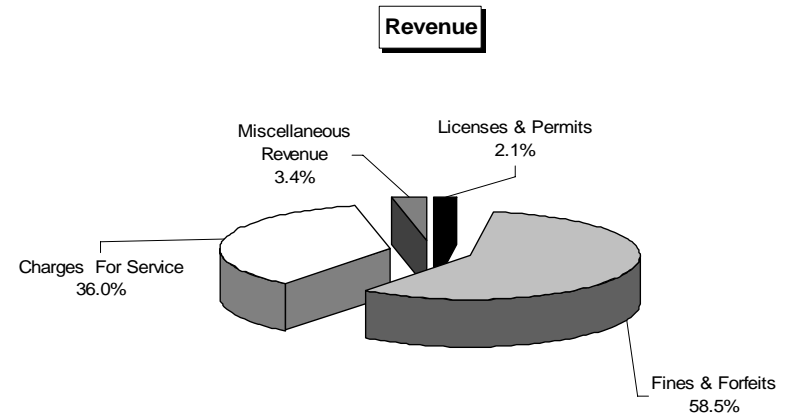
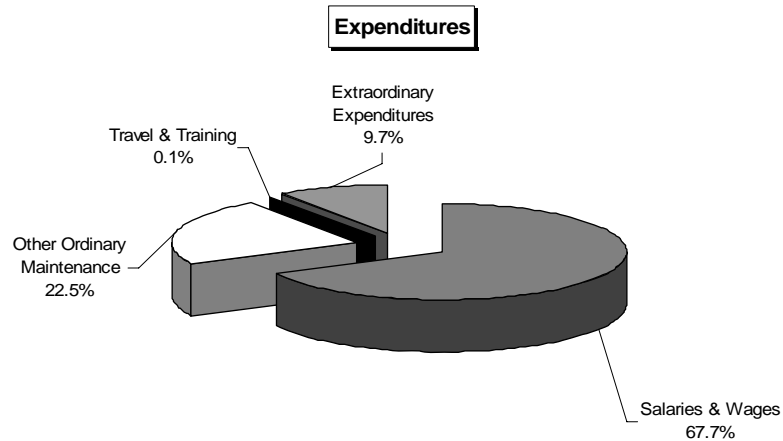
Licenses & Permits
\$ 350,000

Fines & Forfeits
\$ 9,760,830

Charges for Service
\$ 5,993,705

Miscellaneous Revenue
\$ 561,200

The appropriations shown above are included in the General Fund and Public Investment appropriation orders.



PARKING FUND THREE YEAR HISTORY

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures.

Expenditure Category	FY05 ¹	FY06 ²	FY07 ³
Salaries and Wages	\$10,175,340	\$10,630,810	\$11,286,665
Other Ordinary Maintenance	3,576,320	3,646,040	3,747,480
Travel & Training	19,400	19,400	19,400
Extraordinary Expenditures	742,190	837,190	1,612,190
TOTAL BUDGETED EXPENDITURES	\$14,513,250	\$15,133,440	\$16,665,735

Revenue Category	FY05 ¹	FY06 ²	FY07 ³
Licenses & Permits	\$242,935	\$275,000	\$350,000
Fines & Forfeits	7,848,370	8,856,495	9,760,830
Charges For Service	6,070,000	5,700,000	5,993,705
Miscellaneous Revenue	351,945*	301,945	561,200
TOTAL BUDGETED REVENUES	\$14,513,250	\$15,133,440	\$16,665,735

¹ The allocation of \$14,513,250 in Parking Fund revenues in the FY05 Budget is as follows: transfer to General Fund (\$14,013,250) and the Public Investment (\$500,000). \$8,175,095 is used for the Traffic, Parking and Transportation Department and the remaining \$5,838,155 will offset salary costs for other City departments (\$5,202,285), debt service on two projects (\$167,190) and state assessments (\$468,680). ***\$50,000 of this revenue appears as a private grant**

² The allocation of \$15,133,440 in Parking Fund revenues in the FY06 Budget is as follows: transfer to General Fund (\$14,533,440) and the Public Investment (\$600,000). \$8,328,990 is used for the Traffic, Parking and Transportation Department and the remaining \$6,204,450 will offset salary costs for other City departments (\$5,565,260), cover state assessments (\$477,000), and pay debt service on street reconstruction projects (\$162,190).

³ The allocation of \$16,665,735 in Parking Fund revenues in the FY07 Budget is as follows: transfer to General Fund (\$15,285,735) and the Public Investment (\$1,380,000). \$8,849,020 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$6,436,715 will offset salary costs for other City departments (\$5,801,085), cover state assessments (\$478,440), and pay debt service on street reconstruction projects (\$157,190).

PROJECTED FUND BALANCES

The projections that are shown in the following charts are for the three funds for which appropriations will be made in the FY07 budget. The fund balances that are shown as of June 30, 2005 are from the City's FY05 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2006 and June 30, 2007 are based on projected revenues and expenditures for those two fiscal years. Fund Balance, also referred to as Fund Equity, is the difference between assets and liabilities in a governmental fund. The General Fund budget includes expenditures that are financed through transfers from the Parking, Block Grant, and Health Claims Trust Funds. The Water Fund includes all expenditures related to the operation of the water system including debt service on the bonds issued to finance construction of a new water treatment plant as well as other improvements to the water system and transfers to the Capital Fund to finance certain capital projects. The Capital Budget includes appropriations for a wide range of projects related to the acquisition of fixed assets as well as new construction and improvements to existing City facilities. Appropriations from all revenue sources, including bond proceeds, are made directly to this fund while the debt service on bond-financed projects is included in the General and Water Funds.

Projections are also shown for the Health Claims Trust, Stabilization, and School Debt Stabilization Funds. Although no appropriations are made to these funds, transfers are made from these funds to the General Fund to cover certain costs including a portion of health care costs and debt service on School bonds. The largest fund in this group, the Health Claims Trust Fund, receives revenues primarily from employee health deductions and interest earnings on the fund balance with transfers from General Fund health care surpluses providing additional funds. The School Debt Stabilization Fund has been used primarily to mitigate the effects of receiving reimbursements from the state on certain bond-financed projects prior to incurring to debt service costs on the bonds. The primary purpose of the School Stabilization Fund has been to fund multi-year programs for which revenues have been received prior to costs being incurred for these programs. The Stabilization Fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. The \$2.0 million transferred from this fund to the General Fund in FY06 to cover a portion of the debt service on the February, 2005 bond issue was the first transfer made from this fund since it was established with an additional \$2.0 million included as a revenue source in the FY07 budget to cover a portion of the debt service on the February, 2006 bond issue.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2004, June 30, 2005, and July 1, 2005 include the balances of the Health Claims Trust, City Stabilization, School Debt Stabilization, and Internal Service Funds. Since these balances are included in the General Fund total in the FY05 CAFR, it is appropriate to include them in this chart.

It should be noted that there are several funds that are included in the City's audited financial statements such as trust, agency, city and school grant funds which are not included in this budget document. This is due to the fact that these funds either do not require appropriation or the specific amounts are not known at the time of budget preparation and therefore cannot be appropriated.

GENERAL, WATER, AND CAPITAL FUNDS FY05-07

FY07 Budget				FY06	FY05
General Fund	Water Fund	Capital Fund	Total	Projected All Fund Types	Actual All Fund Types

Revenues and Other Financing Sources:

Property Taxes	\$236,213,075	-	\$1,450,000	\$237,663,075	\$226,301,370	\$220,910,263
Payments in Lieu of Taxes	4,384,780	-	-	4,384,780	4,281,885	6,839,369
Hotel / Motel Excise Tax	5,478,900	-	-	5,478,900	5,700,000	5,461,027
Motor Vehicle Excise	5,800,000	-	-	5,800,000	5,900,000	6,452,475
Intergovernmental	42,458,765	-	-	42,458,765	42,811,465	43,801,641
Sewer Use	31,421,150	-	900,000	32,321,150	29,400,000	28,661,479
Water Use	538,130	\$16,127,790	920,000	17,585,920	17,360,000	18,288,507
Investment Income	2,950,000	-	-	2,950,000	5,540,140	2,888,184
Bond Proceeds	-	-	1,850,000	1,850,000	18,365,840	80,749,786
Miscellaneous Revenues	49,029,255	1,067,255	6,248,065	56,344,575	64,608,425	56,428,759
Total Revenues	\$378,274,055	\$17,195,045	\$11,368,065	\$406,837,165	\$420,269,125	\$470,481,490

Expenditures and Other Financing Uses:

Current:

General Government	\$40,630,985	-	-	\$40,630,985	\$34,795,555	\$27,402,446
Public Safety	84,167,975	-	-	84,167,975	83,134,155	77,756,125
Community Maintenance & Development	32,248,295	\$17,195,045	-	49,443,340	48,910,730	42,207,468
Human Resource Development	22,668,420	-	-	22,668,420	22,176,245	20,668,301
Education	125,362,205	-	-	125,362,205	119,238,755	111,212,837
Judgments and Claims	250,000	-	-	250,000	300,000	224,964
Intergovernmental	39,876,590	-	-	39,876,590	36,509,075	33,886,544
Capital Outlays	-	-	\$11,368,065	11,368,065	27,383,170	74,043,756
Other Financing Uses	-	-	-	-	-	7,812,297

Debt Service

Principal	24,757,325	-	-	24,757,325	20,953,970	18,403,133
Interest	8,096,260	-	-	8,096,260	7,247,880	5,468,345
Fees	216,000	-	-	216,000	216,000	204,584

Total Expenditures	\$378,274,055	\$17,195,045	\$11,368,065	\$406,837,165	\$400,865,535	\$419,290,800
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General Fund	Water Fund	Capital Fund	Total
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Fund Balances (Actuals for FY05 and Projections for FY06-07)

FY05

Beginning Balances (July 1, 2004) (Actuals)	\$99,972,630	\$82,964,275	\$35,289,645	\$218,226,550
FY05 Revenues (Including Transfers In)	354,540,671	18,288,507	97,652,312	470,481,490
FY05 Expenditures (Including Transfers Out)	330,259,119	14,987,925	74,043,756	419,290,800
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	24,281,552	3,300,582	23,608,556	51,190,690
Ending Balances (June 30, 2005) (Actuals)	\$124,254,182	\$86,264,857	\$58,898,201	\$269,417,240

FY06

Beginning Balances (July 1, 2005) (Actuals)	\$124,254,182	\$86,264,857	\$58,898,201	\$269,417,240
FY06 Revenues (Including Transfers In)	375,525,955	17,360,000	27,383,170	420,269,125
FY06 Expenditures (Including Transfers Out)	356,214,365	17,268,000	27,383,170	400,865,535
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	19,311,590	92,000	-	19,403,590
Ending Balances June 30, 2006 (Projected)	\$143,565,772	\$86,356,857	\$58,898,201	\$288,820,830

FY07

Beginning Balances (July 1, 2006) (Projected)	\$143,565,772	\$86,356,857	\$58,898,201	\$288,820,830
FY07 Revenues (Including Transfers In)	378,274,055	17,195,045	11,368,065	406,837,165
FY07 Expenditures (Including Transfers Out)	378,274,055	17,195,045	11,368,065	406,837,165
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2007 (Projected)	\$143,565,772	\$86,356,857	\$58,898,201	\$288,820,830

HEALTH CLAIMS TRUST AND STABILIZATION FUNDS

HEALTH CLAIMS TRUST FUND

This fund was established by the City during FY85 to act as a contingency against possible deficits in health insurance allotments due to higher than anticipated claims. Employee deductions for healthcare coverage are deposited into this fund and interest earned by the fund is recorded as income to this trust fund. It has been the City's policy to transfer a portion of the balance of this fund to the General Fund to cover a portion of health insurance costs.

CITY STABILIZATION FUND

This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. It has been several years since a transfer was made from this fund so the balance has increased each year by \$1.0 million appropriations to the fund in FY04 and FY05 as well as the amount of interest earned by the fund. A \$2.0 million transfer from this fund was made in FY06 to cover a portion of the increase in tax-supported debt service from the February, 2005 bond issue and an additional \$2.0 million transfer will be made in FY07 to cover a portion of the increase in tax-supported debt service from the February, 2006 bond issue.

SCHOOL DEBT STABILIZATION FUND

This fund is a statutory reserve account which may be used only for the purposes of offsetting future school debt service. For several of the projects that the City received annual reimbursements from the School Building Authority (SBA) under the previous method of financing school construction and renovation projects, these funds were received prior to the issuance of the bonds to finance the projects. In order to match the revenues and expenditures for these costs, it was necessary to set the revenues aside in this fund until the debt service costs came due. Current balances in the fund, as well as projected future balances, have been transferred from available revenues in other funds and will finance a portion of debt service costs on future bonds to cover the portion of school capital projects that is not covered by grants from the SBA under the revised method of financing.

Health Claims Trust Fund	City Stabilization Fund	School Debt Stabilization Fund
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Fund Balances (Actuals for FY05 and Projections for FY06-07)

FY05

Beginning Balances (July 1, 2004) (Actuals)	\$11,822,160	\$8,033,734	-
FY05 Revenues (Including Transfers In)	4,332,991	1,160,181	\$4,625,000
FY05 Expenditures (Including Transfers Out)	3,860,000	-	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	472,991	1,160,181	4,625,000
Ending Balances (June 30, 2005) (Actuals)	\$12,295,151	\$9,193,915	\$4,625,000

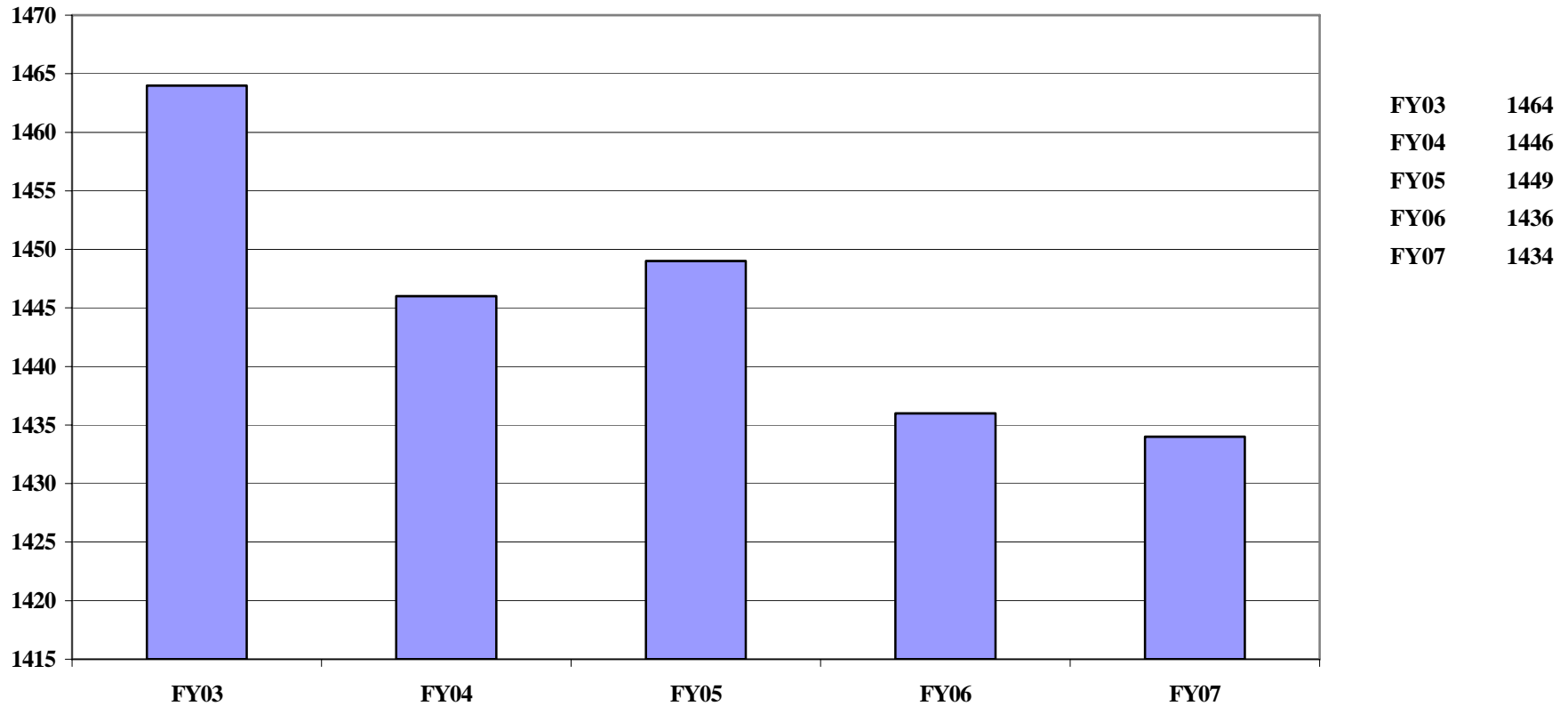
FY06

Beginning Balances (July 1, 2005) (Actuals)	\$12,295,151	\$9,193,915	\$4,625,000
FY06 Revenues (Including Transfers In)	4,000,000	200,000	2,700,000
FY06 Expenditures (Including Transfers Out)	3,860,000	2,000,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	140,000	(1,800,000)	2,700,000
Ending Balances June 30, 2006 (Projected)	\$12,435,151	\$7,393,915	\$7,325,000

FY07

Beginning Balances (July 1, 2006) (Projected)	\$12,435,151	\$7,393,915	\$7,325,000
FY07 Revenues (Including Transfers In)	3,860,000	180,000	450,000
FY07 Expenditures (Including Transfers Out)	3,860,000	2,000,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	(1,820,000)	450,000
Ending Balances June 30, 2007 (Projected)	\$12,435,151	\$5,573,915	\$7,775,000

**POSITION LIST COMPARISON
Excluding Schools**



Only Full Time Positions Are Included in This Chart

The City created a vacancy committee several years ago consisting of the City Manager, Deputy City Manager, Finance Director, Budget Director and Personnel Director. This committee reviews requests from departments to fill vacancies as they occur. In some cases, position vacancies are held by the committee. This review, in conjunction with the budget process, has yielded a net reduction of 30 positions since FY03.

POSITION LIST

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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GENERAL GOVERNMENT

MAYOR

Chief Of Staff	1	1	1	-
Manager of Constituent Services	1	1	1	-
Asst. to Mayor/Vice Mayor	1	1	1	-
Assistant to Mayor	0	0	1	1
Education Liaison	0	0	1	1
Asst. to Mayor/School Liaison	1	1	0	(1)
Executive Secretary/Mayor	1	1	0	(1)
TOTAL	5	5	5	-

EXECUTIVE

City Manager	1	1	1	-
Deputy City Manager	1	1	1	-
Asst. to the City Manager	1	1	1	-
Affirmative Action Director	1	1	1	-
Executive Assistant to the City Manager	1	1	1	-
Administrative Assistant	1	1	1	-
Public Information Officer	1	1	1	-
PTDM Planning Officer	1	1	1	-
Senior Management Analyst	0	0	1	1
TOTAL	8	8	9	1

CITY COUNCIL

Assistant to the City Council	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	2	2	2	-

CITY CLERK

City Clerk	1	1	1	-
Deputy City Clerk	1	1	1	-
Operations Manager	1	1	1	-
Senior Clerk & Stenographer	6	6	5	(1)
Administrative Asst./City Clerk	1	1	2	1
TOTAL	10	10	10	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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LAW

City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
Legal Counsel	5	5	5	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
First Assistant to the City Solicitor	1	1	1	-
Office Manager	1	1	1	-
TOTAL	11	11	11	-

FINANCE/ADMINISTRATION

Assistant City Manager/Fiscal Affairs	1	1	1	-
Administrative Asst. to Finance Director	1	1	1	-
TOTAL	2	2	2	-

FINANCE/BUDGET

Bud Dir./Deputy Finance Dir.	1	1	1	-
Capital Project Fiscal Manager	0	0	1	1
Budget Analyst III	1	1	1	-
Budget Analyst II	1	1	1	-
Principal Budget Analyst	1	1	0	(1)
TOTAL	4	4	4	-

FINANCE/PERSONNEL

Personnel Director	1	1	1	-
Employee Relations Manager	1	1	1	-
Manager of Employment Services	1	1	1	-
Manager/Training & Development	1	1	1	-
Claims Manager	1	1	1	-
Personnel Analyst	1	1	1	-
Personnel Specialist	1	1	1	-
Administrative Assistant	1	1	1	-
Employment Resource Specialist	1	1	1	-
Account Coordinator	1	1	1	-
Deputy Director	0	0	1	1

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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FINANCE/PERSONNEL (cont.)

Employee Benefits Service Rep.	1	1	1	-
Employment Assistant	0	1	1	-
Sr. Clerk & Typist	1	0	0	-
Manager/Benefits & Compensation	1	1	0	(1)
TOTAL	13	13	13	-

FINANCE/ASSESSORS

Director of Assessment	1	1	1	-
Deputy Director/Principal Assessor	0	0	1	1
Property Lister/Data Collector	3	3	2	(1)
Account Clerk	2	1	1	-
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	1	1	2	1
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Residential Valuation and Model Specialist	0	1	1	-
Administrative Assistant	0	1	1	-
Assistant to Board of Assessors	0	1	1	-
Assessor	2	1	0	(1)
Manager Resident Valuation	1	0	0	-
TOTAL	15	15	15	-

FINANCE/PURCHASING

Purchasing Agent	1	1	1	-
Assistant Purchasing Agent	1	1	1	-
Mngr. Of Construction Procurement	1	1	1	-
Buyer	1	1	2	1
Administrative Assistant	1	1	1	-
Assistant Buyers	3	3	2	(1)
TOTAL	8	8	8	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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FINANCE/AUDITING

City Auditor	1	1	1	-
Manager/Financial Reports Control	1	1	1	-
Field Auditor	1	1	1	-
Account Clerk	1	2	2	-
General Ledger Accountant	1	1	1	-
Financial Analyst	1	1	1	-
Administrative Assistant	0	0	1	1
Senior Clerk & Typist	2	1	0	(1)
Jr Accountant	1	0	0	-
TOTAL	9	8	8	-

FINANCE/REVENUE

Dir. Of Financial Systems/Operations	1	1	1	-
Manager of Collections	1	1	1	-
Cashier	1	1	1	-
Account Clerk	2	1	1	-
Customer Service Representative	2	2	2	-
Administrative Assistant/Cash Mgmt.	0	1	1	-
Administrative Assistant	0	1	1	-
TOTAL	7	8	8	-

FINANCE/TREASURY

Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Fiscal Manager	0	1	1	-
Administrative Assistant/Cash Mgmt.	1	0	0	-
TOTAL	5	5	5	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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FINANCE/ITD

IT Director	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	2	1	(1)
Information Systems Specialist II	1	1	2	1
GIS Project Manager	1	1	1	-
System Administrator	1	1	1	-
IT Network Engineer	1	1	1	-
GIS Specialist	1	1	1	-
Information Systems Specialist I	4	4	3	(1)
IT Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Administrator	0	1	1	-
Microsoft System Administrator	0	0	1	1
Application System Analyst	1	0	0	-
GIS Planner	1	0	0	-
TOTAL	20	20	20	-

GENERAL SERVICES/TELEPHONE

Telephone Operator II	1	1	1	-
TOTAL	1	1	1	-

GENERAL SERVICES/PRINTING & MAILING

Supervisor of Printing	1	1	1	-
Laborer	1	1	1	-
Senior Offset Machine Operator	1	1	1	-
Offset Duplicating Machine Operator	2	2	2	-
TOTAL	5	5	5	-

ELECTION

Commissioner	4	4	4	-
Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Administrative Assistant	1	1	1	-
Senior Clerk & Typist	1	1	1	-
TOTAL	8	8	8	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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PUBLIC CELEBRATIONS

Executive Director	1	1	1	-
Dir. of Public Arts Program	1	1	1	-
Public Arts Administrator	1	1	1	-
Arts Administrator	1	1	1	-
Events Producer/Comm Arts Dir.	1	1	1	-
Administrative Assistant	1	0	0	-
TOTAL	6	5	5	-

PUBLIC SAFETY

ANIMAL COMMISSION

Director	1	1	1	-
Animal Control Officer	2	2	2	-
TOTAL	3	3	3	-

FIRE

Chief	1	1	1	-
Deputy Chief	12	12	12	-
Captain	20	19	19	-
Lieutenant	50	50	50	-
Firefighter	193	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Account Clerk	1	1	1	-
Administrative Assistant	2	2	2	-
Accounting Manager	1	1	1	-
Info. System Specialist	1	1	1	-
TOTAL	284	284	284	-

POLICE

Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	5	5	6	1
Captain	1	1	1	-
Lieutenant	14	14	14	-
Sergeant	34	34	34	-
Police Officer	216	216	215	(1)

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+./(-)

POLICE (cont.)

Director of Planning/Budget Personnel	1	1	1	-
Student Intern	4	4	3	(1)
Administrative Assistant	2	2	2	-
Clerk & Typist	8	6	5	(1)
Staff Assistant/Legal	1	1	1	-
Junior Accountant	1	1	2	1
Account Clerk	2	2	2	-
Senior Clerk & Typist	2	2	2	-
Clerk/Clerical Aide	2	2	2	-
Training Coordinator	1	1	1	-
Property Clerk/Armorer	2	2	2	-
Domestic Violence/Program Asst.	1	1	1	-
Information Systems Manager	1	2	1	(1)
Crime Analyst III	1	1	1	-
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-
Identification Unit Manager	0	1	1	-
Strategic Analysis Coordinator	0	1	1	-
Personnel & Budget Analyst	0	0	1	1
Information Systems Specialist	0	0	1	1
Motor Equipment Repair Helper	0	0	1	1
Personnel Assistant	1	1	0	(1)
Crime Analyst	1	0	0	-
Identification Technician	2	0	0	-
TOTAL	309	307	307	-

TRAFFIC, PARKING & TRANSPORTATION

Dir/Traffic, Prkg & Transportation	1	1	1	-
Deputy Director	1	1	1	-
Principal Electrical Engineer	1	1	1	-
Traffic Investigator	2	2	2	-
Jr. Traffic Engineering Aide	1	1	1	-
E. Cambridge Traffic Coordinator	1	1	1	-
Assistant Traffic Engineer	1	1	1	-
Traffic Maintenance Person	12	12	11	(1)
Working Foreperson/Traffic Maint.	5	4	4	-

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+./(-)

TRAFFIC, PARKING & TRANSPORTATION (cont.)

Parking Violation Cashier	5	5	6	1
Admin. Hearings Officer	1	1	1	-
Parking Service Coordinator	1	1	1	-
Parking Services Supervisor	1	1	1	-
Asst. Parking Services Coord.	1	1	1	-
Senior Storekeeper	1	1	1	-
Working Foreperson/Parking Meter Maint.	2	2	2	-
Parking Control Officer	33	33	33	-
Parking Control Supervisor	2	2	2	-
Parking Coordinator	1	1	1	-
Operational Foreperson	1	1	1	-
Administrative Assistant	3	3	3	-
Parking Meter Repairperson	1	1	1	-
Fiscal Manager	1	1	1	-
Street Permit Coordinator	0	1	1	-
Parking Ticket Analyst	0	0	1	1
Clerk/Clerical Aide	1	1	0	(1)
Permit Supervisor	1	0	0	-
TOTAL	81	80	80	-

POLICE REVIEW & ADVISORY BOARD

Investigator/Outreach Liaison	1	1	1	-
TOTAL	1	1	1	-

INSPECTIONAL SERVICES

Commissioner	1	1	1	-
Deputy Commissioner	0	0	1	1
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	1	1	3	2
Senior Clerk & Typist	3	3	1	(2)
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	5	5	6	1
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+ / (-)

INSPECTIONAL SERVICES (cont.)

Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Clerk/Clerical Aide	0	1	1	-
Senior Code Enforcement Inspector	1	1	0	(1)
Assistant to Commissioner	1	1	0	(1)
Senior Sanitary Inspector	1	1	0	(1)
Clerk & Typist	1	0	0	-
TOTAL	28	28	27	(1)

LICENSE COMMISSION

Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Senior Clerk & Typist	2	1	1	-
Administrative Assistant	1	2	2	-
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
Information & Referral Assistant	1	1	1	-
TOTAL	9	9	9	-

WEIGHTS & MEASURES

Sealer of Weights & Measures	1	1	1	-
TOTAL	1	1	1	-

ELECTRICAL

City Electrician	1	1	1	-
Assistant City Electrician	2	1	1	-
Administrative Assistant	1	1	1	-
Signal Maintainer	2	1	1	-
Electrician	8	9	9	-
Deputy City Electrician	0	1	1	-
Network Manager	1	0	0	-
TOTAL	15	14	14	-

EMERGENCY MANAGEMENT

Emergency Management Director	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	2	2	2	-

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+ / (-)

EMERGENCY COMMUNICATIONS

Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	6	6	-
Fire Alarm Operator	3	3	4	1
Emergency Telecom Dispatcher	25	25	24	(1)
Info Syst Specialist/Public Safety	1	1	1	-
Admin. Asst./Emergency Communication	1	1	1	-
System Manager	1	1	1	-
TOTAL	39	39	39	-

COMMUNITY MAINTENANCE & DEVELOPMENT

PUBLIC WORKS

Commissioner	1	1	1	-
Asst. Commissioner/Operations	1	1	1	-
Asst. Commissioner/Administration	1	1	1	-
Assistant Commissioner/City Engineer	1	1	1	-
Administrative Assistant	5	5	6	1
Payroll Analyst	1	1	1	-
Information System Manager	1	1	1	-
Operations Manager	1	1	1	-
Community Relations Manager	1	1	1	-
Manager Human Resource	1	1	1	-
Account Clerk	1	1	1	-
Fiscal Director	1	1	1	-
Accounts Payable Assistant	1	1	1	-
Project Fiscal Manager	1	1	1	-
Accounting Manager	1	1	1	-
Engineering Coop Student	3	3	3	-
Senior Clerk & Typist	1	1	0	(1)
Engineer II	1	1	1	-
Administrative Assistant Engineering	1	1	1	-
Autocad/GIS Technician	1	1	1	-
Engineering Projects Coordinator	1	1	1	-
Senior Construction Engineer	1	1	1	-
Working Foreperson	19	19	19	-
Laborer	63	62	60	(2)
Skilled Laborer	42	39	40	1
MEO III	3	3	3	-

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+ / (-)

	FY05	FY06	FY07	FY 06-07
	Staff	Staff	Staff	Variance
	Pos.	Pos.	Pos.	+ / (-)

PUBLIC WORKS (cont.)

Public Works Supervisor	10	10	10	-
Construction Utility Inspector	2	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	1	1	1	-
MEO II	7	7	7	-
MEO I	6	6	6	-
MEO IIA	9	9	9	-
Refuse & Parks Inspector	1	1	1	-
Supervisor of Sanitation	1	1	1	-
Director Recycling	1	1	1	-
Program Manager Recycling	1	1	1	-
Superintendent of Parks	1	1	1	-
Project Administrator Landscape	1	1	1	-
Turf and Landscape Manager	1	1	1	-
City Arborist	1	1	1	-
Superintendent of Cemeteries	1	1	1	-
Supervisor of Building Operations	1	1	1	-
Supervisor of Building Maintenance	1	1	1	-
Superintendent/Construction Public Bldgs.	1	1	1	-
Supervisor of Public Construction	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	1	1	1	-
Master Mechanic	1	1	1	-
Dispatcher	1	1	1	-
Sewer Use Compliance Officer	2	2	1	(1)
Resident Engineer	1	1	1	-
Jr. Sewer System Collection Engr.	2	0	2	2
Supervisor Sewer Maintenance/Eng.	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Sewer Collection System Engr.	1	1	1	-
Sr. Wastewater/Hydraulic Engr.	0	1	1	-
Junior Engineer	0	2	0	(2)
Senior Sewer Engineer	1	0	0	-
TOTAL	219	215	213	(2)

WATER

Managing Director	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Administrative Assistant	1	1	1	-
Water Appl. System Administrator	1	1	1	-
Business Manager	1	1	1	-
Assistant Business Manager	1	1	1	-
Meter Technician	0	0	4	4
Working Foreperson	6	5	5	-
Water Utility Field Inspector	1	1	1	-
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Inspector	3	2	2	-
Cross Connection Supervisor	0	1	1	-
Reservation Site Supervisor	1	1	1	-
Ranger	0	1	1	-
Chief Ranger	1	1	1	-
Watershed Supervisor	0	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	8	7	6	(1)
Team Leader System Operator	4	4	4	-
System Operator	4	4	4	-
Instrumentation and Maint. Mngr.	1	1	1	-
Watershed Resource Manager	1	1	1	-
Water Quality Supervisor	2	2	2	-
Lab Manager	1	1	1	-
Production Manager	1	1	1	-
Distribution Supervisor	2	2	2	-
Manager of Distribution	1	1	1	-
Asst. Manager of Distribution	1	1	1	-
Assistant to Managing Director	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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WATER (cont.)

Inventory Control Specialist	0	0	1	1
Water Service Inspector	4	4	0	(4)
Water Quality Technician	1	0	0	-
Water Meter Repairperson/Installer	1	0	0	-
TOTAL	65	63	63	-

COMMUNITY DEVELOPMENT

Asst. City Manager/Community Dev.	1	1	1	-
Deputy Director	1	1	1	-
Project Administrator/Administration	2	2	2	-
C.D.B.G. Manager	1	1	1	-
Associate Planner/Block Grant	1	1	1	-
Administrative Assistant/Fiscal	1	1	1	-
Senior Account Clerk	1	1	1	-
Chief Fiscal Officer	1	1	1	-
Accounting Manager	1	1	1	-
Administrative Asst./Econ. Dev.	1	1	1	-
Administrative Asst./Com. Planning	1	1	1	-
GIS Specialist	1	1	1	-
Chief Proj. Planner/ Dir. Community Planning	1	1	1	-
Chief Proj. Planner/Land Use & Zoning	1	1	1	-
Chief Project Planner/Urban Designer	1	1	1	-
Associate Planner/Urban Design	1	1	1	-
Associate Planner/Construction Mngr.	1	1	1	-
Associate Planner/Community Planner	2	2	2	-
Associate Planner/Land Use	1	1	1	-
Associate Planner/Housing	2	1	1	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Data Manager	1	1	1	-
Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Assistant Planner/Housing	1	1	1	-
Project Planner/Housing	3	4	4	-
Executive Director/JAS	1	1	1	-
Project Planner/Business/Finance Liaison	1	1	1	-
Chief Proj. Planner/Dir. of Econ. Dev.	1	1	1	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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COMMUNITY DEVELOPMENT (cont.)

Associate Planner/Economic Dev.	2	2	2	-
Chief Proj. Planner/Dir. of Env. & Trans.	1	1	1	-
Project Planner/Environ. Proj. Mgr.	1	1	1	-
Assoc. Planner/Traffic Calming Proj. Manager	1	1	1	-
Assoc. Planner/Trans. Demand Mgmt. Planner	1	1	1	-
Assoc. Planner/ Trans. Imp. Plan Coord.	1	1	1	-
Project Planner/Transporation	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Project Administrator/Environmental	1	1	1	-
Project Manager/Environmental	1	1	1	-
TOTAL	45	45	45	-

HISTORICAL COMMISSION

Executive Director	1	1	1	-
Assistant Director	1	1	1	-
Preservation Administrator	1	1	1	-
Preservation Planner	1	1	1	-
Oral Historian	1	1	1	-
TOTAL	5	5	5	-

CONSERVATION COMMISSION

Director of Conservation	1	1	1	-
TOTAL	1	1	1	-

PEACE COMMISSION

Executive Director	1	1	1	-
TOTAL	1	1	1	-

CABLE TELEVISION

Director/Cable Television	1	1	1	-
Municipal Production Assistant	1	1	1	-
Administrative Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
TOTAL	6	6	6	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance +/-
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HUMAN RESOURCE DEVELOPMENT

LIBRARY

Director of Libraries	1	1	1	-
Assistant Director	2	2	2	-
Senior Librarian	8	8	8	-
Administrative Assistant	1	1	1	-
Staff Librarian	15	15	15	-
Library Assistant	7	8	8	-
Associate Librarian	5	5	5	-
Library Associate	4	3	3	-
Laborer	2	1	1	-
Senior Building Custodian	1	1	1	-
Building Maintenance Person	1	1	1	-
Building Custodian	1	2	2	-
Information System Coordinator	1	1	1	-
Branch Manager	6	6	6	-
Librarian II	2	2	2	-
Literary Specialist	1	1	1	-
Library Services Representative	0	1	1	-
Library Analyst	0	1	1	-
Business/Facility Manager	1	0	0	-
Library System Analyst/Arch.	1	0	0	-
TOTAL	60	60	60	-

HUMAN SERVICES

Asst. City Manager/Human Services	1	1	1	-
Deputy Director/DHSP	1	1	1	-
Project Coordinator	1	1	1	-
Administrative Assistant/DHSP	2	2	2	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	4	2	1	(1)
Senior Account Clerk	2	2	2	-
Division Head/Administrative	1	1	1	-
Personnel Administrator/Fuel Dir.	1	1	1	-
System Administrator	1	1	1	-
Program Assistant/Extended	1	1	1	-

HUMAN SERVICES (cont.)

Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	1	-
Division Head/Workforce Dev.	1	1	1	-
Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Coordinator/CEP Services	1	1	1	-
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	1	1	1	-
Grants Manager/DHSP	1	1	1	-
Children & Youth Services Planner	1	1	1	-
Grant Assistant/Planning/DHSP	1	1	1	-
Coordinator-ADA/Executive Dir.	1	1	1	-
Disabilities Project Coordinator	1	1	1	-
Executive Director/Kids Council	1	1	1	-
Housing Specialist/Elderly/Disab.	1	1	1	-
Multiservice Center Director	1	1	1	-
Case Manager	2	2	2	-
Haitian Services Coordinator	1	1	1	-
Division Head/Community & Youth	1	1	1	-
Community School Director	11	11	11	-
Program Manager/Developer	2	2	2	-
Admin. Asst./Community Schools	1	1	0	(1)
Division Head/Recreation	1	1	1	-
Danahey Site Supervisor	1	1	1	-
Asst. Site Supervisor	2	3	3	-
Youth Program Manager	1	1	1	-
Recreation Activities Manager/Adult Program	2	2	2	-
Division Head/Council on Aging	1	1	1	-
Director/Client Services/COA	1	1	1	-
Intake Information Referrals Specialist	1	1	1	-
Case Manager	1	1	1	-
Facilities Coordinator/Seniors	1	1	1	-
Meals Coordinator/COA	1	1	1	-

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance + / (-)
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HUMAN SERVICES (cont.)

Food Services Manager/COA	1	1	1	-
Bus Driver/COA	1	1	1	-
Senior Center Director	1	1	1	-
Activities/Volunteer Coordinator	1	1	1	-
Div. Head/Child Care Family Services	1	1	1	-
Teacher/Daycare	12	12	12	-
Head Teacher/Daycare	6	6	6	-
Teacher/Director/Childcare	6	6	6	-
Principal Clerk	1	1	1	-
Preschool Manager	1	1	1	-
Afterschool Manager	1	1	1	-
Coordinator/Childcare	1	1	1	-
Director of Golf	1	1	1	-
Greenskeeper	1	1	1	-
Greens Assistant	1	1	1	-
Div. Head/Comm. Learning Center	1	1	1	-
Diploma Consultant	1	1	1	-
Teacher/Community Learning Center	6	6	6	-
Division Head/Youth Program	1	1	1	-
Youth Center Program Director	5	5	9	4
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	0	1	1	-
Admin Asst/DHSP	0	0	1	1

	FY05 Staff Pos.	FY06 Staff Pos.	FY07 Staff Pos.	FY 06-07 Variance + / (-)
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HUMAN SERVICES (cont.)

Senior Food Pantry Coordinator	0	0	1	1
Youth Activities Coordinator	4	4	0	(4)
Golf Professional	1	0	0	-
Groundsworker II	1	0	0	-
TOTAL	129	127	127	-

COMMISSION ON THE STATUS OF WOMEN

Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-

HUMAN RIGHTS COMMISSION

Executive Director	1	1	1	-
Project Coordinator/Office Manager	1	1	1	-
TOTAL	2	2	2	-

VETERANS' BENEFITS/SERVICES

Director of Veterans' Services	1	1	1	-
Deputy Director/Veterans' Services	1	1	1	-
Administrative Assistant	1	1	1	-
TOTAL	3	3	3	-

GRAND TOTAL	1449	1436	1434	(2)
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THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: OPERATING BUDGET (all funds)

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$ 30,593,920	\$ 35,095,555	General Government	\$ 40,880,985
78,835,105	83,134,155	Public Safety	84,167,975
71,409,740	77,328,580	Community Maintenance & Development	82,512,925
20,947,330	22,176,245	Human Resource Development	22,668,420
115,859,860	119,238,755	Education	125,362,205
<u>34,243,635</u>	<u>36,509,075</u>	Intergovernmental	<u>39,876,590</u>
\$351,889,590	\$373,482,365		\$395,469,100

FINANCING PLAN	FY07 BUDGET
Taxes	\$254,176,755
Licenses & Permits	5,948,335
Fines & Forfeits	9,009,330
Charges for Service	60,422,425
Intergovernmental Revenue	54,600,140
Miscellaneous Revenue	<u>11,312,115</u>
	\$395,469,100

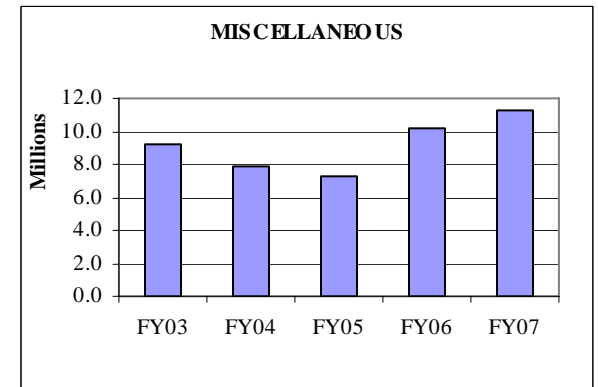
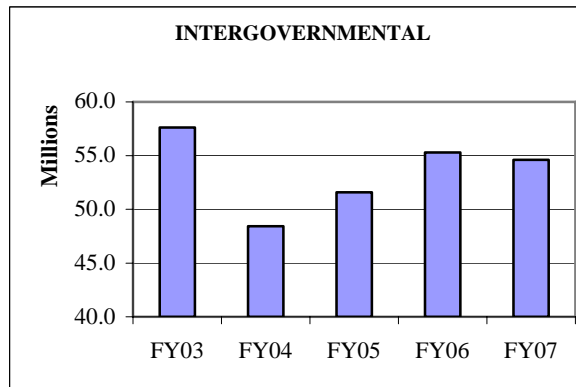
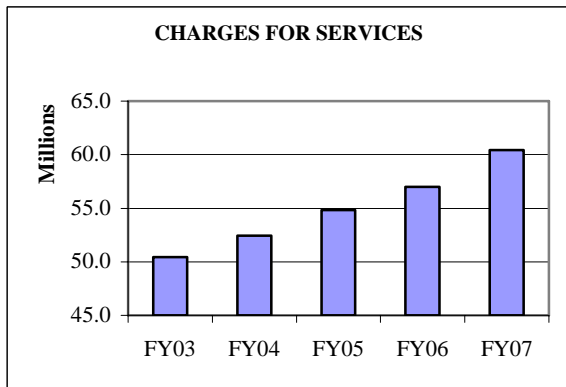
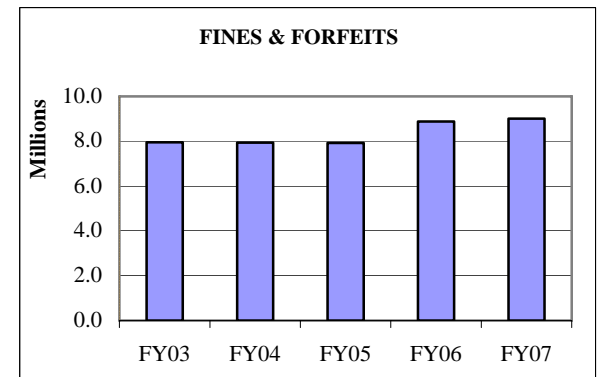
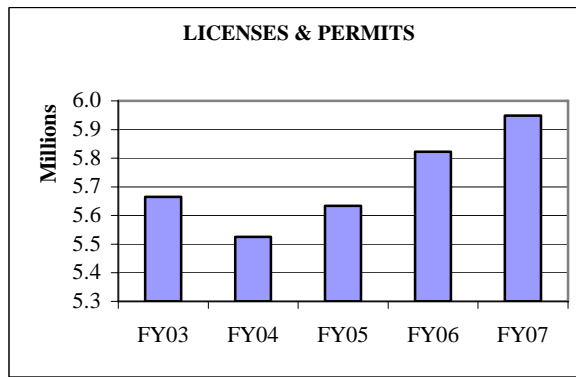
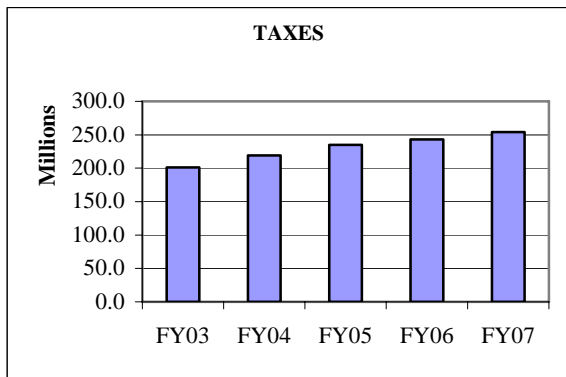
SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY07 BUDGET
General Government	\$570,000
Public Safety	378,000
Community Maintenance & Development	9,442,475
Human Resource Development	752,590
Education	<u>225,000</u>
	\$11,368,065

FINANCING PLAN	FY07 BUDGET
Property Taxes	\$1,450,000
Free Cash	1,000,000
Parking Fund	1,380,000
Sewer Service Charge	900,000
Water Service Charge	920,000
Block Grant	1,689,375
Chapter 90	1,510,055
MWRA Grant	550,000
SPOF	91,135
Bond Proceeds	1,850,000
Golf Course Fees	<u>27,500</u>
	\$11,368,065

FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
FY03	\$201,297,535	\$5,665,210	\$7,942,590	\$50,442,395	\$57,605,040	\$ 9,225,800	\$332,178,570
FY04	\$219,101,405	\$5,525,860	\$7,929,150	\$52,458,415	\$48,428,262	\$ 7,850,575	\$341,293,667
FY05	\$235,234,640	\$5,633,880	\$7,919,670	\$54,826,415	\$51,570,195	\$ 7,241,350	\$362,426,150
FY06	\$242,990,930	\$5,822,615	\$8,880,395	\$56,978,040	\$55,278,340	\$10,236,505	\$380,186,825
FY07	\$254,176,755	\$5,948,335	\$9,009,330	\$60,422,425	\$54,600,140	\$11,312,115	\$395,469,100



Major Revenue Sources

INTRODUCTION

The following narrative is a summary of major revenue sources to the City Budget, including highlights of significant changes. Detailed descriptions for each revenue source including FY05 Actual, FY06 Projected and FY07 Budget are contained in this section.

Of the six basic revenue categories listed on the following pages, taxes, charges for services, and intergovernmental revenue represent \$369,199,320 or 93.4% of the City's total General Fund operating revenues. Generally, over the last five years the percentages of the six revenue categories have remained relatively constant with the tax category representing 64.3% of total revenues followed by charges for services (15.3%) and intergovernmental revenue (13.8%).

In FY06, as a result of an ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines charged by City departments, the City was able to implement modest increases. The FY06 Budget contained significant dollar increases for these revenue items. Although the number of fees increased is not as large as FY06, the FY07 Budget contains increases to these revenue types as part of this ongoing effort. In addition, the continued and planned use of reserves and the ongoing analysis of revenue collections in order to budget revenues accurately have also contributed to the increased use of non-property tax revenues to fund the FY07 Budget.

The following table summarizes FY07 revenues by category.

<u>Revenue Category</u>	<u>FY07 Amount</u>	<u>% of Total</u>
Taxes	\$254,176,755	64.3%
License and Permits	5,948,335	1.5%
Fines and Forfeits	9,009,330	2.3%
Charges for Services	60,422,425	15.3%
Intergovernmental	54,600,140	13.8%
Miscellaneous	11,312,115	2.8%
TOTAL	\$395,469,100	100.0%

REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY07 are based on FY05 actual and FY06 projected collections, historical trends and anticipated changes that impact a particular revenue.

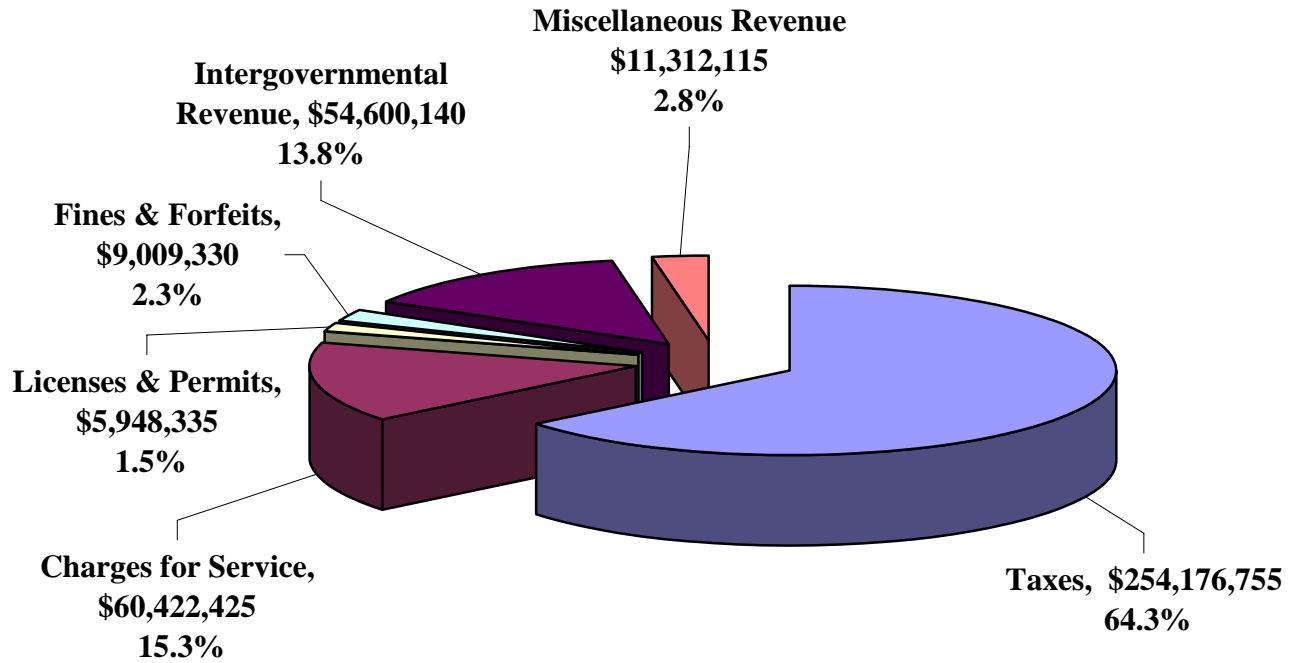
The total property tax levy is projected to only increase by 5.5% in FY07 or \$12,317,834. Non-property tax revenue is projected to increase by \$3.3 million from a variety of sources that are highlighted below.

In part, the increase in non-tax revenues is based on a review of fees in certain departments, which resulted in fee increases that were implemented in late FY05 or early FY06. However, increased revenues from these fees were not included in the FY06 Budget but are reflected in the FY07 Budget based on actual revenue collections. These include increased revenues from fire alarm box connection fees received by the Electrical Department, tobacco licenses issued by the Inspectional Services Department, commercial rubbish fees charged by the Public Works Department and water service installation and testing fees performed by the Water Department. In addition, new fees related to property use licenses and bus shelter advertising revenues have been included for the first time in FY07. As part of this process, the Budget Department is completing a database, which will catalogue all fees citywide with amounts, including a citation of the applicable legal authority responsible for setting the fee. This will allow a more efficient and systematic analysis of fees in the future. In addition, a review of possible fee increases in other departments will be completed.

However, it should be noted the FY07 Budget does include increased revenues based on fee increases implemented outside the process noted above. In addition, there are revenue adjustments based on actual increased collections realized in FY06. As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that have seen an increase in FY07, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY08 Budget.

Major changes in revenues are noted below by category.

REVENUE BY SOURCE



1. TAXES

Overall, FY07 tax revenues total \$254,176,755. The components of this revenue category are Property Taxes (real estate and personal property), Motor Vehicle Excise, Hotel/Motel, Corporation Excise, Penalties and Delinquent Interest and Payments In-Lieu of Taxes. As noted earlier, 64.3% of the Operating Budget is funded from this revenue category. Non-property tax revenues, such as the Hotel/Motel Tax and Penalties and Delinquent Interest, have shown significant growth in FY06 that has allowed the additional use of these revenues in FY07 to help lessen the growth in the property tax levy.

Real Estate and Personal Property Taxes

The property tax levy is the City's largest and most dependable source of revenue growth. Within the tax category, the real and personal property tax items are the largest at \$236,213,075 and represent 59.7% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets (\$4,615,050) are included, plus \$1,450,000 for the Capital Budget, the total FY07 tax levy is \$242,278,125. However, \$2,000,000 in overlay surplus balances accumulated from prior fiscal years is being used to lower the tax levy increase, which is the same amount used in FY06. In addition, \$5 million in Free Cash (see Miscellaneous Section below) is being used to reduce the property tax levy increase in FY07, which is a reduction of \$1 million from FY06. It was anticipated that the overall use of Free Cash in FY07 would be reduced to reflect the reduction of one-time budget items and to maintain a Free Cash figure to lower the increase in the property tax levy that was sustainable in future years.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is \$235,278,125 which is an increase of \$12,317,835 or 5.5% from FY06. The actual tax levy is determined in the fall as part of the property tax and classification process. In addition, the City can make adjustments to budgeted revenues as part of this process.

As noted above, the overall property tax levy is projected to increase by 5.5% in FY07 and is less than the 6.5% projected increase for FY07 contained in the City's five-year financial plan. It is anticipated that the actual increase in the property tax levy will be closer to 5% in the fall when the City Council votes the property tax and classification recommendation presented by the City Manager. It is anticipated that the City will be able to use increased non-property tax revenues, such as parking fines or state aid, at a higher level than what is included in the FY07 Budget once actual FY06 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses \$1,450,000 in property taxes as a revenue source. As in FY06, the FY07 Budget uses \$2,000,000 from the City's Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. The total balance in the Stabilization Fund as of June 30, 2006 is projected to be \$7.4 million. This is a planned use of the City's Stabilization Fund.

Real and personal property taxes are based on values assessed as of each January 1. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. The City sets its residential and commercial tax rates in the fall of each year. The City

bills and collects its property taxes on a semiannual basis following the January 1 assessment. The due dates for those tax billings are usually November 1 and May 1. Property taxes that remain unpaid after the respective due dates are subject to penalties and interest charges.

The City successfully completed the state mandated tri-annual valuation process of all property values in FY05. Due to new state regulations, the City will be required to perform a “mini” revaluation process in the interim years in order to ensure that it maintains fair market values. The next state certification process for property values will be in FY08. However, the City will be preparing for this recertification process during FY07.

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

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

The City has benefited from new construction over the past several years. This has enabled the City to generate an FY06 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$65.1 million. This has been an important factor in the City’s ability to manage reductions in state aid revenue in previous fiscal years.

Please refer to the Tax Facts chart located in the Summaries section for a history of property assessments, levies and tax rates.

Hotel/Motel Taxes

Hotel/Motel tax revenues of \$5,478,900 are included in the FY07 Budget, which is an increase of \$400,000 from FY06. This change is based on an increase in year-to-date revenue collections in FY06, which are projected to total \$5,700,000. The increase in hotel/motel taxes is a result of higher occupancy rates and increased room rates and these trends are expected to continue in FY07. However, based on recent history where revenues were declining, the City has opted to budget these revenues conservatively in FY07.

Penalties and Delinquent Interest

This revenue source was budgeted at \$600,000 in FY06 and has been increased by \$100,000 to \$700,000 in FY07 based on projected FY06 revenues of \$800,000. This increase is due to a continued emphasis on collecting outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is some variability from year to year in these revenues.

Payments in Lieu of Taxes

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with the Massachusetts Institute of Technology (MIT). While MIT has made voluntary PILOT payments for many years, this is the first time that this important commitment has been entered into in writing and has a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.

The MIT agreement for FY05 included a base payment of \$1,254,000 (FY05 voluntary payment plus 2.5%) and a permanent increase of \$250,000 for a total base payment of \$1,504,000. In addition, the agreement contains an escalation of the base payment of 2.5% per year during the term, beginning in FY06. The FY07 payment is scheduled to be \$1,580,140

The Harvard University agreement includes an upfront contribution of \$1 million above the base PILOT payment in FY05 of \$2,007,738 for a total of \$3,007,738. In addition, the agreement contains an escalation of the base payment of 3%. Additionally, Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years. The FY07 payment is scheduled to be \$2,462,015.

Based on these new agreements, payments in lieu of tax payments are budgeted \$102,895 higher than FY06.

In addition to the increased revenues, the MIT PILOT agreement provides a revenue protection component, which protects the City's tax base into the middle of this century. MIT is the City's largest taxpayer, paying in excess of 10% of the taxes levied by the City. The potential for those now taxable properties to be converted to tax exempt was a very serious concern, not only to the City, but also to MIT. MIT has made investments in Cambridge real estate as a significant portion of their investment portfolio. The well-being of the City's fiscal health is important to the Institute. The new agreement provides for a complicated set of revenue protections so that conversions to tax exempt status would not dramatically impact that fiscal health.

2. LICENSE AND PERMITS

FY07 License and Permit revenue totals \$5,948,335 and is a result of licenses and permits primarily issued by the Inspectional Services Department and the License Commission. The largest revenue in this category is Building Permits that is budgeted at \$2.8 million in FY07. This is the same amount budgeted in FY06. Projected revenue for FY06 is estimated to be \$8.5 million. The City has traditionally not budgeted higher revenues from this source in order to guard against revenue shortfalls during periods of economic downturns.

However, there are some revenue increases reflected in this category in FY07 that relate to new or increased license and permit fees. These include: \$11,000 for Tobacco License fees due to an increase from \$25 per license to \$100, the addition of \$6,750 in Property Use License revenues which is the fee paid (\$750) by restaurants and hotels for sidewalk seating, and \$4,275 Hackney/Carriage Driver License fees which have increased from \$28 to \$32 for a one year license and from \$66 to \$75 for a three year license. Also, \$6,300 in revenue has been added due to a \$25 increase in medallion fees which has covered a majority of the increased cost for senior coupons due to taxi fare rate increases. In addition, revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department have

been increased by \$75,000 in FY07 as well as \$40,540 for Wire and Plumbing Permits issued by the Inspectional Services Department based on FY06 projected receipts.

3. FINES AND FORFEITS

FY07 revenue from Fines and Forfeits totals \$9,009,330. The largest revenue source for this category is parking fines which totals \$8,380,830 in the FY07 Operating Budget which is an increase of \$124,335 from FY06 budgeted revenues of \$8,256,495. The \$8,380,830 amount does not include \$1,380,000 that is used as a funding source for Traffic and Parking related capital projects which when included brings the total projected parking fine revenue in FY07 to \$9,760,830 for a total increase of \$904,335 from the FY06 Budget. Parking Fines are reported to the Parking Fund which is used to record several traffic and parking related revenues including parking fines. A review of other Parking Fund revenues is included in the Charges for Services section below.

This increased revenue due to fines for parking tickets and the penalties for not paying on time are a result of increased rates that went into effect April 1, 2005. Although a few fines were increased in 2001, no significant changes were made since 1982. Basic tickets increased from \$15 to \$20. The public safety violations and parking without a resident sticker increased from \$20 to \$30. The most serious public safety violations – blocking a hydrant will increase from \$25 to \$50 and parking in a fire lane increased from \$15 to \$40. The first penalty for failing to pay within 21 days increased from \$5 to \$10. The second penalty increased from \$15 to \$20. The third penalty, collected when a license or registration is put on hold at the Registry of Motor Vehicles, remained at \$20.

There were several reasons for increasing these fines which include: new revenues that go into the Parking Fund support programs funded by the Parking Fund and reduce the need to use property taxes; the cost of a parking ticket used to be less than the cost to park off-street; the costs of programs funded by the Parking Fund have increased without comparable increases in the Fund; and with the most serious violations at a higher level, it will raise the public awareness of which violations are the most serious.

Since these fine increases only went into effect in April 2005, the City did not budget the full impact on revenues in FY06. However, with a full year of experience an increased amount has been used in keeping with our practice of not over anticipating revenues. In addition, the City is exploring other increases in Traffic and Parking fees that could be used to reduce the increase in the property tax levy as well as provide a funding source to perform general street repairs and reconstruction projects that may include Blanchard Road and Brookline Street roadway projects which are described in Section V.

In addition, there is an increase in FY07 related to moving violations, which has been increased by \$25,000 to \$500,000 based on FY06 projected revenues.

Library fine revenue has been decreased from \$60,000 to \$30,000 in FY07. Fines are expected to decrease due to an extension in the loan period for books and other materials, the ability to renew materials on-line and the elimination of fines for children's books.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals \$60,422,425 or 15.3% of all operating revenues. The major components of this category include the water usage charge, sewer service charge and Parking Fund revenues.

Water and Sewer

In March of each year, the City Council establishes water and sewer rates, which determine water and sewer revenues for the next fiscal year. Because of the timing requirements, water and sewer rates are set prior to the adoption of both the FY07 City Budget and Massachusetts Water Resource Authority (MWRA) Budget; therefore revenue needs are determined based upon estimated expenditures. Historically, water and sewer rates have been established so that revenues generated by them cover 100 percent of the projected annual costs. For the period beginning April 1, 2006 and ending March 31, 2007, water rates increased by 3.9% with a 8.1% increase in sewer rates. Overall, consumers will see a 6.6% increase in their annual water/sewer bill. These actual rate increases in all three categories are substantially below the rate increases projected for FY07 that were presented to the City Council as part of the rate setting recommendation in FY06. This is despite the fact that the FY07 estimated Massachusetts Water Resource Authority (MWRA) assessment is scheduled increase by \$1.9 million, or 12.1% as opposed to the projected increase of \$.8 million, or 5% projected last year. MWRA increases assessments have averaged 1.0% during the past three years. This large assessment increase is due to rising energy costs, higher interest costs on MWRA debt, additional health insurance costs for MWRA employees and changes in public health and environmental requirements that increase overall spending for the MWRA.

The Water Fund is a proprietary fund and accounts for the activities related to the preparation and delivery of water to City residents. In addition to supporting the operations of the Water Department, Water Fund revenues are used to support the operating budgets of the Finance, Conservation, Public Works and Community Development Departments. In addition, \$920,000 in revenues is used to support Water related capital projects. See Section II for a history of Water Fund expenditures and revenues.

Sewer Service revenues are not recorded in a separate fund but are part of the General Fund. Sewer Service revenues are used to support the operating budgets of the Finance, Public Works, Debt Service, MWRA and Community Development Departments. In addition, \$.9 million in revenues is used to support sewer related capital projects.

Total FY07 water revenues are \$17,733,175 and include water usage, miscellaneous water charges, retained earnings (fund balance) and Massachusetts Water Pollution Abatement Trust (MWPAT) subsidies. This is an increase of \$94,175 from FY06. In addition to the \$17.7 million, \$920,000 in water revenues is used to fund water related capital projects in FY07, a \$100,000 increase from FY06. Therefore, the net increase in total water revenues is \$194,175.

Beginning five fiscal years ago and continuing for the next several years, a portion of the fund balance from the Water Fund is estimated to be used to offset increases in the operation of the Water Department. In FY07, fund balance support is \$1,150,000, a decrease of \$500,000,

which coincides with the decrease in water debt service. The Water Fund balance as of 6/30/05 was \$5,151,605 and the balance is projected to be \$3,673,360 at the end of FY06 based on the state budgetary basis of accounting.

As is the case with water revenues, sewer revenues are based on estimated expenditures. Sewer revenues for FY07 are budgeted at \$31,421,150, an increase of \$2,841,460 from the FY06 budget. In addition, to the \$31.4 million, \$900,000 in sewer revenues has been included in the FY07 Capital Budget, which is a \$300,000 decrease from FY06.

Parking Fund

The Parking Fund is used to record revenue from use of meter and street obstruction permits, street meter collections, resident parking stickers, parking lots and garages, parking fines, interest earnings and miscellaneous income. Total revenues from these sources are budgeted to be \$16,665,735 in FY07 to fund the Traffic, Parking and Transportation Department Operating Budget (\$8,849,020), Capital Budget (\$1,380,000) and support 11 other Operating Budgets (\$6,436,715).

FY07 Parking Fund Usage revenue of \$5,993,705 which is contained in the Charges for Services revenue category, includes receipts from Traffic Department activities such as street meters (\$2,256,790), parking lot revenues (\$235,000), parking garage revenues (\$3,055,555), resident stickers (\$350,000), boot removal (\$65,000) and use of meter fees (\$31,360). FY07 revenues from these sources are projected to increase by \$293,705 or 5.1% from the FY06 Budget. The largest increase in these revenues comes from parking garage revenues (\$205,865). This revenue was impacted in FY05 by several major snowstorms that took place that winter, the DNC convention and vacancies in some commercial buildings near the parking garages which resulted in a lower revenue projection for FY06. Parking Garage usage is up and based on FY06 projections, the revenue for FY07 has been adjusted accordingly which is consistent with the City's practice to be conservative in its revenue projections and adjustments.

In addition to the revenues listed above, FY07 Parking Fund revenues include receipts for street obstruction permits (\$350,000), parking fines (\$9,760,830), interest earnings (\$450,000), rental receipts (\$91,200) and miscellaneous revenue (\$20,000).

The Fund Balance of the Parking Fund as of 6/30/05 was \$8.7 million and is projected to increase to \$9.9 million as of 6/30/06 due to increased revenues from parking fines as a result of the new rates implemented last fiscal year.

Other

There are other Charges for Service revenues that have increased in the FY07 Budget. The major changes include:

- \$40,000 for Master Alarm Fire Box fee as a result of an increase approved early in FY06. The fee was increased from \$300 to \$400 and the FY07 budgeted revenue is \$120,000.
- \$15,000 for Rubbish Ticket fees to reflect increased solid waste disposal costs. The FY07 budgeted revenue is \$40,000.

- \$29,555 in municipal access fees received by the Cable TV Department from Comcast based actual revenues received in FY06. The FY07 budgeted revenue is \$1,126,435.
- \$25,000 in water service installation and testing fees performed by the Water Department.
- \$30,000 in DHSP Childcare tuition revenue as result of increasing tuition rates for FY07. The FY07 budgeted revenue is \$1,115,230.

5. INTERGOVERNMENTAL REVENUES

FY07 Intergovernmental Revenue (\$54,600,140) includes federal and state grants, other governmental revenue and State Cherry Sheet revenue.

State Aid

Total FY07 State Cherry Sheet revenue of \$42,458,765 represents 10.7% of the total FY07 Operating Budget.

Named for the cherry colored paper on which it was originally printed, the Cherry Sheet is the official notification from the Commissioner of Revenue of the next fiscal year's state aid and assessments to communities and regional school districts. State aid to municipalities and regional school districts consists of two major types – distributions and reimbursements. Distributions provide funds based on formulas, while reimbursements provide funds for costs incurred during a prior period for certain programs or services. In addition, communities may receive "offset items" which must be spent on specific programs. Cherry Sheet Assessments are advance estimates of state assessments and charges and county tax assessments. Local assessors are required to use these figures in setting the local tax rate.

Local aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid, additional assistance and lottery aid. The amount of these funds to be distributed is listed on each community's cherry sheet along with other relatively smaller Commonwealth programs such as library aid, veteran's benefits, police career incentive, transportation and other reimbursements. School Building reimbursements which were part of the Cherry Sheet were removed once a new authority (School Building Authority) was created to administer the program from the State Department of Education. However, the reimbursement revenues have remained in this category for budgeting purposes.

In FY06, the City received \$25,495,065 in Additional Assistance and Lottery Aid. FY06 School Aid/Chapter 70 was \$7,122,205. The total of these three revenues is \$32,617,270 or 8.6% of the FY06 Adopted Budget.

The City estimates receiving \$1,195,290 more in FY07 than it did in FY06 for these three major local aid categories for a total of \$33,812,560. However, the net increase amount is only \$344,645 after taking into account decreases in other state aid categories with the largest decrease occurring in Charter School Tuition Reimbursement of \$941,105. These three local aid categories represent 8.6% of total FY07 Operating Budget. This assumption is based on the Governor's FY07 Budget released in January 2006. The House Ways and Means budget proposal contains a small reduction to the Chapter 70 category with Additional Assistance and Lottery Aid remaining the same.

School Building Assistance payments are scheduled to decrease by \$697,365 due to completion of reimbursement payments for the Haggerty School in FY07.

The Cherry Sheet contains an estimated reimbursement for the cost assessed to cities and towns (also contained on the Cherry Sheet) for students who live in that city or town but attend charter schools based on a formula calculated by the state. Actual reimbursements and assessments are adjusted based on the actual charter school enrollments determined each October 1st. Reimbursements for new charter school students are provided for three years on a declining scale (100%, 60%, 40%, and 0%). In FY06, a new grade 7-12 charter school opened in September 2005 in Cambridge with approximately 130 Cambridge students. Based on the estimated total enrollment of charter school students in FY07 and the declining reimbursement rate as noted above, the Cherry Sheet reimbursement is estimated to decrease by \$941,105 million (FY06 Cherry Sheet vs. FY07 Governor's Budget proposal). This estimate will change based on the actual number of Charter School students.

Other Cherry Sheet items contained in the FY07 State Budget proposals did not change significantly.

Other

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by \$115,250 in FY07 due to the decrease in the balance of the loans.

The amount reimbursed to the City by the State for cost-of-living increases granted to non-contributory pensioners is projected to be \$100,000 which is a decrease of \$180,000 from the amount budgeted in FY06. Projected FY06 revenues are estimated to be \$107,810. Adjustments were made by the state in FY04 and FY05 to reflect incorrect reimbursements received in previous fiscal years. The actual adjustment was significantly smaller than initially estimated by the state as evidenced by the FY06 projected revenues.

Community Development Block Grant revenues are projected to decrease by a total of \$348,130 from \$3,614,270 in FY06 to \$3,266,140 in FY07. This is a 9.6% reduction from FY06 and reflects reduced federal funding and changes in program eligibility.

6. MISCELLANEOUS

The Miscellaneous Revenue category totals \$11,312,115 in FY07, which is an increase of \$575,610 from FY06.

Interest Earnings

An additional \$1,000,000 in General Fund interest earnings revenue has been included in the FY07 Budget based on higher interest rates received on investments and additional income generated by the use of investment advisory services beginning in FY06, bringing the total amount budgeted in FY07 to \$2,500,000. In addition, the FY07 Budget reflects \$450,000 in interest earnings from the Parking Fund, an increase of \$289,255 and \$45,000 from interest on perpetual care accounts which remains unchanged from FY06.

Free Cash

Free Cash are funds remaining from the operations of the previous fiscal year, which are certified by the State Department of Revenue's (DOR) Director of Accounts as available for appropriation. Remaining funds include unexpended Free Cash from the previous year, receipts in excess of estimates shown on the tax recapitulation sheet and unspent amounts in budget line items. Unpaid property taxes and certain deficits reduce the amount of remaining funds, which can be certified as Free Cash. The City's FY05 certified Free Cash figure was \$53.6 million which was \$18.7 million higher than FY04.

The total Free Cash amount used in the FY07 Operating Budget is \$2,000,000 which is \$731,000 less than used in the FY06 Budget. In addition, \$1,000,000 in Free Cash has been used in the Capital Budget, which is a decrease of \$330,000 from FY06. Overall, the use of Free Cash in the FY07 Budget has been reduced by a total of \$1,061,000.

This reduction in the use of Free Cash is largely attributable to the elimination of the one-time cost of \$581,000 which was used to cover the interest cost of \$31 million in bond anticipation notes (issued in May 2005) to cover the purchase of a building to house the new Public Safety Facility. In addition, \$150,000 has been reduced from the Employee Benefits Department due to the elimination of an additional pay period required in FY06 (53rd Friday).

In addition, \$6,000,000 in Free Cash was used to reduce the increase in the property tax levy in FY06, which was a \$4 million increase from FY05. It is estimated that the City will use \$5 million in Free Cash in FY07 to lower the property tax levy increase. This \$1 million dollar reduction coupled with the \$1,061,000 reduction included in the FY07 Budget totals \$2,061,000 and is consistent with the City's financial plan. It is estimated that the City's FY06 certified Free Cash amount will be slightly less than the FY05 amount of \$53.6 million.

Debt Stabilization

The FY07 Budget continues to use \$2,000,000 in Stabilization Funds as a revenue source to offset increases in debt service costs in FY07. This planned use of reserves is intended to reduce the increase in property taxes as our debt service costs increased.

Other

Recycling revenues have been increased from \$100,000 to \$125,000 in FY07. This increase is based on prior year revenues, which has met or exceeded this total amount. The City receives this revenue from the sale of collected recyclable materials from its curbside and drop-off programs.

The City will receive \$15,000 in Bus Shelter Advertising revenue for the first time in FY07. This revenue is a result of the City receiving income from advertising located on new bus shelters recently installed throughout the City.

The following pages provide a detailed description of specific revenues contained in the six major revenue categories.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$233,722,086	\$243,183,255	TAXES	\$254,176,755
\$10,151,170	\$11,728,320	LICENSES AND PERMITS	\$5,948,335
\$9,434,190	\$10,865,245	FINES AND FORFEITS	\$9,009,330
\$57,400,254	\$59,397,295	CHARGES FOR SERVICES	\$60,422,425
\$54,715,934	\$57,047,870	INTERGOVERNMENTAL REV.	\$54,600,140
<u>\$10,973,030</u>	<u>\$14,725,605</u>	MISCELLANEOUS REVENUE	<u>\$11,312,115</u>
<u>\$376,396,664</u>	<u>\$396,947,590</u>		<u>\$395,469,100</u>

**OPERATING BUDGET
- Summary**

GENERAL FUND. City revenues are divided into six basic categories recommended by the National Committee on Governmental Accounting. The categories are: Taxes; Licenses and Permits; Fines and Forfeits; Charges for Services; Intergovernmental Revenue; and Miscellaneous Revenue. The revenues described in this section are received in the general, parking, water and grant funds.

MAXIMIZING NON-TAX REVENUES. The City will continue its policy of seeking alternative revenue sources to lower the tax burden for City services, enforcing its license and permits policies, charging users for specific services where feasible, and aggressively collecting outstanding parking fines.

In FY06, as a result of an ongoing effort coordinated by the Finance Department to review permit fees, charges for services and fines charged by City departments, the City was able to implement modest increases. The FY06 Budget contained significant dollar increases for these revenue items. Although the number of fees increased is not as large as FY06, the FY07 Budget contains increases to these revenue types as part of this ongoing effort. In addition, the continued and planned use of reserves and the ongoing analysis of revenue collections in order to budget revenues accurately have also contributed to the increased use of non-property tax revenues to fund the FY07 Budget.

The total property tax levy is projected to increase by 5.5% in FY07 or \$12,317,835. Non-property tax revenues are projected to increase by \$3.3 million from a variety of sources that is highlighted below.

In part, the increase in non-tax revenues is based on a review of fees in certain departments, which resulted in fee increases that were implemented in late FY05 or early FY06. However, increased revenues from these fees were not included in the FY06 Budget but are reflected in the FY07 Budget based on actual revenue collections. These include increased revenues from fire alarm box connection fees received by the Electrical Department, tobacco licenses issued by the Inspectional Services Department, commercial rubbish fees charged by the Public Works Department and water service installation and testing fees performed by the Water Department. In addition, new fees related to property use licenses and bus shelter advertising revenues have been included for the first time

in FY07. As part of this process, the Budget Department is completing a database, which will catalogue all fees citywide with amounts, including a citation of the applicable legal authority responsible for setting the fee. This will allow a more efficient and systematic analysis of fees in the future. In addition, a review of possible fee increases in other departments will be completed.

However, it should be noted the FY07 Budget does include increased revenues based on fee, permit and charges for services increases implemented outside the process noted above. In

addition, there are revenue adjustments based on actual increased collections realized in FY06. As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that have seen an increase in FY07, the City will carefully review actual review collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY07 Budget.

The chart below shows the revenue breakdown, by percentage, of the six major revenue accounting categories for a five-year period.

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS
FY07	64.3%	1.5%	2.3%	15.3%	13.8%	2.8%
FY06	64.0%	1.5%	2.3%	15.0%	14.5%	2.7%
FY05	65.0%	1.6%	2.2%	15.0%	14.2%	2.0%
FY04	64.2%	1.6%	2.3%	15.4%	14.2%	2.3%
FY03	60.6%	1.7%	2.4%	15.2%	17.3%	2.8%

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$206,935,771	\$213,909,520	REAL PROPERTY TAX	\$224,772,575
\$7,184,914	\$10,891,850	PERSONAL PROPERTY TAX	\$11,440,500
\$6,296,905	\$5,900,000	MOTOR VEHICLE EXCISE TAX	\$5,800,000
\$5,461,027	\$5,700,000	HOTEL/MOTEL EXCISE TAX	\$5,478,900
\$1,820,070	\$1,700,000	CORPORATION EXCISE TAX	\$1,600,000
\$1,004,100	\$800,000	PENALTIES & DELINQ. INT.	\$700,000
<u>\$5,019,299</u>	<u>\$4,281,885</u>	IN-LIEU OF TAX PAYMENTS	<u>\$4,384,780</u>
<u>\$233,722,086</u>	<u>\$243,183,255</u>		<u>\$254,176,755</u>

**TAXES
- Summary**

REAL PROPERTY TAX. The primary source of revenue for municipalities in the Commonwealth is the real property tax. For purposes of taxation, real property includes land and buildings and improvements erected or affixed to the land. The City's Board of Assessors determines the value of all taxable land which is revalued at fair market

value every three years. During FY07, the City is preparing for the next full revaluation which will be the basis of the state recertification process for FY08.

PERSONAL PROPERTY TAX. This tax is imposed on the personal property (stock, inventory, and laboratory or business equipment, furniture, fixtures and machinery) of business firms located in the City. Manufacturing corporations pay personal property tax to the City on poles, wires and conduits.

MOTOR VEHICLE EXCISE TAX. The motor vehicle excise tax is collected by the city or town in which a vehicle is garaged at the time of registration. State law sets the rate of this tax at \$25 per \$1,000 valuation.

HOTEL/MOTEL EXCISE TAX. Massachusetts law permits cities and towns to impose a local room occupancy excise tax of four percent upon the transient rental of rooms in hotels, motels and lodging houses.

CORPORATION EXCISE TAX. State law entitles each city or town to receive proceeds from the urban development excise tax paid on its local projects.

PENALTIES AND DELINQUENT INTEREST. This category includes delinquent interest on all taxes and water/sewer accounts. It also contains demand fees on late real and personal property tax payments as well as demands and warrants on late motor vehicle excise tax payments.

IN-LIEU OF TAX PAYMENTS. In-lieu of tax payments from tax exempt property owners is included in this category. Harvard University and the Massachusetts Institute of Technology are traditionally the principal in-lieu of tax sources in the city.

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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**TAXES
- Real Property Tax**

\$206,935,771

\$213,909,520

REAL PROPERTY TAX \$224,772,575

TAX LEVIES AND COLLECTIONS. The following table shows the tax levies, amounts added as

overlay reserve for abatements, and the amount of taxes actually collected as of the end of each fiscal year. The total tax levy for each year includes personal property taxes.

<u>Fiscal Year</u>	<u>Tax Levy</u>	<u>Overlay Reserve Abatements</u>	<u>Net Tax Levy (1)</u>	<u>Collections During Fiscal Year Payable (2)</u>	
				<u>Amount</u>	<u>% of Net Levy</u>
FY06	\$222,960,291	\$4,510,291	\$218,450,000	-	-
FY05	\$222,953,435	\$4,515,930	\$218,437,505	\$214,120,685	98.0%
FY04	\$209,599,396	\$4,499,396	\$205,100,000	\$203,031,386	99.0%
FY03	\$197,720,546	\$4,145,298	\$193,575,248	\$192,373,785	99.4%
FY02	\$187,444,551	\$4,261,178	\$183,183,373	\$182,954,775	99.9%

(1) Tax levy less overlay reserve for abatements.

(2) Actual collection of levy less refunds and amounts refundable including proceeds of tax titles and tax possessions but not including abatements or other credits.

The following table shows the net tax levy and the amount added as a reserve for abatements attributed to each levy for the most recent fiscal years:

<u>Fiscal Year</u>	<u>Net Tax Levy (1)</u>	<u>Overlay Reserve</u>		<u>During Fiscal Year of Each Tax Levy Abatements</u>
		<u>Amount</u>	<u>% of Total Levy</u>	
FY06	\$218,450,000	\$4,510,291	2.1	-
FY05	\$218,437,505	\$4,515,930	2.0	\$3,419,088
FY04	\$205,100,000	\$4,499,396	2.2	\$1,781,210
FY03	\$193,575,248	\$4,145,298	2.1	\$1,779,074
FY02	\$183,183,373	\$4,261,178	2.3	\$ 807,011

ACTUAL FY05	PROJECTED FY06		BUDGET FY07																		
\$7,184,914	\$10,891,850	PERSONAL PROPERTY TAX																			
		<p data-bbox="625 196 1178 483">property for 2,620 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay a majority of the total personal property tax. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well.</p> <p data-bbox="842 526 1734 557" style="text-align: center;">TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY06)</p> <table data-bbox="768 634 1734 997" style="width: 100%; border-collapse: collapse;"> <tr><td data-bbox="768 634 1570 665">NSTAR Services Co.</td><td data-bbox="1570 634 1734 665" style="text-align: right;">\$2,809,545</td></tr> <tr><td data-bbox="768 670 1570 701">Novarties Institute for Biomedical Research</td><td data-bbox="1570 670 1734 701" style="text-align: right;">\$1,621,447</td></tr> <tr><td data-bbox="768 706 1570 737">Southern Energy Kendall</td><td data-bbox="1570 706 1734 737" style="text-align: right;">\$1,115,735</td></tr> <tr><td data-bbox="768 742 1570 773">Verizon New England</td><td data-bbox="1570 742 1734 773" style="text-align: right;">\$ 536,739</td></tr> <tr><td data-bbox="768 777 1570 808">Millenium Pharmaceuticals, Inc.</td><td data-bbox="1570 777 1734 808" style="text-align: right;">\$ 474,488</td></tr> <tr><td data-bbox="768 813 1570 844">Level 3 Communications</td><td data-bbox="1570 813 1734 844" style="text-align: right;">\$ 384,889</td></tr> <tr><td data-bbox="768 849 1570 880">Vertex Pharmaceuticals, Inc.</td><td data-bbox="1570 849 1734 880" style="text-align: right;">\$ 251,028</td></tr> <tr><td data-bbox="768 885 1570 915">Amgen, Inc.</td><td data-bbox="1570 885 1734 915" style="text-align: right;">\$ 217,597</td></tr> <tr><td data-bbox="768 920 1570 951">Akamai Technologies, Inc.</td><td data-bbox="1570 920 1734 951" style="text-align: right;">\$ 195,870</td></tr> <tr><td data-bbox="768 956 1570 987">Alkermes, Inc.</td><td data-bbox="1570 956 1734 987" style="text-align: right;">\$ 142,878</td></tr> </table>	NSTAR Services Co.	\$2,809,545	Novarties Institute for Biomedical Research	\$1,621,447	Southern Energy Kendall	\$1,115,735	Verizon New England	\$ 536,739	Millenium Pharmaceuticals, Inc.	\$ 474,488	Level 3 Communications	\$ 384,889	Vertex Pharmaceuticals, Inc.	\$ 251,028	Amgen, Inc.	\$ 217,597	Akamai Technologies, Inc.	\$ 195,870	Alkermes, Inc.
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**TAXES
- Personal Property Tax**

The Board of Assessors determines the value of all taxable personal pro-

erty for 2,620 accounts. The personal property tax is projected to produce roughly four percent of the City's total property tax revenue. The delinquency rate has rarely exceeded one percent, mainly because the ten largest accounts pay a majority of the total personal property tax. Traditionally, utility companies are the highest personal property taxpayers but Cambridge has a good biotechnology and high tech base as well.

TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY06)

NSTAR Services Co.	\$2,809,545
Novarties Institute for Biomedical Research	\$1,621,447
Southern Energy Kendall	\$1,115,735
Verizon New England	\$ 536,739
Millenium Pharmaceuticals, Inc.	\$ 474,488
Level 3 Communications	\$ 384,889
Vertex Pharmaceuticals, Inc.	\$ 251,028
Amgen, Inc.	\$ 217,597
Akamai Technologies, Inc.	\$ 195,870
Alkermes, Inc.	\$ 142,878

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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TAXES
- Motor Vehicle Excise Tax

\$6,296,905	\$5,900,000
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MOTOR VEHICLE EXCISE TAX	\$5,800,000
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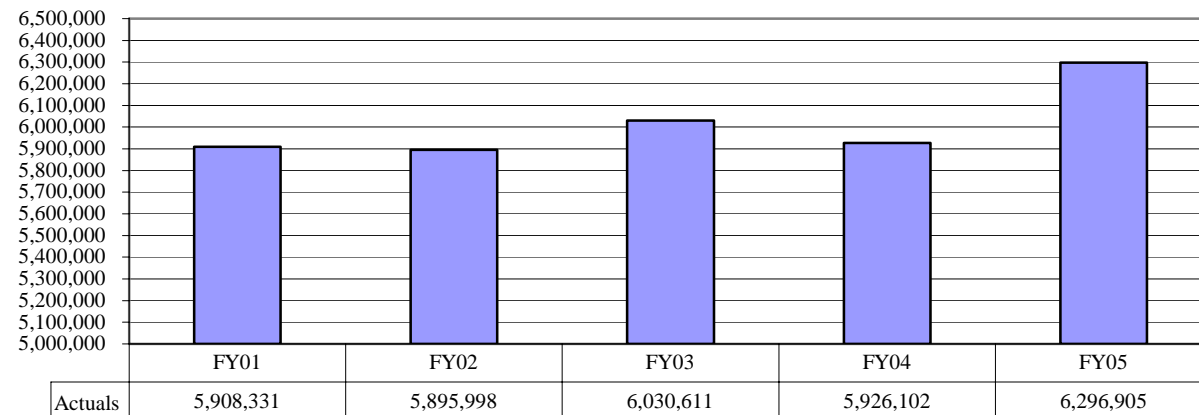
EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation.

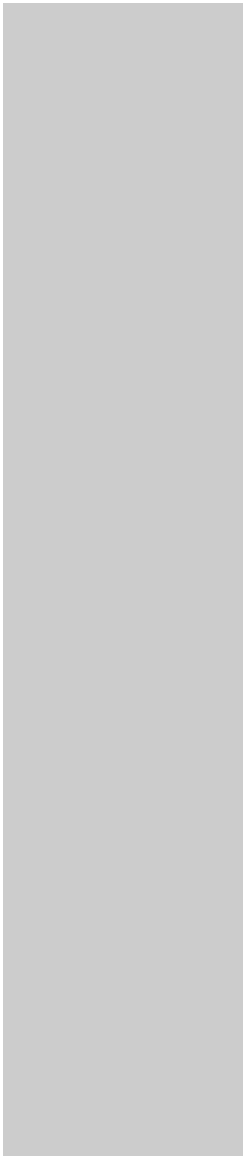
These monies are based on data provided by the Massachusetts Registry of Motor Vehicles. Valuations are determined by the Registry using a statutory formula based on a manufacturer's list price and year of manufacture. Accounts are updated nightly, all processes and delinquent notices are automated and information is provided to the deputy collectors on a quicker and more accurate basis. In FY06, the City sent out approximately 65,000 excise bills.

REGISTRY NON RENEWAL SYSTEM. The Registry of Motor Vehicles implemented a computer tracking system that forces auto owners to pay their excise taxes. Those who do not pay are not allowed to renew registrations and licenses. Cities and towns must notify the registry of delinquent taxpayers and Cambridge currently prepares an excise collection activity computer tape for the registry at regular intervals.

ONLINE EXCISE TAX PAYMENT SYSTEM. The City implemented a Web-based payment system that allows excise taxpayers to pay their bill online. Taxpayers can use their American Express, Visa or MasterCard credit cards.

FIVE YEAR HISTORY MOTOR VEHICLE EXCISE TAX





ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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TAXES
- Hotel/Motel Tax

\$5,461,027

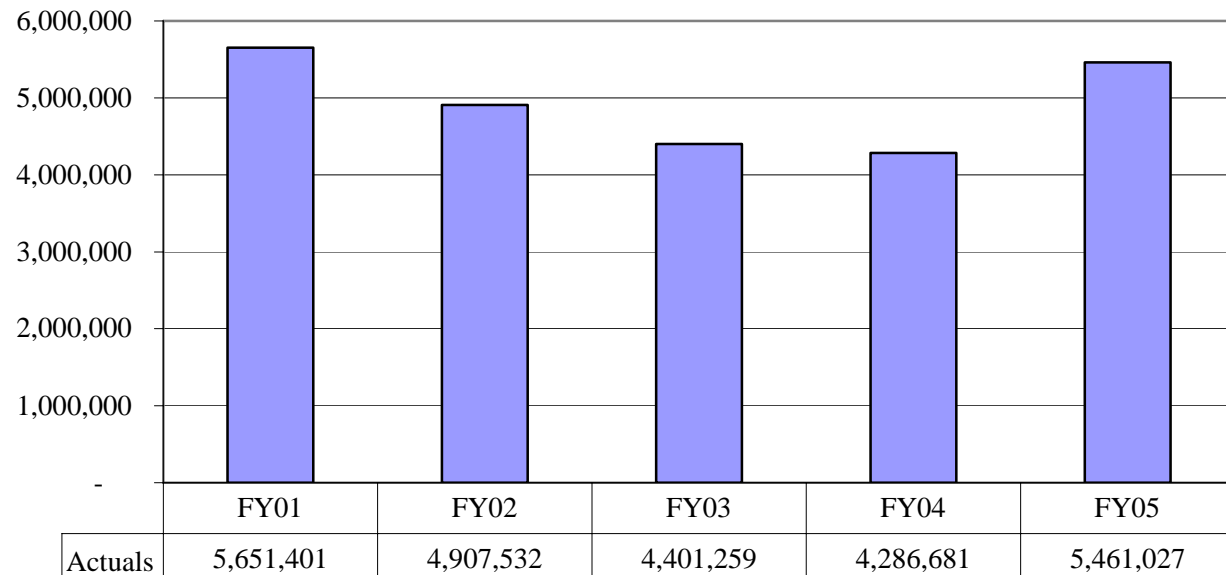
\$5,700,000

HOTEL/MOTEL EXCISE TAX \$5,478,900

HOTEL/MOTEL EXCISE TAX.
Chapter 64G of the Massachusetts
General Laws, section 3A, states

that any city or town has authorization to impose a local excise tax upon the occupancy fee of any room or rooms in a hotel or motel located within its limits. The fee shall not exceed four percent of the total amount of the room and shall not be imposed if the total amount of the room is less than fifteen dollars per day. The hotel operator is responsible for collecting the tax from the customer and the Massachusetts Department of Revenue has the legal responsibility for collecting the tax receipts from the hotel operator. Once collected, the state turns the tax receipts over to the City on a quarterly basis. Based on increased occupancy and room rates, FY06 revenues are projected to be \$5.7 million which is \$400,000 more than budgeted. However, based on recent history, where revenues were declining, the City has opted to budget these revenues conservatively in FY07.

FIVE YEAR HISTORY HOTEL/MOTEL TAX



ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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**TAXES
- Corporation Excise Tax**

\$1,820,070

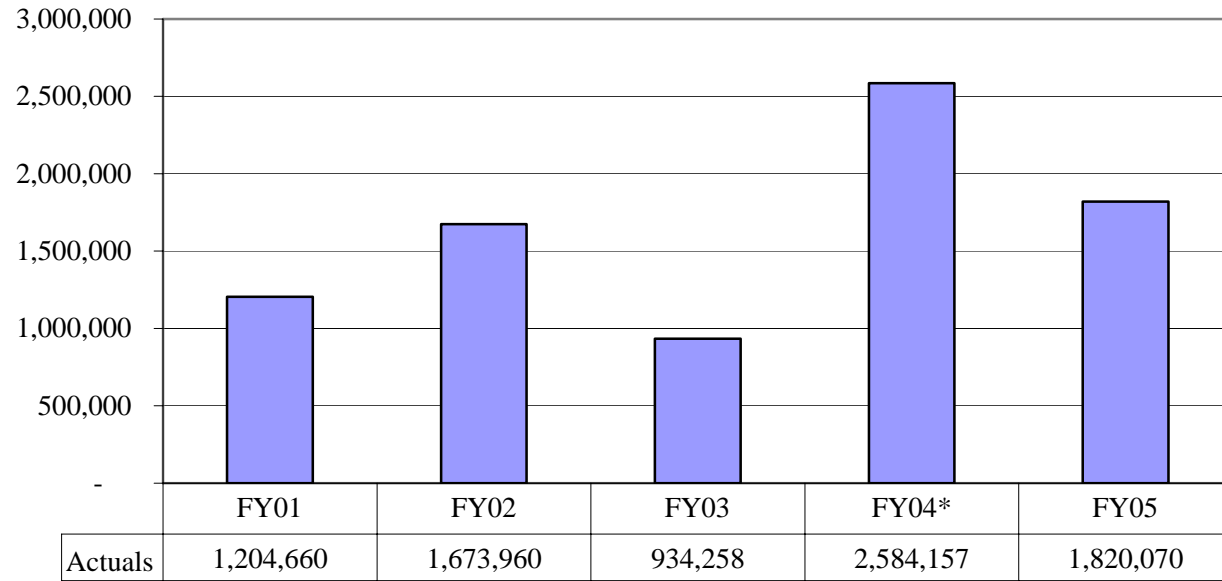
\$1,700,000

CORPORATION EXCISE TAX \$1,600,000

CORPORATION EXCISE TAX.

Chapter 121A, section 10 of the Massachusetts General Laws, states that each city or town is entitled to receive proceeds from the urban development excise tax paid on its local projects. This excise tax is only valid for an original 15 year period and may be extended for an additional period not to exceed, in the aggregate, 40 years of the corporation's existence in the municipality. The excise tax is composed of an amount equal to five percent of its gross income in the preceding year and an amount equal to \$10 per thousand of agreed valuation.

FIVE YEAR HISTORY CORPORATION EXCISE TAX



* The City received an \$800,000 payment in FY04 for FY03 which accounts for the variance

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	TAXES - Penalties and Delinquent Interest
\$1,004,100	\$800,000	PENALTIES AND DELINQ. INT.	\$700,000	<p>DELINQUENT INTEREST. The City receives interest on overdue taxes and water/sewer service rates. State law dictates the interest rate for taxes, whereas City ordinance sets the rate for water/sewer charges. Overdue real and personal property taxes are charged 14 percent from the original billing date. Tax title accounts are charged 16 percent from the tax-taking date or the certification date. The interest rate for delinquent excise tax accounts is 12 percent from the due date. The interest rate on delinquent water/sewer services is 18 percent per annum. Water interest is reported in the Water Fund and is not included in the above estimate.</p> <p>PENALTY CHARGES. If real and personal property taxes are not paid within 30 days for the second billing (usually May 1st) in the year of the tax, a demand for payment notice (\$5) is sent to all delinquent taxpayers. Delinquent motor vehicle taxpayers are sent a demand (\$5), a warrant (\$10) and two separate notices from a deputy tax collector (\$12, \$17). The deputy collectors' earnings come solely from delinquent penalty charges in-lieu of a salary. Demands and warrants are not issued for delinquent water/sewer service accounts but are subject to a lien on the corresponding real estate tax bill.</p> <p>Once a delinquent real estate account goes into the process of tax title, there are numerous fees added to the property tax bills. These charges include: an advertising fee per account (\$75), preparation and recording of the tax-taking document (\$75), actual posting of the notice (\$4), the certificate of redemption fee (\$75), land court registration fee (\$310) and legal fees (\$500).</p> <p>This revenue source was budgeted at \$600,000 in FY06 and has been increased by \$100,000 to \$700,000 in FY07 based on projected FY06 revenues of \$800,000. This increase is due to a continued emphasis on collecting outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is some variability from year to year in these revenues.</p>

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	TAXES - In-Lieu of Tax Payments
\$5,019,299	\$4,281,885	IN-LIEU OF TAX PAYMENTS	\$4,384,780	<p data-bbox="1465 196 1940 228">IN-LIEU OF TAX PAYMENTS.</p> <p data-bbox="1465 237 1940 302">Cambridge taxpayers are constrained by the fact that 51.9% of the total property value in the City is tax-exempt. The “in-lieu of tax” payments program was adopted in 1971 to partially offset the loss of tax revenue due to non-taxable property. The City Assessor’s Office mails out requests each year for payments, calculated at 20 cents per square foot of land area. However, Harvard University and the Massachusetts Institute of Technology (MIT) remain the major in-lieu of taxpayers in Cambridge.</p> <p data-bbox="625 516 1940 695">In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with the Massachusetts Institute of Technology. While MIT has made voluntary PILOT payments for many years, this is the first time that this important commitment has been entered into in writing and has a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.</p> <p data-bbox="625 727 1940 873">The MIT agreement for FY05 included a base payment of \$1,254,000 (FY05 voluntary payment plus 2.5%) and a permanent increase of \$250,000 for a total base payment of \$1,504,000. In addition, the agreement contains an escalation of the base payment of 2.5% per year during the term, beginning in FY06. The FY07 payment is scheduled to be \$1,580,140.</p> <p data-bbox="625 906 1940 1084">The Harvard University agreement includes an upfront contribution of \$1 million above the base PILOT payment in FY05 of \$2,007,738, for a total of \$3,007,738. In addition, the agreement contains an escalation of the base payment of 3% each year. Additionally, Harvard’s base PILOT payment will increase by an additional \$100,000 every 10 years. The FY07 payment is scheduled to be \$2,462,015.</p> <p data-bbox="625 1117 1940 1198">Based on these new agreements, payments in lieu of tax payments are budgeted \$102,895 higher than FY06.</p>

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$2,075,245	\$1,989,610		LICENSE \$2,009,495
<u>\$8,075,925</u>	<u>\$9,738,710</u>		PERMITS <u>\$3,938,840</u>
<u>\$10,151,170</u>	<u>\$11,728,320</u>		<u>\$5,948,335</u>

**LICENSES AND PERMITS
- Summary**

LICENSES. License revenues arise from the City's regulation of certain activities (e.g., selling alcoholic beverages or driving a taxicab). A person or organization pays a licensing fee

to engage in the activity for a specified period. The primary licensing agency in the City is the License Commission, which consists of a Police Department representative, the Fire Chief and the chairperson of the License Commission. All fees are set by one of three methods: State law, City ordinance or License Commission regulation. The most common licenses are briefly described on the following pages. A complete fee structure is available at the License Commission Office at 831 Mass. Ave.

PERMITS. Permits are required when a person or business wants to perform a municipally regulated activity (e.g., building, electrical, or plumbing services). The bulk of permit revenue is brought in through building permits, collected by the Inspectional Services Department. All construction and development in the city must be issued a building permit based on the cost of construction. The following pages provide brief descriptions of major City permit revenue. A complete fee schedule is available at the Inspectional Services Department at 831 Mass. Ave.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$7,138	\$7,000	MILK	\$7,000
\$757,370	\$740,000	ALCOHOLIC BEVERAGES	\$740,000
\$42,000	\$38,500	COMMON VICTUALER	\$38,500
\$33,267	\$6,000	BUILDERS/BUILDING	\$6,000
\$208,515	\$190,000	LODGING HOUSE	\$190,000
\$309,851	\$291,000	GARAGE/GASOLINE	\$291,000
\$4,296	\$4,295	SHOPS AND SALES	\$4,295
\$79,023	\$75,500	HACKNEY	\$82,075
\$81,982	\$81,000	MOTOR VEHICLE RELATED	\$81,000
\$193,054	\$188,000	ENTERTAINMENT	\$188,000
\$89,868	\$87,500	HEALTH RELATED	\$79,500
\$36,775	\$35,000	MARRIAGE	\$35,000
\$11,165	\$11,000	DOG LICENSES	\$11,000
\$11,900	\$13,000	STREET PERFORMERS	\$12,000
\$167,195	\$166,000	POLE AND CONDUIT	\$166,000
\$3,550	\$13,000	TOBACCO	\$15,000
\$2,235	\$2,375	DISPOSAL	\$2,375
\$18,893	\$21,000	MISCELLANEOUS	\$21,000
\$450	\$1,000	RECREATION CAMPS	\$1,000
\$16,708	\$13,940	NEWSPAPER BOXES	\$12,000
\$10	\$3,000	MULTI-FAMILY INSPECTIONS	\$20,000
\$0	\$1,500	PROPERTY USE	\$6,750
<u>\$2,075,245</u>	<u>\$1,989,610</u>		<u>\$2,009,495</u>

**LICENSES AND PERMITS
- Licenses**

MILK LICENSES. The Inspectional Services Department issues and renews licenses to serve and/or sell dairy products. The yearly fee is \$10.

ALCOHOLIC BEVERAGES. Under Chapter 138 of the Massachusetts General Laws and Chapter 95 Special Acts of 1922, the City is empowered to grant licenses regulating the sale of alcoholic beverages. License fees vary depending upon the type of establishment, closing hours, number of days open and whether the license is for all types of alcohol or beer and wine. The following chart is an estimate of FY07 revenues from liquor licenses.

TYPE	NO.	FEE	REVENUE
All Alcoholic Brewery	2	\$3,160	\$ 6,320
All Alcoholic Restaurant, 7 days, 1 a.m.	85	\$3,160	\$268,600
All Alcoholic Restaurant, 7 days, 1:30 a.m.	1	\$3,530	\$ 3,530
All Alcoholic Restaurant, 7 days, 2 a.m.	39	\$3,905	\$152,295
Wine/Malt Brewery 7 days	1	\$2,000	\$ 2,000
Wine/Malt Restaurant 7 days	48	\$2,000	\$ 96,000
Wine/Malt Restaurant 6 days	1	\$1,632	\$ 1,632
All Alcoholic Package Store	22	\$2,000	\$ 44,000
Wine/Malt Package Store	18	\$1,500	\$ 27,000
All Alcoholic Hotels, over 100 rooms	11	\$6,300	\$ 69,300
All Alcoholic Hotels, under 100 rooms	1	\$5,815	\$ 5,815

All Alcoholic Veterans Club	4	1,945	7,780
Other All Alcoholic Clubs	12	2,700	32,400
All Alcoholic Private Club, 3 days	1	810	810
Wine/Malt Educational Institute	5	2,040	<u>10,200</u>
Total Fees generated from annual licenses			727,682
Fees generated from one day licenses/ transfer fees			12,318
Total Projected Alcohol Fees			<u>740,000</u>

COMMON VICTUALER. The common victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises. Under special legislation, Cambridge is allowed to set the fee according to seating capacity: 1-25: \$35, 26-49: \$50, 50-99: \$80, up to a maximum fee of \$990 for 1,300 persons and over.

BUILDERS LICENSES. The Inspectional Services Department issues a builders license to qualified individuals for specific construction categories. The initial annual license fee is \$30 and a one-year renewal is \$20.

LODGING HOUSE. The License Commission issues lodging house licenses to property owners who rent rooms. The rate is \$18.15 for the first four rooms (total) and \$18.15 for each additional room. Colleges and universities must obtain a lodging house license for the purpose of maintaining student dormitories. There are currently 136 active lodging houses in the City, 111 being college/university dormitories and houses.

GARAGE/STORAGE OF FLAMMABLES. The fee for this permit, which is issued by the License Commission, is graduated and based on the capacity of fuel stored and, in parking garages, the number of cars licensed to be parked on the premises. The majority of the revenue in this category is generated from large parking garages located throughout the city; the balance is

collected from gas stations, research labs and other facilities with flammable storage.

SHOPS AND SALES. The License Commission issues licenses for approximately 35 antique stores (\$91), 4 auctioneers (\$60), and 18 second hand dealers (\$60). One day auction sales, which are charged at a rate of \$31 per day, are also covered by this category. The total revenue for these categories is budgeted at \$4,295 in FY07.

HACKNEY. The annual hackney inspection fee (\$190) accounts for 60% of the revenue in this category. Two hundred and fifty-five (255) taxis are inspected each April & Oct. Also included is the issuance/renewal of approximately 800 hackney drivers' licenses (\$32/yr. or \$75/3 yr.)

MOTOR VEHICLE RELATED. The License Commission issues licenses for automobile rental agencies (\$121), open-air parking lots (\$12.10 per space), used auto dealers (\$100) and limousine services (\$121).

ENTERTAINMENT. Entertainment licenses are issued for live performances, movie theaters, automatic amusement machines, billiard tables, bowling alleys and several other forms of entertainment. Theater licenses are based on annual attendance and number of screens or stages.

HEALTH RELATED. The Inspectional Services Department issues a wide variety of licenses primarily related to the serving, processing and disposal of food.

MARRIAGE RELATED. The City Clerk issues marriage licenses to couples intending to marry. The fee is \$25 per license.

DOG LICENSES. The Animal Commission issues dog licenses, registering the name, address, and telephone number of the dog

owner and a complete description of the dog. The Animal Commission charges \$5.00 spayed/neutered and \$10.00 male/female.

STREET PERFORMERS. A \$40 fee is required from each street performer to offset costs incurred by the Arts Council staff in ensuring compliance with the articles listed in the City's Street Performer Ordinance.

POLE AND CONDUIT. The City charges a fee for each conduit site and/or pole authorized by the Pole and Conduit Commission. The cost per application and permit is \$110 per street for residential, \$180 for commercial. An annual maintenance fee is charged to all corporations who have conduits in the public way.

TOBACCO. Inspectional Services issues a license for the selling of tobacco products by commercial establishments (\$100 per year). This new rate reflects a \$75 increase and the FY07 revenues from this source are projected to be \$15,000.

DISPOSAL COMPANIES. Pursuant to City ordinance 5.24, all private garbage/salvage/trash companies operating in Cambridge require a license. The fee for each company is \$125.

MISCELLANEOUS LICENSES. The License Commission includes a number of smaller licensing categories in this revenue. Licenses for fortune tellers, carnivals, festivals and noise violations are included in this estimate.

RECREATION CAMPS. The State has set minimum sanitation and safety standards for recreational camps for children. Camps schedule inspections prior to opening and are charged a \$50 fee. There are approximately 40 camps in the City. These inspections are conducted by the Inspectional Services Department.

NEWSPAPER BOX FEES. The City charges a newspaper box fee for all newspaper or publication boxes located on public ways. Each publisher is assessed a \$200 fee plus \$25 per box.

MULTI-FAMILY INSPECTION. Periodic inspections (5 year cycle) of multi-family structures were initiated in February 2000 as required by the Massachusetts State Building Code. Buildings with more than 3 units are charged a fee of \$75 plus \$2 per dwelling unit. There is no fee for buildings with three units.

PROPERTY USE. A \$750 license fee was adopted by the License Commission in FY06 to allow restaurants and hotels to have outdoor seating. In FY07, \$6,750 in revenue has been budgeted from this new license fee.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$6,707,708	\$8,500,000	BUILDING	\$2,800,000
\$52,599	\$45,000	GAS	\$45,000
\$248,988	\$200,000	WIRING	\$197,300
\$94,467	\$85,000	PLUMBING	\$83,240
\$109,894	\$152,010	STREET OPENING	\$100,000
\$302,318	\$380,000	STREET OBSTRUCTION	\$350,000
\$200,031	\$60,000	PLAN REVIEW	\$55,000
\$38,178	\$50,000	SPRINKLER	\$50,000
\$214,369	\$167,000	PLACE OF ASSEMBLY	\$159,000
\$15,773	\$13,000	OCCUPANCY CERTIFICATIONS	\$13,000
\$9,292	\$7,300	AIR RIGHTS/PUBLIC WAYS	\$7,300
\$2,737	\$3,450	FIREARM	\$3,500
\$700	\$950	SUNDAY	\$500
\$78,871	\$75,000	FIRE	\$75,000
<u>\$8,075,925</u>	<u>\$9,738,710</u>		<u>\$3,938,840</u>

**LICENSES AND PERMITS
- Permits**

BUILDING PERMITS. The Inspectional Services Department issues building permits to qualified individuals to do repairs, alterations, new construction, or demolition in the City. The cost of permits is based on the estimated cost of the project: \$10 per thousand with a \$20 minimum. The City traditionally conservatively estimates building permit revenue to guard against potential economic downturns.

GAS PERMIT. The Inspectional Services Department issues permits to licensed individuals to perform

gas-fitting work. The permit fee is based on the cost of the installations.

WIRING PERMITS. The Inspectional Services Department issues wiring permits to licensed electricians to perform specific electrical wiring. The cost of the permit is dependent on the number of switches, lights, alarms and other electrical work included in the job.

PLUMBING PERMITS. The Inspectional Services Department issues plumbing permits to licensed plumbers to install and repair piping for a specific job. The fee is based on the amount and type of work being done. For example, a plumbing permit for new plumbing is \$25 for up to five fixtures plus \$5 for each additional fixture.

STREET OPENING AND SIDEWALK OBSTRUCTION PERMITS. The Public Works Department issues permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. The estimate for FY07 is based on approximately 1,300 excavation permits at \$75.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 5,000 permits to close a street or to occupy the street for special events, moving vans, dumpsters and other temporary uses. FY07 revenues have been increased by \$75,000 based on FY06 projected revenues.

PLAN REVIEW PERMIT. Special permit fees will be generated by the Community Development Department. Project applicants requesting a special permit from the Planning Board are required to pay a \$0.10 per square foot fee to offset staff and other professional service costs associated with project review. FY06 revenues are projected to be \$60,000. FY07 revenues are budgeted at \$55,000, which is consistent with recent experience.

SPRINKLER PERMIT. The Inspectional Services Department issues permits for the installation of sprinklers and standpipes.

PLACE OF ASSEMBLY. The Inspectional Services Department inspects the capacity of churches, dormitories, hospitals, clinics, apartment houses, and schools and issues Certificates of Inspection (CIs). Inspections are made as required under the provision of the State Building Code to ensure that buildings have emergency lighting, proper egresses, and other safety requirements. The fee is based on building capacity.

OCCUPANCY CERTIFICATION. The Inspectional Services Department issues Certificates of Occupancy (COs) after

completion of construction or a change in use to certify that the structure complies with the Building Code and Zoning Ordinance. COs are also issued upon the owner's request for those older structures that predate the Building Code. The fee is \$50 for residential building. An additional amount of \$2 for each unit over five is charged.

PRIVATE BRIDGES OVER PUBLIC WAYS. The Inspectional Services Department inspects private bridges built over public ways for pedestrian travel. Calculation of the permit fee is based on the cubic footage of the bridge.

LICENSE TO CARRY/FIREARMS IDENTIFICATION CARDS. The Police Department issues licenses to carry a firearm to individuals meeting the requirements established by statute (\$100 for four years). The Department also issues firearms identification cards (\$100 for six years), which allows the holder to possess and carry non-large capacity rifles or shotguns and to possess mace or pepper spray.

SUNDAY PERMITS. The Police Department issues Sunday permits (\$25 per Sunday) allowing a business to operate on Sunday due to unusual or extenuating circumstances.

FIRE PERMITS. The Fire Department issues fire alarm, fire suppression, sprinkler, fuel storage, and other types of permits as required by state law and local ordinance.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$58,397	\$30,000	LIBRARY	\$30,000
\$8,631,659	\$10,167,245	PARKING	\$8,380,830
\$605,333	\$550,000	MOVING VIOLATIONS	\$500,000
\$130,436	\$112,000	FALSE ALARMS	\$92,500
\$2,180	\$2,000	ANIMALS	\$2,000
\$6,185	\$4,000	BICYCLE	\$4,000
<u>\$9,434,190</u>	<u>\$10,865,245</u>		<u>\$9,009,330</u>

**FINES & FORFEITS
-Summary**

LIBRARY FINES. A fine of \$.10 per day is charged on overdue adult library materials except for videos and DVD's which are \$1.00 per day. Also included here is payment for lost or damaged items. Revenues have been decreased by \$30,000 for FY07 based on FY06 projected receipts.

PARKING FINES. The largest revenue source for this category is Parking Fines which totals \$8,380,830 in the FY07 Operating Budget which is an increase of \$124,335 from FY06 Operating Budget revenues of \$8,256,495. The \$8,380,830 amount does not include \$1,380,000 that is used as a funding source for Traffic and Parking related capital projects which when included brings the total projected parking fine revenue in FY07 to \$9,760,830 for a total increase of \$904,335 from the FY06 Budget, or a \$406,415 decrease from FY06 projected revenues.

The collection of parking fines continues to be an important source of revenue to the City. Parking fund revenues are used to partially fund the budgets of 11 City departments, not including the Traffic, Parking and Transportation Department. The timely collection of fines is supported by a computerized collection and processing database, the boot program and the fact that violators are prohibited from renewing their drivers' license, registration, or getting a resident permit until all outstanding tickets are paid in full.

MOVING VIOLATIONS. Non-parking offenses result in fines for moving violations. Among the violations included in this category are speeding, passing in the wrong lane, and failing to stop at a traffic signal. These fines, collected by the Third District Court of Eastern Middlesex County, are distributed to the City on a monthly basis and used as a revenue in the Police Department budget. This revenue has been budgeted \$25,000 higher in FY07.

FALSE ALARM FINES. The Fire Department charges for false alarms exceeding three in any six month period. After the third fire response, the following fines are assessed: fourth response (\$50), fifth response (\$75), sixth response (\$100), seventh response (\$150), eight and subsequent response (\$200).

The Police Department charges for false alarms exceeding three in a calendar year. On the fourth police response, the following fines are assessed: fourth alarm (\$50), fifth alarm and subsequent false alarm in a calendar year is \$100 for each police response.

DOG FINES. The Animal Commission collects fines for unleashed and unlicensed dogs and for failure to dispose of dog waste properly. Failure to license one's dog results in a \$25 fine. The failure to restrain and properly dispose of dog waste is a \$10 fee for the first offense, \$25 for the second and \$50 for the third.

BICYCLE FINES. Since July 1996, the Police Department has been issuing violations of bicycle laws. These fines (\$20) are to be used for the development and implementation of bicycle programs.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$5,921,746	\$6,008,580	PARKING	\$5,993,705
\$17,481,455	\$17,360,000	WATER UTILITY REVENUE	\$16,665,920
\$27,841,224	\$29,638,270	SEWER SERVICE CHARGE	\$31,446,150
\$4,681,526	\$4,899,780	FEEES	\$4,801,350
<u>\$1,474,303</u>	<u>\$1,490,665</u>	OTHER CHARGES FOR SERVICE	<u>\$1,515,300</u>
\$57,400,254	\$59,397,295		\$60,422,425

**CHARGES FOR SERVICES
- Summary**

SERVICE CHARGES/USER FEES. Charges for services are an important revenue source for the City to maintain the level of services provided to the community. With a limit on tax revenues, the City must impose charges for the delivery of some services that were formerly financed through the

property tax. In FY07, service charges and user fees will account for 15.3% of the total general fund revenues.

BENEFITS OF USER FEES. Based on a review of current charges for services, the City has moderately increased fees and the increased revenues are reflected in the FY07 Budget.

Massachusetts cities and towns have traditionally relied too heavily on the property tax and have under-used service charges, particularly in comparison with other regions. The clearest advantage to user fees is their potential as an additional or alternative funding source. Fees are very flexible and adjustable in accordance with inflation and demand levels. User charges are often a more equitable funding mechanism than taxes because those who benefit from the service directly pay for that service. The user fees also allow the City to recover the cost of providing services, such as water and sewer, to tax exempt institutions.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$2,170,986	\$2,225,350	METER COLLECTION	\$2,256,790
\$311,083	\$235,000	PARKING LOTS	\$235,000
\$3,009,363	\$3,055,550	PARKING GARAGES	\$3,055,555
\$39,898	\$31,360	USE OF METERS	\$31,360
\$336,799	\$395,665	RESIDENT STICKERS	\$350,000
\$53,617	\$65,655	BOOT REMOVAL FEES	\$65,000
\$5,921,746	\$6,008,580		\$5,993,705

**CHARGES FOR SERVICES
- Parking**

PARKING FUND. An important source of revenue for the City is the parking fund. This fund consists of revenue from meter permits, meter collections, resident parking stickers, parking lots and garages, parking fines (see fines and forfeits) and interest earnings (see miscellaneous revenue). These revenues are

then distributed to help fund programs permitted under Chapter 844 of the Massachusetts General Laws. With limited tax revenues, the parking fund is a critical source of City revenue, providing funds to 12 budgets. The following chart shows a three-year history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY05	FY06	FY07
Finance	\$ 23,950	\$ 23,950	\$ 23,950
Law	100,000	100,000	100,000
Police	3,643,045	3,841,845	3,841,845
Traffic, Parking & Transportation	8,175,095	8,328,990	8,849,020
Public Works	671,460	671,460	1,071,460
Community Development	421,895	421,895	421,895
General Services	4,000	4,000	4,000
School	100,000	100,000	100,000
Cherry Sheet Assessments	468,680	477,000	478,440
Executive	215,000	215,000	215,000
Employee Benefits	-	164,175	-
Debt Service	167,190	162,190	157,190
Electrical	22,935	22,935	22,935
	\$14,013,250	\$14,533,440	\$15,285,735

ON-STREET PARKING METER COLLECTIONS. This revenue is derived from on-street meter collections. The rate is \$0.25 per half hour. Time limits vary by location.

OFF-STREET PARKING LOT METER COLLECTIONS. The revenue received from nine off-street metered parking lots accounts for this source of revenue. The off-street rate is \$0.25 per half hour, 8am to 6pm. Currently, this rate structure applies to seven lots. The other two lots, Springfield and Windsor Street, have the new Luke pay stations in operation. Where the pay stations have been installed, the rates have been extended from until 10pm. Patrons pay \$0.50 per half hour with a two-hour maximum. The Traffic department plans on installing more pay stations in the six of the remaining seven lots. These lots would have the same rate structure as the Springfield and Windsor lots.

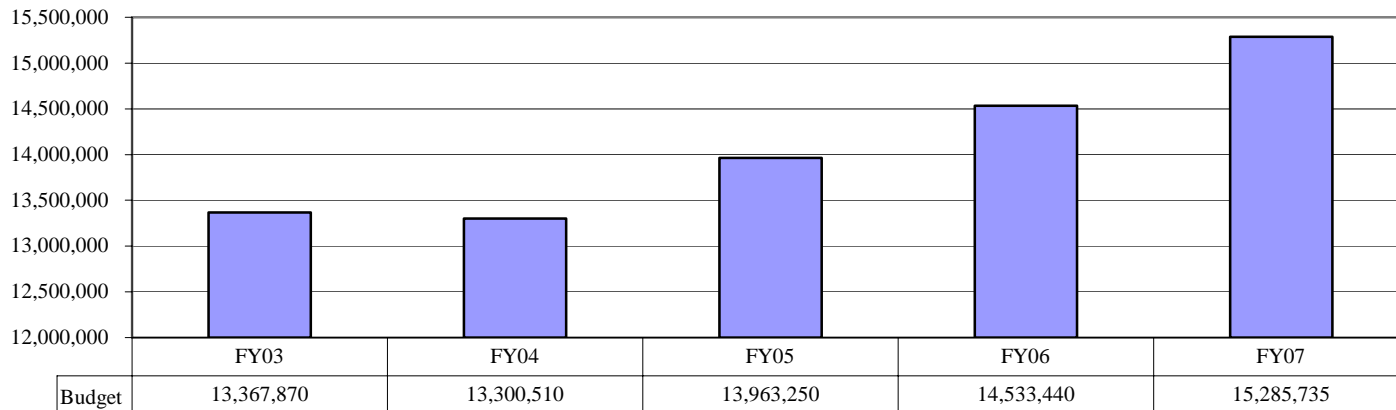
PARKING GARAGES. Revenue is raised from the following: Green Street Municipal Parking Garage (\$1 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for 2nd & 3rd hours/\$2 each remaining hour). There are 1,384 parking spaces in these facilities. A new revenue control system will be in place by the end of FY06 to improve operations.

USE OF METERS. Payment is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit when granted by the department; for example, when a company requests the use of the meter spaces for construction work. The fee is \$5/meter/day. The Traffic Department with the IT Department has created a new permit database that will improve efficiency, customer service, and revenue collection.

RESIDENT STICKERS. To control commuter parking in residential areas, the Traffic, Parking & Transportation Department issues resident parking stickers to Cambridge residents to allow them to park in permit only areas. The resident parking permit fee is \$8.

BOOT REMOVAL FEE. This fee is assessed by the Traffic, Parking & Transportation Department for the removal of boot devices used to immobilize cars belonging to parking ticket scofflaws with five or more outstanding tickets.

FIVE YEAR PARKING FUND REVENUE ANALYSIS (OPERATING)



ACTUAL FY05	PROJECTED FY06	BUDGET FY07
\$15,238,957	\$15,100,000	WATER USAGE \$14,965,920
\$592,498	\$610,000	MISC. WATER CHARGES \$550,000
<u>\$1,650,000</u>	<u>\$1,650,000</u>	RETAINED EARNINGS <u>\$1,150,000</u>
\$17,481,455	\$17,360,000	\$16,665,920

**CHARGES FOR SERVICES
- Water**

WATER USAGE. The municipally owned and operated public water utility system provides water to the residents of Cambridge. The City currently bills users on a quarterly sewer use, is used to encourage water conservation and to provide a more equitable billing system. The FY07 rates, effective for all water consumed as of April 1, 2006, represent a 3.9% increase in water rates and a 8.1% increase in sewer rates producing a 6.6% overall water/sewer bill increase.

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	2.84	6.44
2	41-400 Ccf	3.05	6.82
3	401-2 000 Ccf	3.23	7.32
4	2001-10 000 Ccf	3.44	7.89
5	over 10 000 Ccf	3.72	8.39

All consumption is measured in hundreds of cubic feet. The rates are per hundred cubic feet. One hundred cubic feet equals approximately 750 gallons of water.

In addition to funding the Water Department Budget, Water Fund revenues will also be used in four City departments in FY07: Finance (\$185,000); Conservation (\$23,130); Public Works (\$300,000); and Community Development (\$30,000). Not included in the above amount is \$920,000 in water usage used in the funding of City capital projects.

MISCELLANEOUS WATER CHARGES. The Water Department receives miscellaneous revenue from service renewals, hydrant rentals, cross connection inspections, and meter replacements, water works construction permits, fines, meter transmitter unit installation and other services. Fees were increased for these services in FY06 and the FY07 Budget reflects a \$25,000 increase as a result.

RETAINED EARNINGS. The City has allowed year-end retained earnings in the Water Fund to grow the fund balance with the expectation that the fund balance would be gradually drawn down to offset increased costs brought on by the debt service associated with the new water treatment plant. For FY07, \$1,150,000 will be used to offset costs which is a \$500,000 decrease and coincides with the decrease in water debt service costs.

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
----------------	-------------------	----------------

**CHARGES FOR SERVICES
- Sewer Service**

\$27,607,454
\$233,770
 \$27,841,224

\$29,400,000
\$238,270
 \$29,638,270

SEWER SERVICE CHARGE \$31,421,150
SEWER CONNECTION FEE \$25,000
\$31,446,150

SEWER SERVICE CHARGE.
 Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Initiation of this charge makes

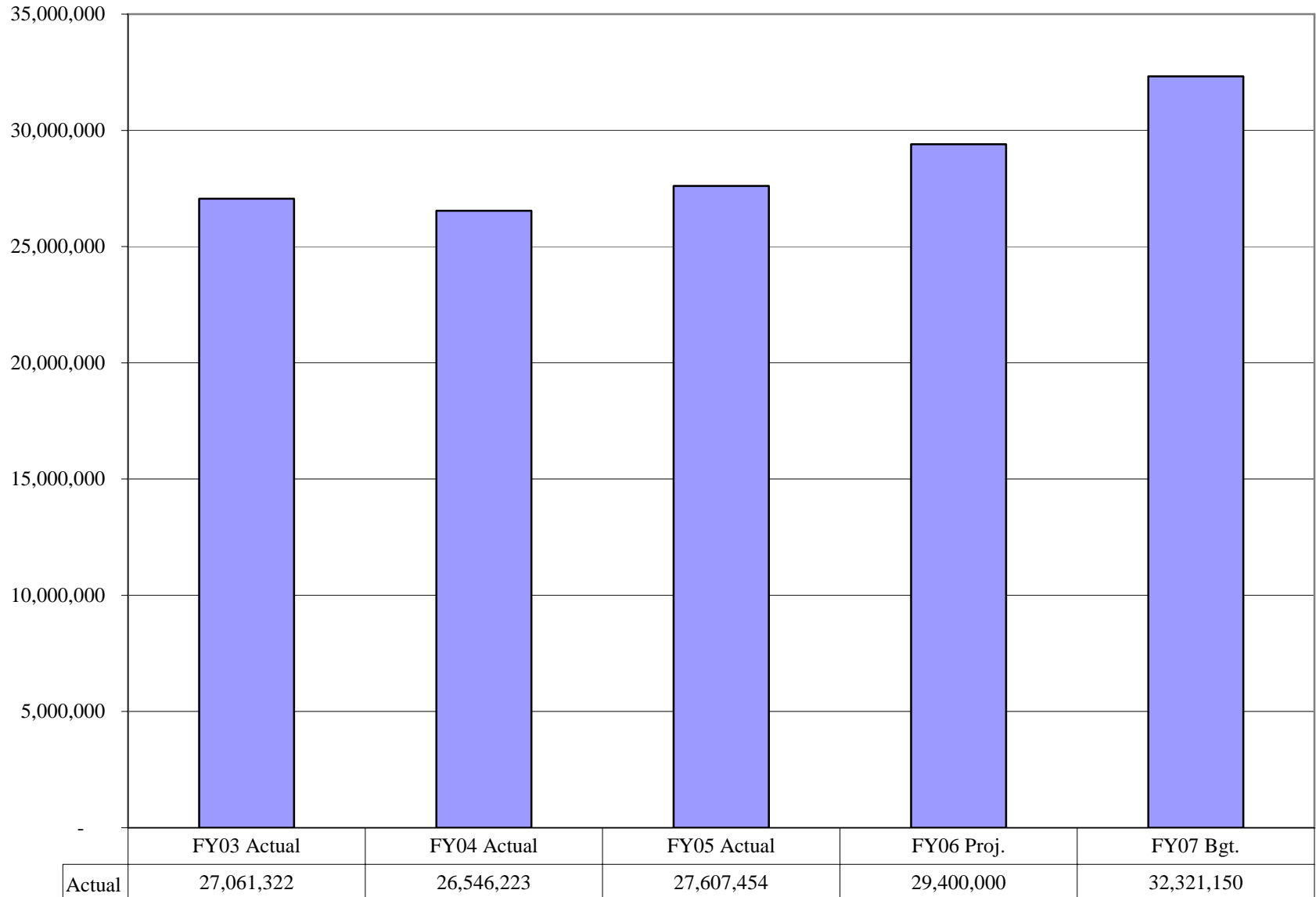
the City eligible for sewer construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is \$900,000 in sewer revenues used in the funding of City capital projects. The FY07 sewer rate can be found on the preceding Water revenue page. The sewer service revenue is allocated as follows:

SEWER SERVICE CHARGE ALLOCATIONS	AMOUNT
Finance	\$ 185,000
Public Works	1,961,820
Debt Service	11,565,710
Massachusetts Water Resources Authority	17,678,620
Community Development	<u>30,000</u>
TOTAL	\$31,421,150

SEWER CONNECTION FEE. The City charges a sewer connection fee for every new plumbing connection into the City wastewater system. The fee is based on the number of plumbing fixtures, such as sinks or toilets, within the structure that is being connected to the sewer. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating \$25,000 in FY07.

The following chart reflects actual sewer revenues from all sources for FY02 through FY05, projected revenues for FY06 and budgeted revenues for FY07.

FIVE YEAR SEWER SERVICE REVENUE ANALYSIS (OPERATING AND CAPITAL)



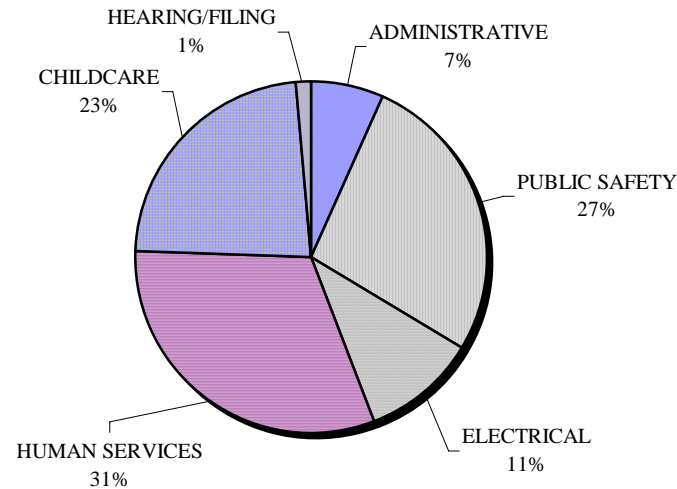
ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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\$377,773	\$353,625	ADMINISTRATIVE \$326,250
\$1,032,108	\$1,319,500	PUBLIC SAFETY \$1,282,000
\$529,209	\$520,000	ELECTRICAL \$512,000
\$1,585,709	\$1,550,155	HUMAN SERVICES \$1,504,370
\$1,090,639	\$1,100,000	CHILDCARE \$1,115,230
\$66,088	\$56,500	HEARING/FILING \$61,500
<u>\$4,681,526</u>	<u>\$4,899,780</u>	<u>\$4,801,350</u>

**CHARGES FOR SERVICES
- Fees**

FEES. The City charges fees for a wide variety of services and programs, including copies of birth certificates, golf course green fees, ambulance rescue service and childcare. Fees have been grouped in major categories and are detailed on the following eight pages.

FEES ANALYSIS



ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$199,095	\$198,500	CERTIFIED COPIES	\$198,500
\$9,501	\$1,575	MORTGAGE CERTIFICATES	\$100
\$111,292	\$95,000	MUNICIPAL LIENS	\$80,000
\$11,638	\$12,825	DOCUMENT SALES	\$7,200
\$14,281	\$15,000	PHOTOCOPY/REPRODUCTION	\$10,100
\$890	\$725	DOMESTIC PARTNERS	\$350
<u>\$31,076</u>	<u>\$30,000</u>	MISC. CLERK'S FEES	<u>\$30,000</u>
\$377,773	\$353,625		\$326,250

**CHARGES FOR SERVICES
- Fees/Administrative**

CERTIFIED COPIES OF DOCUMENTS. The City Clerk's Office issues a wide variety of certified copies of official documents. The Clerk's Office charges \$10 for birth certificates, death, marriage certificates and domestic partnership certificates. FY07 revenues have been budgeted at \$198,500.

MORTGAGE CERTIFICATES. The Uniform Commercial Code filings at the local level were eliminated on June 30, 2001. Reimbursement has been received from the State for Mortgage Certificates. However, this office still receives a small amount of revenue for the filing of Declaration of Trusts.

MUNICIPAL LIEN CERTIFICATES. The Finance Department issues a certificate indicating any tax or utility charge outstanding on a particular parcel of property to an individual requesting the information, within 10 days of the request. The costs ranges from \$25 to \$100 depending on the type of property. It is estimated that \$80,000 in revenue will be received in FY07 from municipal liens.

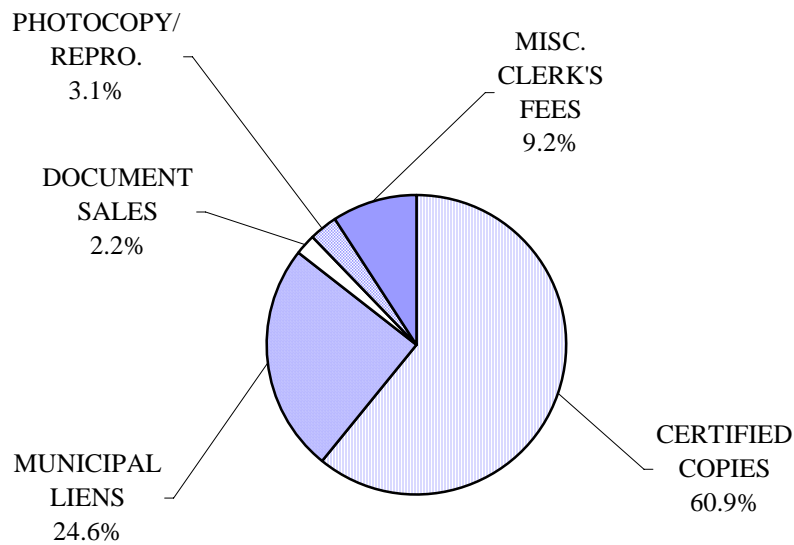
DOCUMENT SALES. The Public Works Engineering division is reimbursed for maps and other documents requested by the public. The Election Commission receives revenue from the sale of the annual street listing book. The total amount anticipated from this source in FY07 is \$7,200.

REPRODUCTION SERVICES. A number of departments charge for the reproduction of department records and reports. In accordance with the regulations of the State Supervisor of Public Records (950 CMR 32.06, authorized by the Massachusetts General Laws Chapter 66, section 1, par. 10), the City limits the fee for photocopying public records to 20 cents per page, with certain exceptions. Exceptions include the Police and Fire Departments, which charge \$5 for copies of official reports. This fee is in accordance with General Laws Chapter 477, Acts of 1982. The breakdown by department: Police \$6,000; Fire \$1,500; Inspectional Services \$2,000; and License \$600.

DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The fee is \$25 per certificate for filing domestic partnerships.

MISCELLANEOUS CITY CLERK CHARGES. The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing in fees. The estimated revenue from these fees in FY07 is \$30,000. A miscellaneous charge also includes service and sporting fees, zoning and municipal ordinance fees and filing fee for a zoning petition.

MAJOR ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$28,280	\$26,500	SEALING INSPECTION	\$26,500
\$97,626	\$75,000	TOWING SURCHARGE	\$75,000
\$424,892	\$400,000	POLICE DETAIL SURCHARGE	\$400,000
\$19,760	\$18,000	AGENCY FEE	\$18,000
\$0	\$4,000	BOARDING/RAZING FEES	\$20,000
\$43,408	\$39,000	SMOKE DETECTORS	\$27,500
\$289,813	\$647,000	RESCUE SERVICE FEES	\$600,000
\$19,226	\$15,000	INSPECTIONAL DETAILS	\$25,000
\$109,103	\$95,000	FIRE DETAIL SURCHARGE	\$90,000
<u>\$1,032,108</u>	<u>\$1,319,500</u>		<u>\$1,282,000</u>

**CHARGES FOR SERVICES
- Fees/Public Safety**

SEALING INSPECTION. In accordance with Massachusetts General Laws, Chapter 48, the Sealer of Weights and Measures tests for accuracy and seals commercially used measurement devices.

TOWING SURCHARGE. The City receives \$7 of each towing charge paid in the City. The revenue is used to fund the Police budget and is estimated at \$75,000 for FY07.

POLICE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty police officers. The money derived from the surcharge is used to administer the police detail office.

AGENCY FEE. This fee is paid by other agencies and private businesses for having Cambridge police officers assist in arrests made by their security personnel.

BOARDING/RAZING FEE. Inspectional Services charges property owners for the boarding and razing of a building.

SMOKE DETECTORS. A \$25 fee is charged for a smoke detector, compliance inspection as mandated by MGL Chapter 148.

RESCUE SERVICE FEES. A new Emergency Medical Services (EMS) paramedic plan was approved in FY05 for the Fire Department by the State. The Region 4 medical panel approved a model plan for improving Advanced Life Support services in the City of Cambridge. The approved system will utilize firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City. This will allow the City to increase its third party payments for transport fees and advanced life support services.

INSPECTIONAL DETAILS. The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.

FIRE DETAIL SURCHARGE. The City receives a 10 percent surcharge for the private use of off-duty firefighters. The funds derived from the surcharge are used to administer the fire detail program.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	CHARGES FOR SERVICES - Fees/Electrical
\$ 96,391	\$128,000			
\$413,868	\$380,000			
<u>\$18,950</u>	<u>\$12,000</u>	FIRE ALARM BOX CHARGE	\$120,000	FIRE ALARM BOX CHARGE.
		SIGNAL MAINTENANCE FEE	\$380,000	The Electrical Department receives
<u>\$529,209</u>	<u>\$520,000</u>	CUT-OUT/PLUG-OUT FEE	\$12,000	an annual fee of \$400 for every
			\$512,000	private master fire alarm box
				connected to the City's alarm
				system. This fee was increased from
				\$300 in FY06. As a result the FY07 budget uses an additional \$40,000 from this source.
		SIGNAL MAINTENANCE FEE.		The Electrical Department assesses a fee to disconnect or
				reconnect a privately-owned master box on private buildings if the service was provided after hours.
				This fee reimburses the City for overtime costs.
		CUT-OUT/PLUG-OUT FEE.		The Electrical Department assesses a fee of \$25 to private concerns
				for the disconnection and reconnection of private systems to the City's system for repairs and
				maintenance to the private system. This fee is assessed for disconnects and reconnects that exceed
				three in one week.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$63,358	\$60,000	SWIMMING POOLS	\$60,000
\$686,370	\$678,155	GOLF COURSE	\$661,720
\$75,959	\$74,000	RECREATIONAL ACTIVITIES	\$74,000
\$15,755	\$14,000	ATHLETIC LEAGUES	\$13,650
\$7,629	\$8,000	SPECIAL NEEDS	\$8,000
\$17,503	\$17,000	SENIOR ACTIVITIES	\$20,000
\$71,907	\$68,000	FIELD PERMITS	\$62,000
\$509,378	\$495,000	COMMUNITY SCHOOLS	\$490,000
\$22,542	\$23,000	SENIOR CENTER MEALS	\$20,000
\$27,599	\$38,000	YOUTH PROGRAMS	\$30,000
<u>\$87,709</u>	<u>\$75,000</u>	KING OPEN EXTENDED DAY	<u>\$65,000</u>
\$1,585,709	\$1,550,155		\$1,504,370

**CHARGES FOR SERVICES
- Fees/Human Service Programs**

POOLS. The Department of Human Service Programs receives revenue for the use of the War Memorial and Gold Star swimming pools. The Gold Star, open in July and August, charges a flat rate of \$0.75 cents per admission. The War Memorial pool fee schedule for FY07 is as follows:

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
per swim (child)	\$ 1.00	\$ 1.25
per swim (adult)	\$ 3.25	\$ 3.75
yearly (child)	\$ 35.00	\$ 55.00
yearly (adult)	\$140.00	\$180.00
yearly (family)	\$185.00	\$265.00
monthly pass (adult)	\$ 40.00	\$ 45.00

GOLF COURSE. In FY07, the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond will again be a self-supporting operation. The following chart illustrates the green fees and membership rates for the coming season, which began in March 2006. Not included in the FY07 revenue estimates are Golf Course fees used in the Capital Budget: \$27,500.

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
weekdays (9 holes)	\$ 18.00	\$ 21.00
weekdays junior/senior (9 holes)	\$ 14.00	n/a
weekdays (18 holes)	\$ 28.00	\$ 31.00
weekends/holidays (9 holes)	\$ 25.00	\$ 25.00
weekends/holidays (18 holes)	\$ 37.00	\$ 37.00
monthly	\$325.00	\$ 550.00
yearly	\$680.00	\$1,040.00
juniors	\$275.00	\$ 420.00
seniors	\$325.00	\$1,040.00
senior plus	\$480.00	n/a

RECREATIONAL ACTIVITIES. The Department of Human Service Programs provides year-round evening adult classes and after-school childrens' activities at the War Memorial Fieldhouse. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs.

ATHLETIC LEAGUES. In FY07, the Department of Human Service Programs will sponsor men's and women's softball leagues (42 teams) in the summer. The Recreation division charges \$325 per softball team.

SPECIAL NEEDS. Revenues from various special needs recreational programs such as Camp Rainbow, the after school program and other school-year activities are generated through participant registration fees.

SENIOR ACTIVITIES. These funds are generated from ceramic classes, the Walking Club and various other senior recreational/leisure activities. This also includes classes and activities at the Citywide Senior Center.

FIELD PERMITS. A fee of \$75 per two-hour period is required for permits. A waiver of fees will be granted to all schools, youth leagues and City sponsored fund-raising events.

COMMUNITY SCHOOL REVENUES. This category includes revenues received from the various classes, camps, programs and activities of the 11 community schools throughout the city.

SENIOR CENTER MEALS. Funds are received from Somerville Cambridge Elder Services to support the breakfast and lunch program for seniors, which is operated by the Council on Aging 365 days a year.

YOUTH PROGRAMS. These funds are generated from tuition for the pre-teen year round program, summer and vacation camps and from teen membership fees and are used to offset program expenses.

KING OPEN EXTENDED DAY PROGRAM. The Department of Human Service Programs jointly administers an Extended Day Program with the King Open School. Revenue from tuition is used to fund the program.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07									
\$1,090,639	\$1,100,000	CHILDCARE TUITION	\$1,115,230									
<p style="text-align: right;">CHILDCARE TUITION. The Department of Human Service Programs administers childcare programs serving approximately 290 children throughout the city. Pre-school programs are held full-time at King, East Cambridge, Morse, Peabody and King Open and part-time at the Haggerty. After-school programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY07 are \$290 per month for after-school care and \$750 per month for full-time pre-school enrollment. Revenue from tuition is used to fund teachers' salaries and benefits, classroom and teaching supplies, equipment purchases, food, substitute teachers, special events, and field trip transportation.</p>												
<table border="0" style="width: 100%;"> <thead> <tr> <th style="text-align: center;"><u>PROGRAM</u></th> <th style="text-align: center;"><u>FY07 RATE/MO.</u></th> <th style="text-align: center;"><u>PROJECTED ENROLLMENT</u></th> </tr> </thead> </table>				<u>PROGRAM</u>	<u>FY07 RATE/MO.</u>	<u>PROJECTED ENROLLMENT</u>						
<u>PROGRAM</u>	<u>FY07 RATE/MO.</u>	<u>PROJECTED ENROLLMENT</u>										
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">King Pre-School full-time</td> <td style="width: 20%; text-align: center;">\$750</td> <td style="width: 20%; text-align: center;">34</td> </tr> </table>				King Pre-School full-time	\$750	34						
King Pre-School full-time	\$750	34										
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">King Open Pre-School full time</td> <td style="width: 20%; text-align: center;">\$750</td> <td style="width: 20%; text-align: center;">16</td> </tr> </table>				King Open Pre-School full time	\$750	16						
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<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Haggerty pre-school (2 days)</td> <td style="width: 20%; text-align: center;">\$150</td> <td style="width: 20%; text-align: center;">7</td> </tr> <tr> <td style="padding-left: 100px;">(3 days)</td> <td style="text-align: center;">\$300</td> <td style="text-align: center;">7</td> </tr> <tr> <td style="padding-left: 100px;">(5 days)</td> <td style="text-align: center;">\$364</td> <td style="text-align: center;">10</td> </tr> </table>				Haggerty pre-school (2 days)	\$150	7	(3 days)	\$300	7	(5 days)	\$364	10
Haggerty pre-school (2 days)	\$150	7										
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(5 days)	\$364	10										
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">East Cambridge Pre-School full-time</td> <td style="width: 20%; text-align: center;">\$750</td> <td style="width: 20%; text-align: center;">16</td> </tr> </table>				East Cambridge Pre-School full-time	\$750	16						
East Cambridge Pre-School full-time	\$750	16										
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Morse Pre-School full-time</td> <td style="width: 20%; text-align: center;">\$750</td> <td style="width: 20%; text-align: center;">16</td> </tr> </table>				Morse Pre-School full-time	\$750	16						
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<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Peabody Pre-School full-time</td> <td style="width: 20%; text-align: center;">\$750</td> <td style="width: 20%; text-align: center;">16</td> </tr> </table>				Peabody Pre-School full-time	\$750	16						
Peabody Pre-School full-time	\$750	16										
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">All After-School Programs</td> <td style="width: 20%; text-align: center;">\$290</td> <td style="width: 20%; text-align: center;">170</td> </tr> </table>				All After-School Programs	\$290	170						
All After-School Programs	\$290	170										

**CHARGES FOR SERVICES
- Fees/Childcare Tuition**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$38,163	\$30,000		
\$3,612	\$1,500		
<u>\$24,313</u>	<u>\$25,000</u>	BOARD OF ZONING APPEALS CONSERVATION COMMISSION LICENSE HEARING FEES	\$35,000 \$1,500 <u>\$25,000</u>
\$66,088	\$56,500		\$61,500
		<p>CONSERVATION COMMISSION. Under Massachusetts General Laws, Chapter 131, section 40, any individual who proposes to alter lands adjacent to water bodies, bordering vegetated wetlands, or within 100 feet of same, or land subject to flooding, must apply to the local conservation commission for a permit. The state regulations define the filing fees associated with these applications on a sliding scale based on location and the nature of the proposed alteration. Fifty percent of the filing fee, in excess of \$25, is payable to the city.</p> <p>LICENSE HEARING FEES. The License Commission charges a hearing and advertising fee for all applicants who apply for a hearing before the Commission. There are an estimated 200 hearings per year.</p>	

**CHARGES FOR SERVICES
- Hearing/Filing Fees**

BOARD OF ZONING APPEALS. Fees are collected for petitioning the Board of Zoning Appeals for variances, special permits and appeals relating to the Zoning Ordinance.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	CHARGES FOR SERVICES - Other
\$25,189	\$24,905	COMMERCIAL RUBBISH FEES	\$40,000	RUBBISH TICKETS. Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department. Fees will increase in FY07 resulting in an increase in estimated revenues from \$25,000 to \$40,000.
\$293,034	\$294,250	CEMETERY FEES	\$310,000	
\$1,465	\$1,200	ANIMAL BOARDING	\$1,200	
\$1,118,737	\$1,129,925	MUNICIPAL ACCESS FEES	\$1,126,435	
\$33,612	\$37,720	WHITE GOODS	\$35,000	
<u>\$2,266</u>	<u>\$2,665</u>	SALE OF COMPOSTING BINS	<u>\$2,665</u>	
\$1,474,303	\$1,490,665		\$1,515,300	
<p>CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. The services provided by the department include the opening of graves for a standard fee of \$820.</p>				
<p>ANIMAL BOARDING. The Animal Commission is reimbursed by dog owners for kennel costs when a dog has been picked up by the City Animal Control Officer.</p>				
<p>MUNICIPAL ACCESS FEE. The payments to the City are derived through revenues received from Comcast. As Comcast Cable television revenues increase the municipal access fees received by the City will increase proportionately and are used to support municipal programming.</p>				
<p>WHITE GOODS. City residents wishing to have their large appliances picked up and disposed of by Public Works are required to obtain an orange-colored sticker, costing \$20 per appliance or \$15 for senior citizens. There are approximately 47 appliances picked up each week.</p>				
<p>SALE OF COMPOSTING BINS. The Recycling Division of the Department of Public Works sells home composting bins to residents for \$25 each.</p>				

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

**INTERGOVERNMENTAL REV.
- Summary**

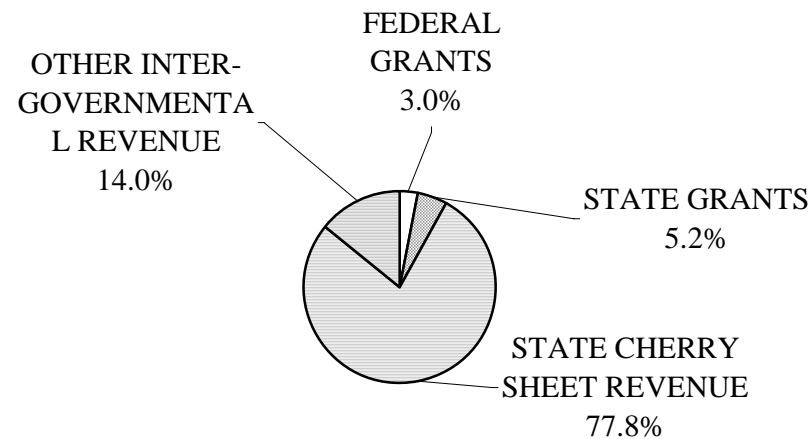
ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$5,049,996	\$3,650,850	FEDERAL GRANTS	\$1,614,425
\$2,353,301	\$2,958,500	STATE GRANTS	\$2,858,660
\$39,664,664	\$42,811,465	STATE CHERRY SHEET REV.	\$42,458,765
<u>\$7,647,973</u>	<u>\$7,627,055</u>	OTHER INTERGOV. REVENUE	<u>\$7,668,290</u>
\$54,715,934	\$57,047,870		\$54,600,140

GRANT FUND. In FY07, the City will continue to accept, appropriate, and expend grants in a special revenue fund. Grants are accepted and appropriated year-round by the City Council at the time of notification by the grantor to the City.

However, a small number of federal and state grants, imperative to the operating budgets of some departments, will be appropriated in the General Fund budget process.

CHERRY SHEET REVENUE. State Cherry Sheet revenue funds are the primary intergovernmental revenue. Cherry Sheet revenue consists of direct school aid, local aid, and specific reimbursements and distributions such as aid to public libraries, veterans' benefits, police career incentives and a number of school related items. Due to a reduction in state revenues, state cherry sheet revenue to the City has declined in recent years. However, the revenue assumption used in the FY07 budget is based on the Governor's Proposed State Budget which calls for a increase in local aid (Chapter 70, additional assistance and lottery funds).

INTERGOVERNMENTAL REVENUE ANALYSIS



ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$4,697,315	\$3,614,270	COM. DEV. BLOCK GRANT	\$1,576,765
\$0	\$31,580	HOME GRANT REIMBURSEMENT	\$33,160
\$346,681	\$0	EMERGENCY MGMT. REIMB.	\$0
<u>\$6,000</u>	<u>\$5,000</u>	VETERANS' REIMBURSEMENT	<u>\$4,500</u>
\$5,049,996	\$3,650,850		\$1,614,425

**INTERGOVERNMENTAL REV.
- Federal Grants**

FEDERAL GRANTS. The following federal grants will be appropriated in the FY07 General Fund budget process. All other federal grants will be accepted and appropriated individually by the City Council upon receipt of the grant award notice to the City.

COMMUNITY DEVELOPMENT BLOCK GRANT. The primary objectives of the federally funded Community Development Block Grant are the funding of programs that develop viable urban communities by providing decent housing, enhancing the City's physical environment, preserving the City's diversified employment base and improving the quality of public services. The FY07 allocation of the CDBG fund is as follows: Community Development, \$1,043,345, Department of Human Service Programs, \$528,420 and Historical Commission, \$5,000. The FY07 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,689,375. The FY07 CDBG amount is \$348,130 less than FY06.

HOME GRANT. In FY07, a HOME Grant reimbursement for a portion of the time spent by Community Development staff supporting the grant administratively and fiscally has been included. The HOME grant is a federal grant that supports affordable housing production.

EMERGENCY MANAGEMENT REIMBURSEMENT. The federal government formally reimbursed the City for a portion of the total expenditure of this City agency through the Executive Office of Public Safety. However with the reorganization of grant resources through the Office of Homeland Security, this reimbursement opportunity is no longer available.

VETERANS' GRANT. In FY07, the Department of Veterans' Services and Benefits will receive approximately \$4,500 in reimbursements from the U.S. Department of Veterans Affairs for burial plot payments.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$23,123	\$0	ADDITIONAL VOTING HOURS	\$23,220
\$228,816	\$107,810	REIMB/NON-CONTRIB PENSIONS	\$100,000
\$27,000	\$39,000	CONSUMERS' COUNCIL GRANT	\$39,000
\$2,042,042	\$2,778,110	STATE MWPAT SUBSIDY	\$2,662,860
\$11,904	\$13,580	MASS. CULTURAL COUNCIL	\$13,580
<u>\$20,416</u>	<u>\$20,000</u>	STATE GRANTS/NUTRITION	<u>\$20,000</u>
\$2,353,301	\$2,958,500		\$2,858,660

**INTERGOVERNMENTAL REV.
- State Grants**

STATE GRANTS. The following state grants will be appropriated in the General Fund in FY07. All other state grants will be appropriated in the grant fund during the course of the fiscal year.

ADDITIONAL VOTING HOURS.

In FY07, the state will fund additional voting hours for the September 2006 State Primary and for the November 2006 General Elections. The budgeted FY07 reimbursement is \$23,220.

STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS. The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners. The FY07 Budget amount is \$100,000 which is an decrease of \$180,000 from the amount budgeted in FY06. Projected FY06 revenues are estimated to be \$107,810. Adjustments were made by the state in FY04 and FY05 as a result of incorrect payments received in previous fiscal years. The actual FY06 adjustment was significantly smaller than initially estimated by the state as evidenced by the FY06 projected revenues.

CONSUMERS' COUNCIL. The Massachusetts Attorney General's Office annually awards a grant to the Cambridge Consumers' Council to offset Council operating costs. The Consumer Council is budgeted as part of the License Commission.

STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY. The City currently receives subsidies from the state for 11 sewer loans and two water loans. The subsidies on the sewer loans cover approximately 50% of the FY07 debt service costs with subsidies on water loans covering approximately 35% of the FY07 principal and interest on the two loans for the construction of the water treatment plant. These subsidies are scheduled to decrease from \$2,778,110 in FY06 to \$2,662,860 in FY07 due to the decrease in the balances of the existing loans.

MASSACHUSETTS CULTURAL COUNCIL (MCC). The Arts Council receives a state grant to provide operating support to offset administrative and programming costs.

Because MCC grant amounts are reflective of state funding, the FY07 Budget amount is based on the FY06 grant amount and assumes that the MCC is level funded in FY07.

BUREAU OF NUTRITION. Funds are received from the Department of Education's Bureau of Nutrition to pay for snacks for after school programs at the Youth Centers and School Age Child Care programs as well as breakfasts and snacks for the Pre-Schools.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$31,567,432	\$32,617,270	SCHOOL/LOCAL AID	\$33,812,560
\$6,593,129	\$8,627,950	EDUCATION REIMBURSEMENT	\$7,005,815
<u>\$1,504,103</u>	<u>\$1,566,245</u>	GEN. GOVT REIMB/DISTRIB	<u>\$1,640,390</u>
\$39,664,664	\$42,811,465		\$42,458,765

**INTERGOVERNMENTAL REV.
- State Cherry Sheet Revenue**

CHERRY SHEET. Every year the Commonwealth sends to each municipality a “Cherry Sheet” named for the pink colored paper on which it was originally printed. The Cherry Sheet comes in two parts, one listing

the state assessments to municipalities for MBTA, MAPC, air pollution control districts and the other state programs; the other section lists the financial aid the City will receive from the state for funding local programs. Each Cherry Sheet receipt is detailed on the following pages. Cherry Sheet revenue is used in the funding of 21 City departmental operating budgets and for Cherry Sheet Assessments.

<u>DEPARTMENT</u>	<u>FY07</u>	<u>DEPARTMENT</u>	<u>FY07</u>
Mayor’s Office	\$ 32,000	Weights & Measures	17,925
Executive	163,865	Electrical	207,865
City Council	14,110	Public Works	2,281,130
City Clerk	19,300	Community Development	16,185
Law	50,000	Peace Commission	23,450
Finance	605,635	Library	422,150
Employee Benefits	5,004,410	Human Services	266,265
General Services	94,825	Women’s Commission	9,960
Elections	82,250	Veterans’ Benefits	193,755
Public Celebrations	16,500	School Department	25,428,550
Police	2,275,065	Cherry Sheet Assessments	<u>5,233,570</u>
		TOTAL	\$42,458,765

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$6,791,105	\$7,122,205	SCHOOL AID/CHAPTER 70 LOCAL AID/LOTTERY & ADDITIONAL ASSISTANCE	\$7,189,505
<u>\$24,776,327</u>	<u>\$25,495,065</u>		<u>\$26,623,055</u>
<u>\$31,567,432</u>	<u>\$32,617,270</u>		<u>\$33,812,560</u>
<p>LOCAL AID. The two major state Cherry Sheet line items are “Additional Assistance” to communities, estimated to be \$17,956,060 and Lottery estimated to be \$8,666,995 in FY07. Again, based on preliminary state budget proposals, the City is projecting an increase in FY07 of \$1,127,990.</p> <p>The City is estimating to receive \$1,195,290 more in FY07 as it did in FY06 for these three major local aid categories. These three local aid categories represent 8.6% of the total Operating Budget.</p> <p>Approximately 80% (\$14,338,060) of additional assistance funds support the School Budget.</p>			

**STATE CHERRY SHEET REV.
- School/Local Aid**

SCHOOL AID. In FY07, the City anticipates receiving \$7,189,505 in Chapter 70 school aid. This is based on a preliminary State budget proposal that provides a small increase in FY07 for Chapter 70 school aid.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	STATE CHERRY SHEET REV. - Education Reimbursement
\$97,093 \$5,808,712 \$29,600 <u>\$657,724</u> \$6,593,129	\$4,572,715 \$27,615 <u>\$4,027,620</u> \$8,627,950	SCHOOL TRANSPORTATION SCHOOL CONSTRUCTION SCHOOL LUNCH PROGRAM CHARTER SCHOOL TUITION REIMBURSEMENT	 \$3,875,350 \$25,635 <u>\$3,104,830</u> \$7,005,815	SCHOOL TRANSPORTATION. Prior to FY06, municipalities were reimbursed for prior year expenses for general pupil transportation. Reimbursement was provided only for pupils transported more than 1.5 miles, one way, to and from school.
<p>This category of reimbursement was eliminated by the State in the FY06 and FY07 Budget.</p>				
<p>SCHOOL CONSTRUCTION. The School Building Assistance (SBA) Acts (Chapter 511) provides for the reimbursement of school construction projects that involve: the replacement of unsound or unsafe buildings; the prevention or elimination of overcrowding; prevention of the loss of accreditation; energy conservation projects; and the replacement of, or remedying of, obsolete buildings. The Law establishes formulas for reimbursement of costs that include fees, site development, construction, and original equipping of a school. This revenue decrease is due to the final reimbursement payment for the Haggerty School. The state has made significant changes to the program in FY06, the largest being the administration of the program, which has been transferred from the Department of Education to the Office of the State Treasurer - School Building Authority. Payments are made through this new authority and not the cherry sheet. However, for FY07 the revenues have remained in this revenue category.</p>				
<p>LUNCH PROGRAM. Under MGL, Chapter 871, Cambridge will receive reimbursement for a portion of the cost of providing school food services. This reimbursement varies according to the number and type of meals provided. The Commonwealth reimburses the local school department less than two percent of total program costs. Federal reimbursements and revenues from sale of meals comprise the major sources of funding for school lunch programs.</p>				
<p>CHARTER SCHOOL TUITION/CAPITAL FACILITY REIMBURSEMENT. This revenue, which first appeared on the Cherry Sheet in FY05 is intended to partially reimburse local communities for the cost of Charter School tuitions which are assessed to local communities through the Cherry Sheet. The state reimburses increased costs over a three-year period at a declining rate of 100%, 60%, 40%, and then zero. The FY07 initial Cherry Sheet reimbursement amount is \$3,104,830, a decrease of \$922,790 from the FY06 amount of \$4,027,620. Estimated Charter School costs assessed on the Cherry Sheet are initially estimated at \$7,765,045 for FY07, an increase of \$157,970 over the FY06 Cherry Sheet assessment of \$7,607,075.</p>				

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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**STATE CHERRY SHEET REV.
- General Governmental
Reimbursement/Distribution**

\$115,472	\$121,010		\$115,045
\$1,051,379	\$1,084,130	LIBRARY AID	\$1,159,950
\$159,487	\$183,345	POLICE CAREER INCENTIVE	\$193,675
\$104,473	\$104,470	VETERANS' BENEFITS	\$108,970
\$73,292	\$73,290	REAL ESTATE ABATEMENTS	\$62,750
<u>\$1,504,103</u>	<u>\$1,566,245</u>	ELDERLY TAX EXEMPTIONS	<u>\$1,640,390</u>

LIBRARY AID. This sum includes a Library Incentive Grant of 50 cents per capita, a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation, and Non-Residents Recompense for each loan

made to residents of other Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year and was \$0.1068 per loan in FY06. All of this Library Aid funding is contingent upon the municipal library being certified annually by the Mass. Board of Library Commissioners as meeting the minimum standards of library service as established for its population category.

POLICE CAREER INCENTIVE. Under MGL, Chapter 41, members of participating police departments receive a salary increase predicated on the amount of college credits earned towards a law enforcement degree. The Commonwealth will reimburse the City for one-half of this salary increase. Under the revised law, officers will be awarded a 10 percent increase in their base pay for an associate's degree, a 20 percent increase for a bachelor's degree and 25 percent increase for a master's degree.

VETERANS' BENEFITS AND AID TO NEEDY DEPENDENTS OF VETERANS. Under MGL, Chapter 115, section 6, each municipality can submit an application to the state Department of Veterans' Benefits for reimbursement of amounts expended for veterans' benefits. The State Secretary of Veterans' Services shall assign to the City the amount of three-quarters (75%) of the total expenditures of veterans' benefits.

REAL ESTATE ABATEMENTS. The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. Under MGL, Chapter 59, section 5, Clauses 22, 22A, 22B, 22C, and Chapter 58, section 8A, municipalities are reimbursed for amounts abated in excess of \$250 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is \$250 and can be increased to as much as the full amount of tax depending upon the extent of the veteran's disability. The Veterans Administration certifies eligibility. Once certified,

the veteran simply files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans Administration certifying the veteran's eligibility at the time of death.

MGL, Chapter 59, section 5, clause 17D, provides tax relief to certain persons over age 70, minors, and surviving spouses. Under the provisions of this clause, the estate of the applicant must not exceed \$48,372, with the value of that portion of the applicant's domicile which exceeds three dwelling units having to be counted in the calculation of total assets. The base amount of the exemption allowed is \$242.92 for fiscal year 2006. Each year this base amount is increased by the cost of living. This amount can be increased to as much as double, depending upon the tax increase experienced by the applicant from the prior fiscal year. Clause 37A provides an abatement of \$500 for a legally blind person which can be increased to a maximum of \$1,000 depending upon the tax increase over the prior year. Again, the State reimburses the City for abatement amounts up to the base amounts of the exemptions.

ELDERLY EXEMPTION. Under Clause 41C, persons over age 65 with yearly maximum earnings of \$20,000 for a single person or \$30,000 for a married couple, minus minimum social security receipts, domiciled in the property for five years and in the state for 10 years, with assets, if single, not in excess of \$40,000, or married, in excess of \$55,000 excluding the first three dwelling units of the domicile, receive a base exemption of \$1,000. This can be increased up to \$2,000 depending upon the amount of the applicant's tax increase.

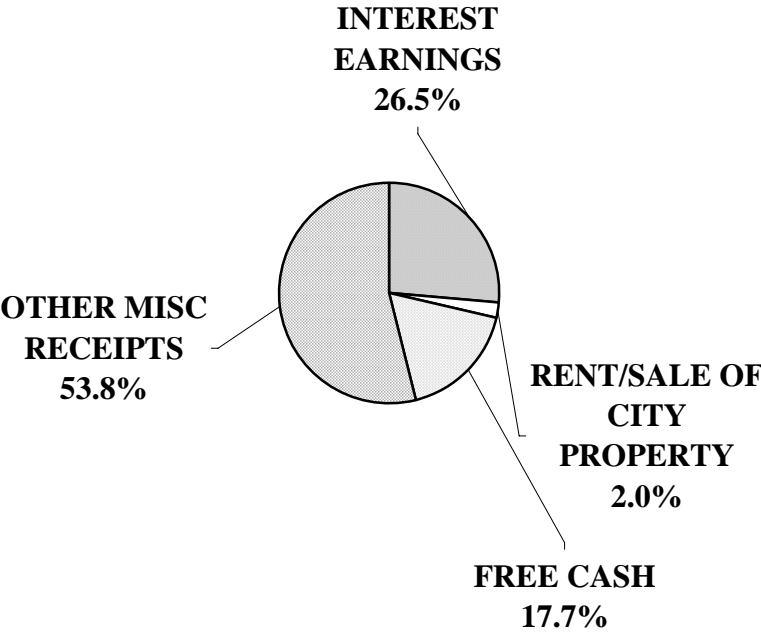
ACTUAL FY05	PROJECTED FY06		BUDGET FY07	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
\$959,509 <u>\$6,688,464</u> \$7,647,973	\$900,000 <u>\$6,727,055</u> \$7,627,055	MEDICAID REIMBURSEMENT CAMBRIDGE HEALTH ALLIANCE	\$900,000 <u>\$6,768,290</u> \$7,668,290	SCHOOL MEDICAID REIMBURSEMENT. This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students. In FY07, the reimbursement estimate is \$900,000.
<p>CAMBRIDGE HEALTH ALLIANCE. Bonds issued in the past for renovations to the Cambridge Hospital and construction of a new ambulatory care center are legal obligations of the City and principal and interest payments on these loans are included in the Debt Service budget. In FY07, this category includes the fourth debt payment for the construction of the new ambulatory care center. Reimbursement for its share of contributory retirement system costs is budgeted in the Employee Benefits Department. The detail distribution is: Employee Benefits, \$4,458,290; and Debt Service, \$2,310,000.</p>				

**MISCELLANEOUS REVENUES
- Summary**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$2,471,973	\$5,540,140	INTEREST EARNINGS	\$2,995,000
\$258,419	\$240,850	RENT/SALE OF CITY PROPERTY	\$230,565
\$2,150,000	\$2,731,000	FREE CASH	\$2,000,000
<u>\$6,092,638</u>	<u>\$6,213,615</u>	OTHER MISC. RECEIPTS	<u>\$6,086,550</u>
\$10,973,030	\$14,725,605		\$11,312,115

MISCELLANEOUS REVENUES.
The General Fund includes a variety of revenues that cannot be categorized in the other five accounting designations. Interest earnings on investments, rental income from City property and transfers from non-operating budget funds comprise the bulk of revenues in this category. Miscellaneous revenues total 2.8% of the FY07 General Fund budget.

MISCELLANEOUS REVENUE ANALYSIS



ACTUAL FY05	PROJECTED FY06		BUDGET FY07	MISCELLANEOUS REVENUES - Interest Earnings
\$2,471,973	\$5,540,140	INTEREST EARNINGS	\$2,995,000	<p>INTEREST EARNINGS. The City regularly invests temporarily idle cash and receives interest on these investments. Interest rates and interest earnings are subject to market conditions. Interest from the Parking Fund is included in the above estimate, but interest received from trust and agency fund investments are not included. Also included is interest on perpetual care. A person purchasing a lot in the Cambridge Cemetery may make a perpetual care contribution.</p> <p>An additional \$1,000,000 in General Fund interest earnings revenue has been included in the FY07 Budget based on higher interest rates received on investments and additional income generated by the use of investment advisory services beginning in FY06, bringing the total amount budgeted in FY07 to \$2,995,000. This amount includes \$450,000 in interest earnings from the Parking Fund and \$45,000 from interest on perpetual care accounts.</p> <p>Interest income is used to offset expenditures in: Finance (\$2,500,000); Community Development/ Parking Fund (\$150,000); Traffic, Parking & Transportation (\$300,000); and Public Works (\$45,000).</p>

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	MISCELLANEOUS REVENUES - Rent/Sale of City Property
\$171,734	\$158,535			
<u>\$86,685</u>	<u>\$82,315</u>	RENT OF CITY PROPERTY	\$159,565	RENT OF CITY PROPERTY. In
<u>\$258,419</u>	<u>\$240,850</u>	SALE OF CITY PROPERTY	<u>\$71,000</u>	FY07, the City will receive rent from
			\$230,565	the newsstand in Harvard Square and
				the new school of music in the total
				amount of \$68,365. These funds are
				used as an offset to the Public Works budget. In addition, the City will receive \$91,200 from the rental
				of the retail space located at the First Street garage.
				SALE OF CITY PROPERTY. Revenue is received from the sale of lots and graves at the City
				cemetery. The price of a single lot is \$800 and an individual must be a resident of Cambridge at the
				time of death. Revenue from this source has been increased by \$10,000 from \$60,000 to \$70,000 in
				FY07. The Animal Commission has an adoption program for animals that are picked up and not
				claimed by their owners. These animals are brought to a veterinarian for testing, vaccinations and a
				complete examination before they are placed in new responsible homes. The Animal Commission has
				adoption fees for these animals that reflect the costs of the veterinary care that has been completed.
				The FY07 revenue estimate is \$700. In addition, the Cable Office charges for the tape duplication of
				various municipal programs. The \$35 charge (\$30 if video tape provided) covers the duplication and
				tape cost and will generate approximately \$300 in FY07.

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	MISCELLANEOUS REVENUES - Free Cash
\$2,150,000	\$2,731,000	<p>FREE CASH \$2,000,000 APPROPRIATING FREE CASH.</p> <p>Under Massachusetts General Laws, Chapter 80, "free cash" is certified at the beginning of each fiscal year by the State Bureau of Accounts. A community's Free Cash or budgetary fund balance is the surplus amount of funds that are unrestricted and available for appropriation. This figure is usually generated by actual revenues that exceed estimates and actual expenditures that are less than budgeted amounts. The City carefully limits its use of free cash in operating budgets. The surplus prevents short-term borrowing, bolsters the City's bond rating and earns interest that is used to fund programs. In FY07 a portion of Free Cash will be used as a revenue in the Police Department (\$1,700,000), and the School Department (\$300,000) budgets. Not included in the above amount is \$1,000,000 in revenue used in the funding of City Capital Projects, which is a decrease of \$330,000 from FY06.</p> <p>The FY07 Operating Budget reflects the reduction of \$731,000 in the use of Free Cash and is largely attributable to the elimination of the one-time cost of \$581,000 which was used to cover the interest cost of \$31 million in bond anticipation notes (issued in May 2005) to cover the purchase of a building to house the new police station. In addition, \$150,000 has been reduced from the Employee Benefits Department due to the elimination of an additional pay period in FY06 (53rd Friday). This amount when coupled with the \$300,000 reduction in the funding of City Capital Projects brings the total reduction to \$1,061,000 in FY07.</p>		

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	MISCELLANEOUS REVENUES - Other Miscellaneous Revenue
\$4,876	\$1,500	RESTITUTION	\$1,000	<p>RESTITUTION. This revenue source represents restitution payments made by defendants to the court and is based on an average of \$40.64 per hour for court time costs for a police officer.</p> <p>TELEPHONE COMMISSIONS. Verizon pays the City a commission on public telephones. The Electrical Department receives the revenue for all outdoor public telephones and the revenue from indoor public phones goes to the department in which the phone is located.</p>
\$8,399	\$5,000	TELEPHONE COMMISSIONS	\$3,000	
\$14,398	\$17,500	ROYALTIES	\$10,000	
\$3,860,000	\$3,860,000	CLAIMS TRUST TRANSFER	\$3,860,000	
\$2,000,000	\$2,000,000	DEBT STABILIZATION TRANSFER	\$2,000,000	
\$35,014	\$43,815	SECTION 108 LOAN PAYMENT	\$52,550	
\$50,000	\$50,000	TRAFFIC MITIGATION FUNDS	\$20,000	
\$119,951	\$220,800	RECYCLING	\$125,000	
\$0	\$15,000	BUS SHELTER ADVERTISING	\$15,000	
<u>\$6,092,638</u>	<u>\$6,213,615</u>		<u>\$6,086,550</u>	

SECTION 108 LOAN REPAYMENT. During FY94, the City entered into a loan guarantee agreement with the Department of Housing and Urban Development (HUD) for \$1,000,000, which was loaned to Brookline Street Limited Partnership to cover a portion of the costs of the Brookline Street Housing Development. As principal and interest payments come due, the Partnership will repay the City, which will then repay HUD. The loan will be repaid over 20 years. Interest payments began in FY96 and principal payments in FY97. The amount shown as a revenue in this section will cover payments due in August and November 2006 and February and May 2007.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately \$20,000 to the City in FY07 to implement traffic mitigation measures set forth in their development agreement with the City.

RECYCLING. The City receives revenue for the recyclable materials collected in our curbside collection and drop-off programs. The amount the City receives is based on the market prices per ton of the paper and cardboard collected minus a \$36 per ton processing fee. \$125,000 is budgeted for FY07 based on prior year revenues and the forecast for continued strong worldwide demand for paper and cardboard. This is an increase from the \$100,000 budgeted in FY06.

BUS SHELTER ADVERTISING. This first time revenue for FY07 reflects the income received by the City for advertising located on new bus shelters recently installed.

SUMMARY: GENERAL GOVERNMENT

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$388,640	\$420,910	Mayor	\$706,440
1,321,940	1,492,255	Executive	1,588,020
961,885	1,030,925	City Council	1,056,550
715,115	752,705	City Clerk	788,170
1,670,285	1,881,875	Law	1,862,805
8,889,770	9,553,800	Finance	9,624,240
14,258,565	17,426,280	Employee Benefits	22,568,450
946,995	1,023,785	General Services	1,055,275
780,315	765,685	Election	813,350
660,410	747,335	Public Celebrations	580,185
<u>0</u>	<u>0</u>	Reserve	<u>237,500</u>
\$30,593,920	\$35,095,555		\$40,880,985

FINANCING PLAN	FY07 BUDGET
Taxes	\$22,772,100
Licenses & Permits	49,500
Fines & Forfeits	316,500
Charges for Service	704,900
Intergovernmental Revenue	10,677,985
Miscellaneous Revenue	<u>6,360,000</u>
	\$40,880,985

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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<p>\$301,460 \$12,450 \$70,165 <u>\$4,565</u> \$388,640</p>	<p>\$324,570 \$20,300 \$70,480 <u>\$5,560</u> \$420,910</p>	<p style="text-align: center;">ADMINISTRATION GOVERNMENTAL RELATIONS CEREMONIAL FUNCTIONS COMMUNITY LEADERSHIP</p>	<p style="text-align: center;">\$609,880 \$20,500 \$70,500 <u>\$5,560</u> \$706,440</p>
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PURPOSE & OVERVIEW: The Mayor is selected by the City Council from among its membership, and serves a two year term. In the City of Cambridge, the Mayor serves as Chairperson for both

the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial, and community leadership functions on behalf of the City.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Budget includes funding for the addition of seven part-time positions (30 hours/week), as a pilot project, which will provide research support to each member of the City Council (not including the Mayor and Vice-Chair who have staff support within the Office of the Mayor).

ADMINISTRATION: The Mayor’s Office is a significant center of governmental leadership in Cambridge. The Mayor, Vice-Chair and City Councillors work together to serve the various needs of the city. Teamwork is a theme of the current Mayor’s Office and the goal is to be responsive to the requests of citizens, guests and to work with Councilors to provide the best representation possible.

GOVERNMENTAL RELATIONS: The Mayor attends a variety of conferences and participates in municipal and educational policy bodies. The current Mayor participates in the U. S. Conference of Mayors, the National Conference of Black Mayor’s, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO), the Black A.I.D.’s Institute, the Congressional Black Caucus Annual Meeting, the National Association of School Boards Association and the Children’s Defense Fund.

CEREMONAL FUNCTIONS: The Mayor’s Office hosts and organizes many ceremonial and social public events. The largest events include an annual holiday party in December and two celebrations for Cambridge seniors in conjunction with Harvard University and the Massachusetts Institute of Technology in Spring and Summer. Each month of the year has its own special theme and events, which are coordinated with or by the Mayor’s Office. For example, there is a month long Black History celebration coordinated in conjunction with the Employees’ Diversity Committee, a Women’s History Month celebration, St. Patrick’s Day Luncheon, a Holocaust Remembrance, Dance Month celebration, a Gay Pride Breakfast, Fair Housing, Student Art Exhibits and many other events. Each occasion celebrates Cambridge’s diversity and the rich heritage of the city’s many groups. In the 2006/2007 fiscal years, the Mayor’s Office will work with the Massachusetts Biotech Council to promote Cambridge at the upcoming



International Bio 2007/Boston meeting in May 2007.

COMMUNITY LEADERSHIP: It might be said that the Mayor's most important function is to generate and promote unifying structures throughout the city. In order to achieve this goal, the Office of the Mayor when public sentiment calls for it, appoints commissions or task forces, which pursue policy discussions about issues which are of concern to our citizens. The Community Leadership Fund is used for printing, mailing, and other organizational and public information-related expenses. Also included in this section is funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and six cities around the world.

FY07 GOALS: This year the Mayor's Office participated in an internal goal setting process. The purpose of this process was to choose several initiatives that the office can undertake for the balance of the 06/07 City Council term. The chosen initiatives are:

- An education initiative focusing on the achievement gap, serious science/math vigor in the Cambridge Public Schools.
- An initiative focusing on Cambridge’s Baby Boomers and support for Cambridge retirees’ lifestyles and living options.
- An initiative envisioning a new square in Central Square.
- An initiative focusing on Cambridge’s planning and zoning pitfalls.
- An initiative focusing on Criminal Offender Records Information and re-integration of ex-offenders into the community.
- A citizens initiative focusing on commercial and institutional development from Harvard Square to Porter Square.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$674,440
Real Estate Taxes	\$661,040	
Hotel/Motel Excise Tax	\$13,400	
INTERGOVERNMENTAL REVENUE		\$32,000
State Cherry Sheet Revenue	\$32,000	
TOTAL FY07 BUDGETED REVENUE		\$706,440

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$568,810
OTHER ORDINARY MAINTENANCE	\$117,130
TRAVEL AND TRAINING	\$20,500
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$706,440

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	5	5	5

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$790,550	\$889,655	LEADERSHIP	\$979,920
\$305,000	\$355,000	TOURISM	\$355,000
\$141,470	\$154,385	PUBLIC INFORMATION OFFICE	\$158,405
<u>\$84,920</u>	<u>\$93,215</u>	AFFIRMATIVE ACTION	<u>\$94,695</u>
\$1,321,940	\$1,492,255		\$1,588,020

EXECUTIVE

PURPOSE & OVERVIEW: The City Manager is the Chief Executive Officer of the City and is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws

and

City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and requests regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community issues.

Included in this department are the Affirmative Action Office and the Public Information Office. The Cambridge Office for Tourism, which is a non-profit agency, receives City funds budgeted in this department; the Deputy City Manager also serves as a board member.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Executive Budget includes a senior management analyst position to support a variety of projects related to the Affordable Housing Trust, capital projects and other citywide projects.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed demolition of the 238 Broadway buildings and parking lots and the closure of a portion of Clark Street in order to provide for the expanded 238 Broadway/Harvard Street Park. Improvements will include an expanded lawn area, a new tot lot and water play features, resurfacing of the existing tennis courts, improvements to the existing community garden and new plantings and furnishings. The project will also include utility improvements, sidewalk reconstruction on the Harvard Street side, and sidewalk and roadway improvements on Dickinson Street. An investigation of soil conditions post-demolition indicated the necessity for remediation. Park construction is expected to begin upon completion of remediation.
- Selected Kaestle Boos Associates, Inc. as architects for the new Public Safety Facility through a public designer selection process and hired the City's Construction Project Manager. Began the programmatic and schematic design process with the Police and Emergency Communications Departments. Anticipate completion of the design process in summer 2006 and construction completion in summer 2008.

- Began construction of the Little Fresh Pond Renovation and Drainage project, which will restore and stabilize the natural shoreline, control erosion of the shoreline and adjacent pathways, enhance wetlands and natural habitat and address stormwater and flood control drainage. The construction costs associated with the ecological restoration, habitat improvements and passive recreation components have been partially funded by the Community Preservation Act (CPA) Open Space Fund (\$150,000).
- The bid for the new William G. Maher Park and ecological restoration project for the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor, was awarded. Construction of a youth soccer field, community garden, constructed wetland, natural habitat area, and passive recreation pathways is under way and is scheduled to be completed in summer 2006, with a total estimated project cost of \$4.1 million. The construction costs associated with the ecological restoration, habitat improvements and passive recreation components have been funded by the Community Preservation Act (CPA) Open Space Fund (\$1.8 million of the \$4.1 million).
- Significant portions of the Russell Field renovation project were substantially completed in the fall of 2005, including renovation of the football field with artificial “field turf,” improvements to pathways, lighting and parking, and construction of a new field house, providing locker rooms, training rooms and a concession area for Cambridge athletes and visitors. The comprehensive project included environmental remediation, and will be completed in spring 2006 with renovation of the multi-use field, two little league fields, and the construction of a new tot lot. The NFL Grassroots Football Field Program awarded a \$200,000 grant to this project.
- The new Main Library Construction Project is under way. Asbestos removal is complete. Initial site preparation relocated or removed a number of trees to enable construction of a new underground garage, a library addition and a 350,000-gallon stormwater retention tank. As part of the new Public Construction law, an extensive prequalification process for subcontractors and general contractors was completed in the fall of 2005. Bids from the general contractors were opened in February. Unfortunately, due to impacts of the new Public Construction Law, only one general contractor bid the job and the sole bid did not meet City budget limitations. A new prequalification process will be undertaken in spring 2006. The Main Library moved its operations to the Longfellow School for the duration of the construction of the new library. The Massachusetts Board of Library Commissioners awarded a \$10.7 million grant to this project.
- Selected Cambridge Seven Associates, Inc. as architects for the West Cambridge Youth and Community Center/VFW through a public designer selection process. Began programmatic and schematic design process with Human Services’ Youth Division and the VFW. Participated in a City Council Roundtable regarding the possibility of adding a Community Arts Center to the

facility design, which would enable use by dance groups and other users of a large community gathering space. Anticipate completion of the design process in late summer 2006 with construction in two phases, and construction completion in winter 2007-2008.

- Hired an Independent Commissioning Agent, through a public bid process, to review mechanical design for all new building construction, with the goal of maximizing the energy efficiency and operating costs for new buildings. The Independent Commissioning Agent will also review the energy efficiency of existing buildings and propose phased enhancements of energy systems upgrades.
- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space acquisition under the CPA, consistent with the City Council's goal of an 80-10-10 percentage split amongst the three categories. With the latest appropriation for FY06 of \$12 million, the City has been able to appropriate/reserve \$47.1 million in CPA funds, of which approximately \$20 million was derived from state matching funds.
- Worked closely with the Cambridge Affordable Housing Trust to: fund production of new home ownership and rental opportunities, including new projects at 2495 Massachusetts Avenue, Columbia and Broadway, and the former print shop site on Harvard Street; provide financial backing for the first-time homebuyer Financial Assistance Program; provide funding support for rehabilitation of the city's rental housing stock; preserve the affordability of expiring use properties; and provide policy support of the Inclusionary Zoning Ordinance.
- Ensured enhanced service to our residents by providing prompt response to requests for streetlight lamp replacement, as a result of the City's purchase of streetlights from NSTAR. Relamped Central Square to enhance public safety.
- Organized the 10th Annual Danehy Park Family Day. Many City employees generously volunteered their Saturday to help make this event a success. Family Day provides Cambridge residents an opportunity to enjoy free amusement rides, kites, T-shirts and food, experience the arts, learn about public safety, and enjoy the outdoors at our award winning recycled open space facility.
- Solicited and received over 100 nominations for the 11th Annual Outstanding City Employee Awards and presented awards to 13 City employees representing an array of City departments.
- Worked with the City Council and other City departments in coordinating community events and programs including the Citywide Dance Party, a Taste of Cambridge, a Salsa/Unity event featuring

El Jeffrey, Paquito Guzman and El Chaval, and the Central Square World's Fair. These events were part of Destination Cambridge, a continuation of the prior year's efforts to showcase the City's rich history, diversity, arts and culture.

- Collaborated with the IT Department to expand the Cambridge Request System, to include all City departments. This Web-based interdepartmental system tracks resolution of a variety of requests reported by the public and City employees. This is consistent with the City Council goal to provide high quality service to residents and improve access to these services.
- Continued participation, in cooperation with chief executives from neighboring communities and the Metropolitan Area Planning Council (MAPC), in a planning process to determine areas for future mutual coordinated efforts such as emergency management planning and response, energy consumption, and group health insurance.
- Represented Cambridge on the Tri-Community Watershed Council, a committee of Cambridge, Arlington and Belmont representatives and citizens, whose purpose is to jointly address enhanced stormwater management in the Alewife Brook watershed.
- Coordinated planning for all City departments and other local agencies in the area of emergency preparedness and Homeland Security. Coordinated department head and key personnel certification for National Incident Management System (NIMS) certification.
- Established Committee to explore possible development of public wireless internet in Cambridge.
- The National Organization on Disability selected Cambridge as the Accessible America 2005 grand prize winner, recognizing Cambridge as a national model for its focus on disability issues and for its successful design of programs, services and facilities.
- America's Promise Alliance selected Cambridge as one of 100 Best Communities for Young People. Cambridge was chosen from over 1,200 entries by a distinguished panel of national civic, business and non profit leaders.
- In keeping with the City Council goal to continue to improve public information functions, produced the biannual magazine, *The Cambridge Life*, published in September and March. The magazine includes feature articles on City departments, programs and services and a City resource and reference section for newcomers and residents. *The Cambridge Life* is distributed via news boxes in the main squares, all library branches, at City Hall and other municipal buildings.

- Additional resident outreach efforts continued through the publication of the 8-page community newsletter, *CityView*, which is direct-mailed in the fall and spring to over 48,000 Cambridge households.
- Continued to work with the IT Department to improve the Cambridge E-Line newsletter, which includes City news and information, special alerts for snow emergencies, street cleaning and other important messages, and optional subscriptions to a variety of online City publications.
- Produced the FY05 City of Cambridge Annual Report.
- Collaborated with the IT Department to create a new alert bulletin on the City's Web site for snow emergencies, school closings and other special messages.
- The Public Information Officer prepares and posts information on the City's Web site on a daily basis.
- The Public Information Officer also posts employee information on the City's Intranet site, *Common Ground*, on a regular basis.
- Continued to produce the *PIO Update*, the weekly employee e-mail newsletter.
- The Office of Affirmative Action assisted major City departments in establishing specific affirmative action goals.
- Successfully brought the contract compliance monitoring function in-house, collaborating with the Purchasing Department on construction projects with a \$50,000 threshold.
- Implemented the new minority and women business enterprise goals developed by the Division of Capitol Asset Management (DCAM). Attended compliance training sponsored by the State Office of Minority and Women Business Assistance (SOMWBA).
- Co-facilitated training programs on "Valuing Differences" and "Preventing Harassment for Managers."
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Firefighter examination, launching recruitment campaigns targeting under-represented, protected status groups. Also prepared Cambridge residents in test taking skills for the exam.

- The Affirmative Action Officer continued to attend diversity-focused job fairs for recruitment of City employees.
- The Tourism Office worked to develop the gay and lesbian tourism market through an editorial/advertising campaign with gay publications to spotlight Cambridge's lead role in legalizing gay marriages. Efforts included advertisements in *Boston Spirit* Magazine, a new publication targeting the gay and lesbian market; co-sponsorship of the gay Pride Week Kickoff party with Greater Boston Convention and Visitors Bureau (GBCVB), *Boston Spirit* and the Gay Pride Committee; and co-sponsorship of "Man Around," the UK's largest gay tour operator, with GBCVB in a matching funds partnership.
- Redesigned the Tourism Office Web site to include a new Meetings and Convention section that provides more comprehensive, user-friendly information for meeting planners.
- Attended EIBTM, an international trade show in Barcelona, which resulted in two site visits by international meeting planners. Tentative bookings resulted. Attending IBEX, an international trade show in Frankfurt in May 2006. Co-sponsored Destination New England's Tourism Summit with Massachusetts Office for Travel and Tourism and GBCVB. Hosted international tour planners from the UK and Germany.
- Identified additional revenue sources (\$100,000) through a grant application with Massachusetts Convention Center Authority. Developed a new matching funds grant between GBCVB and Cambridge (each contributed \$25,000) for renewed international marketing. Applied for \$36,500 grant from the Massachusetts Turnpike Authority to fund reprint/distribution of the Cambridge Rack Brochure.
- Facilitated a permanent media arts installation on the Office for Tourism's Visitor Information Booth in Harvard Square, through a joint venture with Lumen Eclipse. The Tourism Office Director was appointed to the position of Vice President of the Executive Board for SKAL International, Boston Chapter. She is the third female ever to serve on the board of the Boston chapter of this prestigious, international organization of top tourism professionals. Tourism's Assistant Director served on the Historic Cambridge Collaborative Committee, Friends of Longfellow House and Cambridge Camping Boards.

FY07 GOALS

- *GOAL 1: Respond to citizen and City Council inquiries, complaints and requests regarding City services and departmental policies.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of requests tracked in automated complaint system	832	1,000	1,150	1,150
2. Number of requests resolved	720	950	1,025	1,025
3. Number of requests outstanding	112	50	125	125

- *GOAL 2: The City Manager will continue to chair the Affordable Housing Trust Fund, which over the years has leveraged millions of dollars in private and other public funds resulting in the creation or rehabilitation of numerous family units, single room occupancies, and special needs housing.*
- *GOAL 3: Provide oversight for all capital construction and renovation projects including all open space projects, elementary school design and renovations, roadway improvements, and municipal facilities. The Deputy City Manager chairs the designer selection process for all capital projects.*
- *GOAL 4: Oversee the Annual Budget and Capital Budget processes, ensuring that departmental budgets and benchmarks are in accordance with City Council goals.*
- *GOAL 5: Work with the Finance Department annually to prepare presentations for the major credit rating agencies with the goal of maintaining the City's AAA credit ratings.*
- *GOAL 6: Complete design process for the new Police Headquarters/ Emergency Communciations Facility and the West Cambridge Youth and Community Center/VFW.*
- *GOAL 7: Complete construction of the Northeast Sector at Fresh Pond and Little Fresh Pond.*
- *GOAL 8: Work towards identifying suitable locations for new off-leash dog runs.*

TOURISM. The Cambridge Office for Tourism (COT), a non-profit agency that receives City funding, serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The Office seeks to enrich the City of Cambridge by promoting its many special attractions and cultural amenities for the enjoyment of both residents and visitors. By coordinating tourism marketing efforts, the Office for Tourism seeks to increase recognition of Cambridge as an important component of the Greater Boston destination, thereby developing a stable and consistent tourism base in the local economy. The Office produces information to help visitors, including a Cambridge bookstore guide, a seasonal Calendar of Events, a marketing brochure, a dining guide, a historical walking guide and a comprehensive Visitors Guide. The Office for Tourism also produces sales and marketing materials for the hotels to use to attract convention and conference business to Cambridge. This collaborative effort between the Cambridge hotels and meeting sites is called the Cambridge Conference Collection, and it has received wide acclaim from the hotels and the Greater Boston Convention and Visitors Bureau (GBCVB).

This year, the Cambridge Office for Tourism marks its 11th anniversary. 2005/2006 marks the most optimistic outlook that the tourism/hospitality industry has seen since early 2001. The most marked improvement has been in the amount of international travel to the US from countries that have been noticeably reticent to come to the US over the past 4-5 years. Travel has increased as confidence returns and travelers become acclimated to the new security procedures that have been implemented across the board. Hotel and air travel rates have shown a significant stabilization, indicating the steady demand for both. This year, the Cambridge Office for Tourism focused its marketing efforts on the corporate meetings market and international marketing. Several strategic partnerships with the GBCVB and the Massachusetts Office of Travel and Tourism have proven fruitful and allowed COT to increase its outreach to these markets through e-mail marketing and print ads. The Tourism Office also continues to form strategic alliances with restaurants, hotels and attractions to develop enticing packages for all markets.

Over the past six years, COT has been fortunate to appropriate additional funding from outside grant sources that has enabled the office to produce many useful marketing tools for Cambridge. In FY06, the City approved additional funding for international marketing in conjunction with a matching funds grant from the GBCVB. This allowed the Office for Tourism to participate in two international trade shows this year--EIBTM in Barcelona and IBEX in Frankfurt--which have already resulted in business bookings in Cambridge. Cambridge Office for Tourism will also attend Pow Wow, an international trade show for Tour Operators and Receptives in Orlando in May 2006. Additional projects funded this year from outside sources include producing an updated data research report and obtaining media exposure in all of the top meetings and incentive publications.

This year also marked the inauguration of a permanent media arts installation on the Cambridge Office for Tourism's Visitor Information Booth in Harvard Square. Through a joint venture with Lumen

Eclipse, two video displays feature 12 original works by artists that celebrate creative motion through animation, video, motion graphics, photography, film, fine art, dance and painting. The project is funded through local business advertising on the screens. COT is also paid rent for the space on the booth, thus providing an additional source of income for the Tourism Office.

The Executive Director of the Cambridge Office for Tourism continues to serve on numerous Boards including Vice President, SKAL International Boston, the Greater Boston Convention & Visitors Bureau, and the Cambridge Chamber of Commerce, which offer incomparable networking opportunities and exposure for this office. Cambridge Tourism has also increased its community outreach by expanding the responsibilities and community presence of the Assistant Director, who participates on local boards such as the Friends of the Longfellow House and Cambridge Camping.

FY07 GOALS

- *GOAL 1: Ensure that visitors to Cambridge receive timely, accurate and comprehensive information on the City's accommodations, dining, events and attractions. Increase awareness of Cambridge attractions by hosting familiarization tours for both domestic and international journalists, travel agents and tour operators.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	72,032	97,000	85,000	90,000
2. Number of brochures distributed at state visitor centers and area hotels	143,411	140,000	147,000	147,000
3. Number of Calendar of Events distributed to visitors and local residents	48,000	48,000	48,000	48,000
4. Number of journalists, travel agents, and tour operators who participated in a tour	233	225	225	250
5. Total number of hits on the Tourism Web site	2,784,977	2,800,000	2,500,000	2,500,000

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
6. Total number of detailed visits to the Cambridge Tourism Web site	n/a	n/a	n/a	160,000

■ *GOAL 2: Assist hotels in their marketing and sales efforts to attract convention and conference business to Cambridge by promoting partnerships with Boston meeting facilities, including the new Convention Center.*

■ *GOAL 3: Continue to identify additional sources of income through grant applications, sponsorships and private sector donations.*

AFFIRMATIVE ACTION

PURPOSE & OVERVIEW: A part of the Executive Department, the Affirmative Action Office assists the City in achieving workforce parity. The goal is to reflect at all levels, and in all types of positions, the race, sex, disability or other protected status of the labor markets from which employees are recruited. It provides prompt, fair and impartial processing of complaints of discrimination and provides counseling as needed in an effort to mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

The Affirmative Action Director assists department heads in setting and achieving affirmative action goals, specifically in recruiting, hiring, promoting and retaining qualified employees. The director also reviews and signs-off on all employment transactions; submits annual workforce analysis reports to the Massachusetts Commission Against Discrimination (MCAD); and prepares biannual reports for the Equal Employment Opportunity Commission (EEOC).

The Affirmative Action Director monitors construction contracts in excess of \$50,000 to ensure compliance of federal, state and local laws regulating municipal construction including the state’s new construction reform law that outlines specific thresholds and goals for participation of SOMWBA certified minority owned and women owned businesses.

The City’s Affirmative Action recruitment goals are linked with local labor market statistics and utilize the latest projections derived from both the metropolitan statistical area and Cambridge as recorded by the U. S. Census Bureau. Goals are set for each of the eight Equal Employment Opportunity (EEO-4) categories based on this information.

FY07 GOALS:

- *GOAL 1: Maintain the level of employees with protected status in proportion to their representation in the City's labor market. Take affirmative steps to ensure that the City's workforce, at all levels and in all positions, reflects the race or other protected status of the labor market from which such employees are drawn.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent people of color in Cambridge workforce*	31.0%	27.0%	27.0%	27.0%
2. Percent people of color employed by the City	29.2%	27.0%	27.0%	27.0%
3. Percent women in Cambridge workforce	50.4%	49.5%	49.5%	49.5%
4. Percent women employed by the City	40.4%	49.5%	40.0%	49.5%
5. Percent people of color in EEO categories: Officials & Administrators	11.4%	19.6%	13.0%	19.6%
6. Percent people of color in EEO categories: Professionals	19.6%	22.5%	22.0%	22.5%
7. Percent people of color in EEO categories: Technicians	17.0%	27.0%	16.0%	27.0%
8. Percent people of color in EEO categories: Protective Services	27.9%	28.0%	28.0%	28.0%
9. Percent people of color in EEO categories: Paraprofessionals	42.0%	38.0%	35.0%	38.0%
10. Percent people of color in EEO categories: Administrative support	37.1%	33.8%	35.0%	33.8%
11. Percent people of color in EEO categories: Skilled craft	17.9%	23.3%	18.8%	23.3%
12. Percent people of color in EEO categories: Service Maintenance	34.2%	42.0%	37.8%	42.0%
*Reflects the Goals of the City's Affirmative Action Plan				

- **GOAL 2:** *Work with departments to determine Affirmative Action goals for the hiring of people with protected status in each department; this analysis will take labor market statistics and the anticipated number of vacancies into consideration. Assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of departments met with to set goals	20	20	20	20
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

PUBLIC INFORMATION OFFICE

PURPOSE & OVERVIEW: The Public Information Officer (PIO) serves as the City's liaison to the media, helps promote City programs and services, and manages the information posted on the City's Web site. In addition, the PIO produces various City publications, including the Annual Report, the biannual community newsletter *CityView*, and the biannual magazine and City resource guide, *The Cambridge Life*. The PIO also communicates relevant City information to employees and various external audiences on a regular basis.

FY07 GOALS

- **GOAL 1:** *Proactively communicate City news/information to the media and the public.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop news releases, Web site informational pieces	96	210	220	235
2. Produce CityView biannual community newsletter	2	2	2	2
3. Produce the Cambridge Life biannual City magazine and resource guide	n/a	2	2	2

- *GOAL 2: Prepare the City's Annual Report in a thorough and timely manner.*
- *GOAL 3: Communicate City news/information to employees.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Publish PIO Update, weekly E-mail bulletin for employees	18	66	68	70
2. Post employee related items on the Common Ground Intranet Page	n/a	25	50	48

- *GOAL 4: Respond to media inquiries in a timely manner.*
- *GOAL 5: Manage daily flow of information on the front page of City's Web site and identify improvements to the main information sections for residents, businesses, and visitors. Encourage departments to post information on the City's Web site, the Web calendar as well as on their department Web page.*
- *GOAL 6: Respond to community inquiries via Web, e-mail and telephone in a timely manner. Identify community relations opportunities or customer service improvements that can be made.*
- *GOAL 7: Maintain City publications and information in the City Hall Information Area.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,209,155
Real Estate Taxes	\$507,365	
Hotel/Motel Excise Tax	\$701,790	
FINES & FORFEITS		\$215,000
Parking Fines	\$215,000	
INTERGOVERNMENTAL REVENUE		\$163,865
State Cherry Sheet Revenue	\$163,865	
TOTAL FY07 BUDGETED REVENUE		\$1,588,020

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$1,107,570
OTHER ORDINARY MAINTENANCE	\$442,950
TRAVEL AND TRAINING	\$37,500
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$1,588,020

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	8	8	9

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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CITY COUNCIL

\$737,955	\$792,780	POLICY MAKING/LEGISLATION	\$815,075
\$178,990	\$192,645	COUNCIL SERVICES	\$195,975
<u>\$44,940</u>	<u>\$45,500</u>	GOVERNMENTAL RELATIONS	<u>\$45,500</u>
\$961,885	\$1,030,925		\$1,056,550

PURPOSE & OVERVIEW: The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth

of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

POLICY-MAKING/LEGISLATION. Every two years, the City Council is elected at-large by the proportional representation electoral process. Upon organization of each new Council, the members elect a Mayor and a Vice Mayor, with the Mayor serving as the Council's chief legislative officer. The Council organizes into committees that have become increasingly active over the past few years, providing much of the research and legislative analysis on major policy issues before the Council.

COUNCIL SERVICES. The City Council is served by two staff members who perform administrative duties and provide clerical support to the Councillors. The general administration of the Council budget and the purchase of all supplies and services are also included in the duties of the staff.

GOVERNMENTAL RELATIONS. This allotment supports the Council's efforts to secure federal and state aid to supplement the City's funds for special projects. The City Council believes that strong personal lobbying is an effective tool in the City's campaign to maximize assistance from the federal and state governments. This allotment also allows the members of the City Council to attend conferences and seminars on urban policy and relevant legislative topics, and supports the professional development of the City Council staff.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Coordinated the City Council inaugural ceremonies in January 2006.
- Facilitated approximately 40 square dedications ceremonies initiated by the City Council.
- Provided staff support and training to the new City Council and Mayoral staff with respect to policies and procedures.

FY07 GOALS

- *GOAL 1: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.*
- *GOAL 2: Value and support the racial, socioeconomic, cultural and religious diversity of our city. Cambridge will continue to be a city that welcomes, values and respects people of all abilities.*
- *GOAL 3: Provide high quality services, including excellent customer service, effectively and efficiently and continually strive to update the public on City issues and services.*
- *GOAL 4: Deliver high quality public safety services and maintain a high level of public confidence in these services.*
- *GOAL 5: Preserve and create affordable housing for low, moderate and middle-income residents.*
- *GOAL 6: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*
- *GOAL 7: Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.*
- *GOAL 8: Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.*
- *GOAL 9: Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial community partnerships with businesses and universities. Highlight the unique benefits of Cambridge as a community in which to live and work; focus on transmitting the values and identity of Cambridge.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,042,440
Real Estate Taxes	\$1,042,440	
INTERGOVERNMENTAL REVENUE		\$14,110
State Cherry Sheet Revenue	\$14,110	
TOTAL FY07 BUDGETED REVENUE		\$1,056,550

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$969,150
OTHER ORDINARY MAINTENANCE	\$41,900
TRAVEL AND TRAINING	\$45,500
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$1,056,550

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	2	2	2

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	CITY CLERK
\$715,115	\$752,705	CITY CLERK	\$788,170	<p>PURPOSE & OVERVIEW: As charged by statute and ordinance, the City Clerk's Office records, pre-serves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives and particular business records required by statute. Cambridge is home to two birth hospitals, which serve a diverse population, and in keeping with the City Council's goal of valuing and supporting our diversity, the Clerk's Office is proud to be able to offer assistance with birth and other vital records certificates in Spanish, Portuguese, French and Haitian Creole, as well as English. The City Clerk's Office also produces the agenda for City Council meetings and provides records, information and parliamentary assistance to enable the City Council to fulfill its legislative purposes and goals, and to fully inform the public regarding City Council actions. In addition, the City Clerk's Office keeps many of the official records of the City and responds to a wide variety of inquiries from the public.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Provided staff support for 16 City Council committees, including the Finance Committee as it worked with the Special Committee on Property Taxes Relief to develop proposed legislation and other policy proposals regarding property tax relief and the Economic Development Committee as it worked with City administrative staff to continue Destination Cambridge. • Worked with the IT Department on improvements to the database system that provides City Council agenda information on the web and on development of a web-based system for recordation of physician's certificates. • Implemented project to increase physician, osteopath, podiatrist, optometrist and electrolysis compliance with MGL Ch. 112, which requires local filing as well as state registration. • Rehabilitated and reorganized basement vault space to upgrade storage of original City Council records and various vital statistic record books, including marriage intention records and deposition books for amendments to vital records. Upgraded office vault to improve preservation of bound City Council records.

FY07 GOALS

- *GOAL 1: Accurately establish, maintain, correct, index, and certify all vital records, business records, and other important City records, and provide accessibility to the public.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of records recorded and certified	21,379	21,400	19,975	19,975
2. Number of certified records issued	18,534	20,680	19,900	19,900
3. Number of licenses issued	2,401	1,920	2,350	2,400

- *GOAL 2: Produce City Council agenda for distribution; attend all meetings of the City Council; record all actions taken at the meeting; distribute timely notification of Council actions taken at the meeting; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Agenda ready for distribution 72 hours prior to regular City Council meeting	100%	100%	100%	100%
2. Notification of Council actions completed 38 hours after meeting	100%	100%	100%	100%
3. Permanent bound record produced within 18 months after completion of legislative year (percent completed)	66%	50%	75%	90%
4. Number of updates to the Municipal Code distributed to subscribers	1	2	2	2

- *GOAL 3: Improve dissemination of public information and customer service.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. City Council agenda published accurately on the City's Web site 72 hours prior to meeting	100%	100%	100%	100%

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	18	10	10	10

■ *GOAL 4: Explore alternative storage and binding options for City Council bound volumes to improve access and retrieval of these records.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$504,920
Real Estate Taxes	\$504,920	
CHARGES FOR SERVICE		\$228,950
Certified Copies	\$198,500	
Mortgage Certificates	\$100	
Domestic Partnership	\$350	
Misc. Fees (Clerk)	\$30,000	
LICENSES & PERMITS		\$35,000
Marriage License	\$35,000	
INTERGOVERNMENTAL REVENUE		\$19,300
State Cherry Sheet Revenue	\$19,300	
TOTAL FY07 BUDGETED REVENUE		\$788,170

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$727,640
OTHER ORDINARY MAINTENANCE	\$58,110
TRAVEL AND TRAINING	\$2,420
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$788,170

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	10	10	10

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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LAW DEPARTMENT

<p>\$1,445,885 <u>\$224,400</u> \$1,670,285</p>	<p>\$1,581,875 <u>\$300,000</u> \$1,881,875</p>	<p style="text-align: center;">LEGAL COUNSEL DAMAGES</p> <p>in which the City is a party in state and federal courts, and in administrative agencies. The Department now employs eight full-time attorneys, an office manager, one administrative assistant, one clerk-typist, and a part-time investigator. The Department functions as a full-time law office, handling nearly all of the City’s litigation in-house. In addition to this primary litigation function, Department attorneys furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads. Attorneys regularly attend meetings of the City Council and its sub-committees. Attorneys draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City’s business. Individual members of the legal staff have developed areas of specialization in response to increasingly complex legal considerations associated with municipal issues.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions, and trials, as well as having briefed and argued a number of appeals. Attorneys have defended decisions of the City’s Boards and Commissions, such as the Board of Zoning Appeals’ grant or denial of special permits and variances, the Planning Board’s grant or denial of special permits, and the Conservation Commission’s grant of Orders of Conditions, and have also defended challenges to the validity of various provisions of the City’s Ordinances. Other substantial litigation this year included work on several significant public works, public construction and environmental cases; continued work on a major initiative together with the Finance Department to collect unpaid real estate taxes, and successful minimization of the amount of judgments and settlements in negligence cases and contract actions. 	<p>\$1,612,805 <u>\$250,000</u> \$1,862,805</p>
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PURPOSE & OVERVIEW:

Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits

- Continued outreach and training to various departments regarding measures to improve risk analysis and control.
- Focused significant resources on analysis, review, and advice relating to: proposed zoning amendments; cable television license renewal and compliance; large project developments; sewer/storm drain reconstruction; utility infrastructure issues; substantial environmental issues; contracting issues related to major public construction projects; acquisition and disposition of real estate for infrastructure improvements, conservation easements, layout of public ways, and construction of public buildings; and numerous legal instruments such as contracts, leases, licenses, easements, and deeds in connection with such transactions.

FY07 GOALS

- *GOAL 1: Manage litigation and other legal functions in-house to the maximum extent possible.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of cases referred to outside counsel*	3	-	3	-
2. Number of written opinions and City Council Order responses issued*	14	-	19	-
3. Number of claims filed against City*	332	-	193	-
4. Number of lawsuits filed against City*	38	-	28	-
5. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	\$37.55/hr.	\$56.04/hr.	\$56.04/hr.	\$57.75/hr.
6. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week, and operating expenses)	\$74.16/hr.	\$74.13/hr.	\$74.13/hr.	\$75.19/hr.
*FY06 Projected figures are actuals as of 3/31/06				

- **GOAL 2:** *Serve as a resource for other departments by providing training on issues such as civil rights, ethics, conflict of interest, public records, the open meeting law, and compliance with financial disclosure laws and zoning laws, when appropriate.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of training sessions conducted	2	4	4	4
2. Number of employees and members of boards and commissioners in attendance	44	35	60	35
3. Number of departments and boards and commissions affected	17	6	12	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,712,805
Real Estate Taxes	\$1,712,805	
LICENSES & PERMITS		\$2,500
Street Obstruction Permits	\$2,500	
FINES & FORFEITS		\$97,500
Parking Fines	\$97,500	
INTERGOVERNMENTAL REVENUE		\$50,000
State Cherry Sheet Revenue	\$50,000	
TOTAL FY07 BUDGETED REVENUE		\$1,862,805

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$1,093,905
OTHER ORDINARY MAINTENANCE	\$509,225
TRAVEL AND TRAINING	\$259,675
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$1,862,805

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	11	11	11

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
\$476,175	\$456,405	ADMINISTRATION \$446,220
\$330,220	\$350,480	BUDGET \$358,870
\$1,460,310	\$1,524,905	PERSONNEL \$1,602,615
\$1,613,215	\$1,769,425	ASSESSORS \$1,635,325
\$549,490	\$638,150	PURCHASING \$630,750
\$625,245	\$620,680	AUDITING \$661,870
\$621,430	\$722,645	REVENUE \$775,905
\$516,725	\$585,710	TREASURY \$550,035
		INFORMATION TECHNOLOGY
<u>\$2,696,960</u>	<u>\$2,885,400</u>	DEPARTMENT \$2,962,650
<u>\$8,889,770</u>	<u>\$9,553,800</u>	\$9,624,240

PURPOSE & OVERVIEW: The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. The Finance Department is comprised of the Budget, Personnel, Assessing, Purchasing, Treasury, Revenue, and Management Information Systems functions.

The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Monitored cash balances to ensure that cash was invested at best rate, resulting in a significant increase in investment earnings.
- Successfully converted real estate, personal property and tax title accounts to new receivable system.
- Collaborated with the Water Department to ensure that the implementation of the Automated Meter Reading (AMR) system was successfully integrated with the billing and collection system and that water bill variances can be monitored and resolved.
- Continued to manage City Scholarship program, providing \$65,000 in college financial assistance to Cambridge residents.
- Prepared all documents for \$67,515,000 Bond Sale for the acquisition of and renovations to buildings to be used for police headquarters and a youth center, the remodeling of the main library, street improvements, sewer reconstruction, public building renovations, and recreation improvements. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.97%.

- Implemented new online Budget Development System allowing departments to submit required information electronically, view and print up-to-date reports, and track the status of their budget presentation documents.
- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three separate brochures which explained the City budget, property values and real estate taxes, and abatements and exemptions, along with the production of a Cable TV demonstration of an actual home inspection.
- Supported the Public Works Department initiative to ensure energy accounts are recorded by applicable departments in the new energy management system, to provide future energy usage information for electricity and natural gas.
- Concluded negotiations for a collective bargaining agreement with several units, directly linking wage growth with health insurance costs, laying the groundwork to help meet some of the challenges of the dramatic growth in the cost of health insurance coverage.
- Reaffirmed, through the grievance/arbitration process, the City's capacity to make needed changes in our health insurance plans to help control costs and ensure quality.
- Implemented Medicare Part D, resulting in savings due to reduced premiums for the City and retirees.
- Participated in several job fairs/outreach events with various agencies including the City's Office of Workforce Development, Career Source, BostonWorks Diversity and the Commonwealth of Massachusetts Human Resources Division.
- Developed and delivered new training programs, including Moving from Peer to Boss, Recognizing Substance Abuse at Work, and an Executive Coaching program.
- In conjunction with the Affirmative Action Director, piloted a Valuing Differences program for managers.
- Developed new assessment neighborhood map to more accurately reflect the current real estate market and refined the residential assessment model to 2004 market conditions thereby reducing the number of overvaluation appeals.
- Continued with the interior inspection program to improve existing data integrity and capture new growth from building improvements, which resulted in \$905,901,241 in new growth of assessed value from real and personal property generating \$13,517,849 dollars in new taxes.

- Completed staff training on improving customer relations, user training on the new MUNIS tax billing system prior to implementation and staff cross training.
- Worked closely with the IT Department to improve the Assessor's Web page to allow access to comparable sales data, GIS information and maps, in order to help ensure taxpayers of the overall validity and fairness of assessed values.
- Conducted numerous public information seminars to better inform taxpayers of services available for real estate tax exemptions for the elderly, disabled veterans, the blind and those suffering financial hardship and to more fully explain the mass appraisal system used to establish assessed values and build public confidence in the accuracy.
- Continued working to upgrade the Purchasing Department's Web site to become interactive for users and vendors.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Encouraged all departments making purchases under the sound business practice threshold of \$5,000 to do business with local and minority/women owned businesses.
- Continued to upgrade the new Purchasing bid and contract tracking system.
- Strategically expanded participation of City departments, the School Department and other local municipalities on bids for goods, services and capital projects, in an effort to leverage increased volume for better value.
- Collaborated with other members of the Metropolitan Mayors' Coalition to execute cooperative bids for recycled paper, lamps and ballasts, office products and vehicles.
- Implemented streaming live Internet video for City Council meetings held in the Sullivan Chamber, along with links to live and archived meetings on the City's Web site.
- Deployed wireless access to the City at no cost to the public via the Cambridge Public Internet and improved the page load and navigation speed performance of the City Web site.
- Completed development of the Web-enabled interactive GIS tool for City staff and for use on the GIS Web pages, the Cambridge Request System and the Assessor's Property Database Web page. Replaced dated static maps with updated Web-enabled maps and created a viewer of comparable properties for each property in the city.

- Launched Cambridge E-Line newsletter and special alerts for street cleaning, rubbish pick up schedules and snow emergency parking bans.
- Improved the GIS data to include locations of Fireboxes, Dedicated Street information and scanned Sanborn atlases, which are used for master addressing by all departments, routing of vehicles for Emergency Communication, Traffic and Parking, DPW and other departments.
- Launched a more robust online permitting capability on the City Web site using the new enterprise customer relationship management system, Cambridge Request System (CRS).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$6,044,655
Real Estate Taxes	(\$5,783,055)	
Motor Vehicle Excise Tax	\$5,800,000	
Hotel/Motel Excise Tax	\$3,727,710	
Corporation Excise Tax	\$1,600,000	
Penalties and Delinquent Interest	\$700,000	
CHARGES FOR SERVICE		\$473,950
Water Usage Charge	\$185,000	
Parking Fund Parking Usage	\$23,950	
Sewer Service Charge	\$185,000	
Municipal Lien Certificates	\$80,000	
INTERGOVERNMENTAL REVENUE		\$605,635
State Cherry Sheet Revenue	\$433,915	
Cherry Sheet – Loss of Taxes Abatements	\$108,970	
Cherry Sheet – Loss of Taxes Elderly Exempt	\$62,750	
MISCELLANEOUS REVENUE		\$2,500,000
Interest Earnings	\$2,500,000	
TOTAL FY07 BUDGETED REVENUE		\$9,624,240

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$7,112,800
OTHER ORDINARY MAINTENANCE	\$2,240,140
TRAVEL AND TRAINING	\$193,500
EXTRAORDINARY EXPENSES	\$77,800
TOTAL FY07 BUDGETED EXPENDITURES	\$9,624,240

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	83	83	83

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$266,175
<u>\$210,000</u>
\$476,175

\$243,405
<u>\$213,000</u>
\$456,405

LEADERSHIP INDEPENDENT AUDIT	\$226,220
	<u>\$220,000</u>
	\$446,220

PURPOSE & OVERVIEW: The Administration Division of the Finance Department provides leadership to the operating divisions of the Department, as well as policy direction for staff and coordination with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, Government Accounting Standards Board (GASB) requirements, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.

FY07 GOALS

- *GOAL 1: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications, and ensuring timely payments of scholarship awards. Implement additional outreach in order to increase the number of applicants.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Amount of donations received	\$104,240	\$97,500	\$90,000	\$95,000
2. Number of donations received	1,519	1,500	1,520	1,550
3. Number of applications received	98	125	120	125
4. Number of days to send thank you letter to donor	3	3	3	3
5. Number of scholarship recipients	27	25	26	25

- *GOAL 2: Improve customer service and management information reporting through the implementation of a new billing, collection and revenue reporting system.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Implement new billing and collection system for taxes, utility charges and department receivables	n/a	75%	70%	100%

- *GOAL 3: Continue to provide quality information to the public via the Finance Department's Web site, including frequently asked questions and finance-related forms (abatement and exemption forms, change of address forms, and the scholarship application form), and the mailing of three separate brochures, which provide City budget, property value, real estate tax, abatement and exemption information. In addition, continue to enable citizens to access real estate account information online.*
- *GOAL 4: Continue to monitor and ensure timely and accurate responses to inquiries and informational requests sent to treasurer@cambridgema.gov.*
- *GOAL 5: Work with special committee on taxation to review legislative methodology by which property tax is determined and increase awareness of potential abatements and exemptions among Cambridge homeowners.*
- *GOAL 6: With the implementation of the Automated Meter Reading (AMR) system, continue to ensure that AMR integrates with billing and collection system and assist Water Department in monitoring and resolving water bill variances.*
- *GOAL 7: Develop a strategy to address Governmental Accounting Standards Board (GASB) 45 requirements for fully funding Other Postemployment Benefits (OPEB).*

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$330,220

\$350,480

BUDGET \$358,870

PURPOSE & OVERVIEW: The primary responsibility of the Budget Office is to prepare the annual Operating

and Capital budgets for submission by the City Manager to the City Council as required by Chapter 44 of the Massachusetts General Laws. In order to produce a fiscally sound budget for an upcoming fiscal year, it is necessary to consistently monitor and analyze the activities of the current fiscal year, as well as those of prior fiscal years, to detect trends in both revenue and expenditure categories which may have an impact on future budgets. The Budget Department is also involved in the preparation of official statements, rating agency presentation documents and other related documents for bond sales, calculation of the tax and water and sewer rates, CPA analyses, capital and grant reconciliations, maintaining the computerized benchmark, online capital and budget development system, preparation of appropriation and transfer recommendations and preparation of financial statements which are the basis for the Comprehensive Annual Financial Report (CAFR). The above-mentioned documents have a direct impact on the City's budget and it is essential they be prepared in a timely and efficient manner. Office staff continually work with each department and members of the public providing financial information and advice.

FY07 GOALS

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services.*

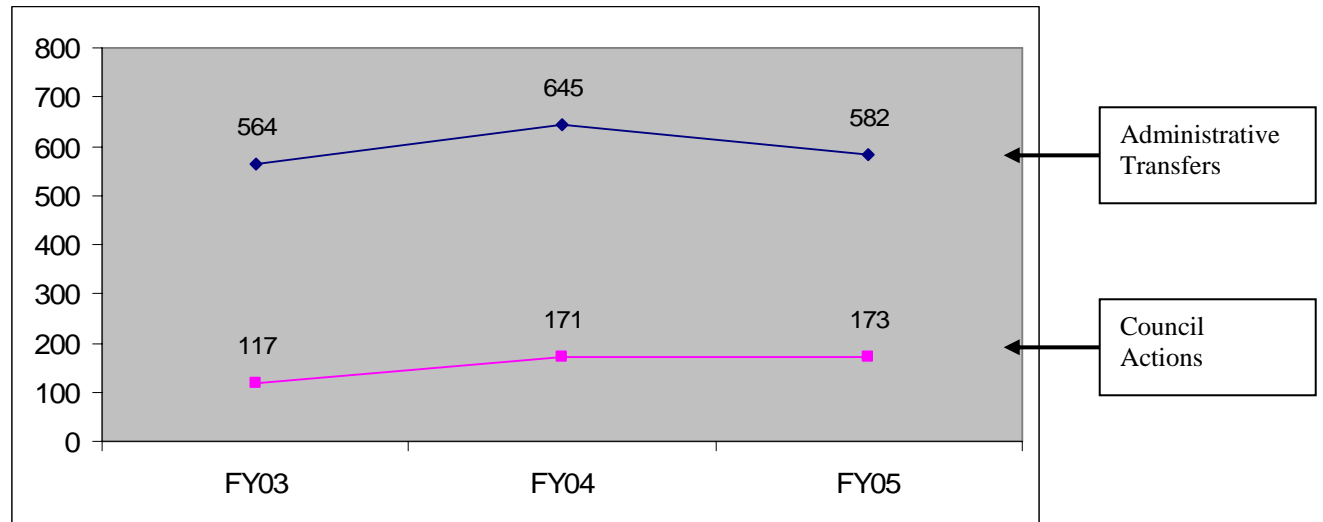
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Average number of meetings per department while developing the annual budget	10	12	11	11
2. Create online Fiscal Year Budget System to integrate benchmarking, budget development and new narrative development systems	n/a	n/a	10%	100%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Number of citywide training classes for online Fiscal Year Budget Systems	n/a	8	6	6
4. Date budget submitted to Council	04/25/2005	04/24/2006	04/24/2006	04/23/2007

Figure 1. Fiscal Year Administrative Transfers and Council Actions Processed

In order to accommodate the evolving needs of department operations and ensure the City adheres to the intent of the adopted budget in a given fiscal year, the Budget Office must complete a series of administrative transfers within departments, and council actions when those transfers are between departments, funds, or statutory categories. The graph below shows the number of transfers processed.



- *GOAL 2: Maintain the City's long-term financial viability by forecasting the City's funding sources; creating successful strategies for capital acquisitions; monitoring revenue and expenditures for operating, project grant, and capital budgets; identifying potential financial problems; researching operational issues for resolution or improvement; and sharing best practices.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Coordinate annual general obligation bond sale to finance capital projects with the City's fiscal advisors and bond counsel to prepare required documents presented to credit rating agencies	\$46.1M	\$92.8M	\$67.5M	\$30.6M
2. Number of individual communications with departments to review grant and capital project balances	n/a	12	11	12
3. Conduct comprehensive citywide analysis of departmental fees and develop a centralized rate structure (percent complete)	25%	75%	50%	100%

- *GOAL 3: Provide training for City departments and individual employees on inquiry and reporting functions of People Soft Financial System in order to enhance the capacity of departments to manage their budgets.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of PeopleSoft training classes conducted citywide	n/a	6	4	4
2. Number of PeopleSoft training classes conducted for individual departments	n/a	2	3	2
3. Total number of City employees receiving training on PeopleSoft financial system	n/a	58	43	42

- *GOAL 4: Provide information about Budget Department operations, policies, procedures and publications online.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of online systems, policies/procedures, and other informational documents posted on the City's internal Web site for departments	5	7	8	8
2. Number of days from submitted budget to transmission on the Web	1	1	1	1

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$1,070,555
\$238,005
\$151,750
\$1,460,310

\$1,084,095
\$255,810
\$185,000
\$1,524,905

ADMINISTRATION \$1,182,595
INSURANCE \$261,720
EMPLOYEE BENEFITS \$158,300
\$1,602,615

PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Department is to support other operating departments in ensuring that their staffs are qualified, prepared and

committed to providing the highest level of service possible to Cambridge residents and visitors as well as City employees.

FY07 GOALS

- *GOAL 1: Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems using a variety of outreach methods focused on local recruiting.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of outreach events and activities, such as career fairs, mailings to local organizations, meetings with community groups, civil service exam preparation, in which Personnel representatives participate	16	18	18	25
2. Total applicants, all positions	4,007	5,400	4,100	4,500
3. Total job postings	141	125	100	125
4. Track interviewed applicants for source of job/position information; percent tracked	77%	90%	75%	80%
5. Implement new applicant tracking system and online application process with increased functionality for analyzing recruitment data	n/a	n/a	10%	100%

- **GOAL 2:** *Assist the City Manager, Affirmative Action Director, and departments in meeting the goal of building a City workforce which is representative of the diversity within the City of Cambridge. Assist departments in making appropriate and effective hiring decisions to ensure qualified employees.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Provide training sessions citywide and to specific departments on Personnel policies and procedures	19	8	23	15
2. Number of Cambridge residents submitting applications or resumes (excluding Labor Service)	915	900	884	900
3. Percent of new hires who are Cambridge residents	83%	70%	75%	75%
4. Number of (voluntarily self-identified) people in racially protected groups submitting applications or resumes (excluding Labor Service)	250	300	250	300
5. Number of (voluntarily self-identified) women submitting applications or resumes (excluding Labor Service)	190	275	250	275

- **GOAL 3:** *Provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1,421	1,000	827	800
2. Percentage of participants rating internal workshops "very useful" or "extremely useful"	82%	80%	80%	80%
3. Number of attendees at management development workshops and performance management training	533	280	243	220
4. Number of courses offered on improving customer service skills of City employees	9	8	14	8
5. Provide and/or participate in providing diversity training events and activities (number of events/activities)	15	12	12	12
6. Number of courses, consultations, and workshops offered in general skills development, business skills, technical skills, mentoring career development opportunities, and health, safety and lifestyles	104	80	103	90
7. Number of employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)* *Conference, tuition, and travel is also funded separately through several departments	73	100	60	75

- **GOAL 4:** *Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines, promoting labor stability in the City. Assist the schools with collective bargaining. Settle all expired labor contracts within the fiscal year.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of City collective bargaining agreements open/settled	0/8	0/5	0/6	0/4
2. Number of City collective bargaining agreements unsettled one year after expiration	0	0	0	0
3. Number of City grievances reaching third step	29	30	60	40
4. Number of City grievances resolved by arbitration	0	8	7	5

- **GOAL 5:** *Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees at reasonable cost, with changes at or below the relevant inflation rate; increase participation of Medicare eligible retirees in HMOs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	47%	44%	48%	50%
2. Cost per contract (employees and retirees)	\$7,417	\$7,942	\$7,951	\$8,642
3. Provide and/or participate in providing wellness training events and activities (number of events/activities)	6	4	5	6

- **GOAL 6:** *Complete Other Post Employment Benefits (OPEB) actuarial study and develop strategies to implement Government Accounting Standard Board (GASB) rules and regulations, including funding over time.*

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$1,613,215

\$1,769,425

ASSESSORS

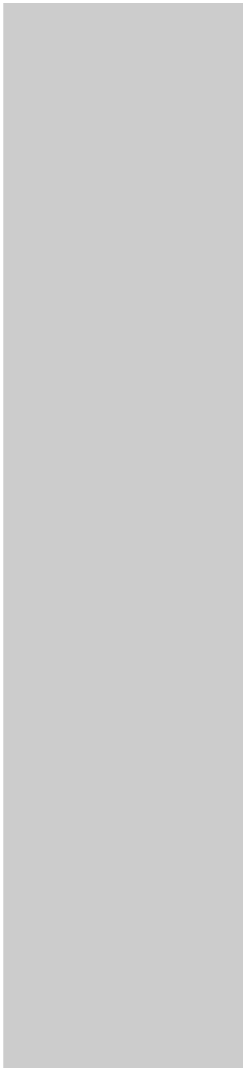
\$1,635,325

PURPOSE & OVERVIEW: The Assessing Department is responsible for establishing full and fair cash value for all Cambridge real estate and business personal property. These values are the foundation for distribution of the City's property tax levy on an equitable basis, as mandated by state laws. To accomplish its mandate, the Department must list 21,312 taxable and 1,023 exempt real properties and 2,917 personal property accounts by maintaining accurate ownership and property data information. The Assessing Department must be prepared to reasonably adjust or to defend values which are challenged through the appeal process. The Assessing Department also administers the motor vehicle excise tax for approximately 60,000 vehicles. It is the mission of the Assessing Department to provide quality customer service to taxpayers and ensure fair and equitable administration of property appraisal laws as defined by the General Laws of the Commonwealth of Massachusetts.

FY07 GOALS

- *GOAL 1: Ensure the accuracy of real property valuation through the routine re-inspection of all houses on a six-year cycle and the annual inspection of sale properties, all properties for which building permits have been taken out for renovations and property upgrades, and all abatement application properties for which there has not been a routine inspection in the past year.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of 1, 2 & 3 family houses with attempted inspections	3,650	3,500	3,400	3,500
2. Number of 1, 2 & 3 family houses with interior inspections	1,472	1,400	1,200	1,400
3. Number of interior apartment building inspections attempted	110	100	100	100
4. Number of interior apartment building inspections accomplished	87	75	75	75



■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
5. Number of condominium unit inspections attempted	1,800	2,700	3,600	3,500
6. Number of condominium unit inspections accomplished	820	1,100	1,500	1,500
7. Number of commercial buildings inspected	250	250	200	200
8. Number of Tax Exempt properties inspected	1,092	200	250	200

■ *GOAL 2: Collect market data for annual revaluation of property. The fiscal year residential property values are based on the prior calendar year sales activity. A sales analysis is conducted each year for houses and condos. The income approach, including income and expense data requests along with sales analysis, is conducted each year for apartment buildings. For commercial properties, income and expense data will be requested from commercial property owners and analyzed to develop the income approach to value.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of deeds processed	3,354	4,000	3,400	3,400
2. Number of residential sales verification mailers	1,454	2,400	2,200	2,000
3. Number of commercial sales verification mailers	22	20	50	40
4. Number of apartment building Income & Expense requests mailed	1,100	1,000	1,000	1,000

- *GOAL 3: Maintain an accurate personal property database by continuing a five-year data recollection cycle for existing personal property accounts and by ensuring that all new businesses which opened in Cambridge during calendar year 2005 are valued and billed for FY07.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of existing accounts inspected	1,075	800	850	800
2. Number of new accounts listed and inspected	221	250	260	250

- *GOAL 4: Process residential, commercial, personal property and motor vehicle excise abatement applications and residential statutory exemption in a timely fashion.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of residential overvaluation applications filed	1,500	1,000	526	450
2. Number of commercial overvaluation applications filed	284	200	156	150
3. Number of Statutory & Residential Exemption applications	1,093	1,000	565	565
4. Number of motor vehicle excise applications	2,481	2,200	2,500	2,500
5. Number of personal property applications	210	230	103	100

- *GOAL 5: Improve customer access to Assessing Dept. data by enhancing information available via the Web based mapping database, increasing the number of applications and other forms available on the Web site, and maintaining the public access terminals located in the Assessing office.*

- *GOAL 6: Continue to update neighborhood assessing districts in conjunction with improvements to the statistical model for valuing residential property with enhancements to this model in the Assessing Department's CAMA (Computer Assisted Mass Appraisal) system.*

- *GOAL 7: Improve public understanding of the property tax and encourage taxpayers' participation in the assistance programs made available at libraries, senior citizen centers and neighborhood meetings.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of taxpayer assistance/ general property valuation information workshops annually	6	6	10	10
2. Number of taxpayers attending workshops	155	125	200	200

- *GOAL 8: Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*

- *GOAL 9: Continue to work with the Special Committee on Taxation to review legislative action and suggest proposals on the methods by which the property tax is determined and increase awareness of potential abatements and exemptions among Cambridge homeowners.*

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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\$549,490	\$638,150
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PURCHASING \$630,750

PURPOSE & OVERVIEW: The Purchasing Office implements and administers the purchasing policies and

practices of the City. It ensures that all purchases of goods and services, including public construction, are made in accordance with State laws and City ordinances and are open, fair, competitive and obtained at the lowest possible cost without sacrificing best quality. The Purchasing Office encourages the participation of and outreach to minority businesses in the bidding process through the City’s Minority Business Enterprise (MBE) program, and encourages all City departments to purchase locally under the sound business practices threshold. The Purchasing Office also encourages the purchase of environmentally preferable products, disposes of surplus property and oversees the Print Shop and Mail Room.

FY07 GOALS

- *GOAL 1: Procure materials, supplies, equipment and services in accordance with State laws and City ordinances at the lowest possible cost. Encourage participation in bids and quotes by Minority Business Enterprise (MBE) bidders and local Cambridge small businesses.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of formal bids	57	80	84	80
2. Number of informal bids/quotes	121	135	137	140
3. Number of construction bids	37	35	38	40
4. Number of Request-for-Proposals (RFP's)	26	23	18	13
5. Number of purchase orders issued	12,525	12,500	12,525	12,750

- *GOAL 2: Improve existing municipal purchasing practices to increase the use of recycled paper and environmentally preferable products.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of environmentally preferred purchases made from the available categories	80%	85%	85%	87%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%
3. Light bulbs, florescent tubes and ballasts purchased that are energy efficient	93%	95%	95%	95%
4. Outreach efforts (memos, workshops, etc.) to inform and encourage City departments regarding green purchasing	5	5	6	5
5. Percent of outside print jobs printed on recycled paper	94%	94%	94%	95%

■ *GOAL 3: Confirm and issue purchase orders for purchases made against existing City/State contracts within 2 days.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Purchase orders issued within 2 days	87%	87%	89%	90%

■ *GOAL 4: Receive informal bids/quotes for evaluation within 3 weeks of receipt of requisitions.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Quotes received within 3 weeks	98%	98%	98%	98%

■ *GOAL 5: Notify departments of contract expiration 3 months prior to the expiration date to reduce lapses in contracts bid by Purchasing.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Timely mailing of notices of bid expiration to affected departments	98%	97%	98%	98%

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$625,245	\$620,680	<p>AUDITING \$661,870</p> <p>PURPOSE & OVERVIEW: The Office of the City Auditor provides independent, timely oversight of the City’s finances and operations and ensures that the City’s programs are being executed legally, efficiently, and effectively. The Office serves as a barrier to potential fraud or misuse of City resources. The Office provides financial and other information to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government, and to the citizens of Cambridge. The Office also provides assistance to the City Council in its review of the proposed City budget.</p> <p>FY06 ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Implemented the requirements of GASB Statement Number 40 disclosing deposit and investment risk. • Auditing staff assisted in upgrading the tax revenue system and ensured it posted correctly to the City’s general ledger. • Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs. • Prepared City’s annual financial statements entirely in-house, including the requirements of GASB 34. This report is available on the City’s Web site for easy public access to the financial status of the City. • Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions. • Completed all Massachusetts Department of Revenue required reports. • Continued to assist on internal and external requests for Accounts Payable and vendor inquiries. • Assisted in the preparation of the City’s Comprehensive Annual Financial Report (CAFR). 	
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FY07 GOALS

- *GOAL 1: Provide independent financial oversight for the City's accounting system so that financial transactions are recorded timely and accurately. Develop indicators to measure unit costs of the Department's operations. Continue to prepare 90% of postings in one day.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of accounting adjustments	2,203	1,850	2,200	2,200
2. Percent posted within one day	90%	90%	90%	90%
3. Numbers of purchase orders processed*	19,616	22,000	21,000	21,000
4. Percent approved within one day	95%	95%	95%	95%
*Includes School and City purchase orders				

- *GOAL 2: Prevent loss of funds by reviewing contracts for goods and services, purchase orders, and bills for payment.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of invoices processed	68,324	63,000	65,000	65,000
2. Percent posted within one day	80%	80%	80%	80%

- *GOAL 3: Report the City's financial operations to the City Council, City Manager, City departments, the investment community, federal, state and other levels of government, and the citizens of Cambridge. Prepare the year-end financial reports in accordance with generally accepted accounting principles (GAAP).*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of fund statements prepared according to GAAP	11	11	11	11
2. Number of days to prepare Comprehensive Annual Financial Report	170	120	150	150

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Number of days to prepare Schedule A	120	80	120	120

■ *GOAL 4: Pursue advanced technological methods for conducting City business. Explore the possibility of using Web based products and scanning documents into a shared drive for access by users of the financial system.*

■ *GOAL 5: Determine the cost of the unfunded liability for Other Postemployment Benefits (OPEB) as required by the Governmental Accounting Standard Board (GASB), which requires reporting this liability starting in fiscal 2008.*

■ *GOAL 6: Conduct cash control procedure interviews with two City departments to ensure cash controls are in place.*

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$621,430	\$722,645
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REVENUE \$775,905

PURPOSE & OVERVIEW: The Revenue Division's responsibility is to collect and record all of the City's

revenues in a timely and accurate manner and to provide a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes over \$378 million in receipts and issues approximately 185,000 bills and notices. The office works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties in order to protect the City's legal interests.

FY07 GOALS

- *GOAL 1: Maintain a high collection rate for all tax and utility bills.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of real estate levy collected	98%	99%	99%	99%
2. Percent of personal property levy collected	89%	97%	99%	99%
3. Percent of motor vehicle excise tax collected	88%	90%	90%	90%
4. Percent of water/sewer bills collected	94%	97%	97%	97%

- *GOAL 2: Enforce the timely collection of delinquent real estate taxes through the issuance of demand notices and warrants, and when necessary, by tax title proceedings.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of demands issued	1,897	2,000	2,000	2,000
2. Number of accounts transferred to tax title	0	1,200	370	500

- *GOAL 3: Enforce collection of delinquent motor excise tax bills by the issuance of demand notices and warrants, and by timely Registry of Motor Vehicles notification to initiate the Registry Hold Program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of excise accounts held for non-payment at the Registry of Motor Vehicles	3,857	4,000	8,780	5,000

- *GOAL 4: Issue correct municipal lien certificates within 10 business days of request.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of municipal lien certificates issued	3,163	4,500	3,060	3,100
2. Percent issued within 10 days	99%	99%	99%	99%

- *GOAL 5: Publish and distribute three separate brochures about the City budget, property values, real estate tax, abatements and exemptions to educate the public. Increase customer awareness of the City's schedule for mailing tax bills through these brochures as well as notices on the City's Web site and cable channel. Distribute periodic newsletters about the senior citizen discount program for water and sewer charges to educate and provide up-to-date information to Cambridge residents.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Property Tax Brochures and Water Letter mailed	2	4	4	4
2. Total number of pieces of mail sent to residents/taxpayers	35,000	n/a	162,000	165,000

- **GOAL 6:** Continue to offer customers multiple options for paying tax and utility bills, including lock box payments, cashier payments and online payments (water and excise tax bills).

Figure 1: Real Estate Bills by Payment Type

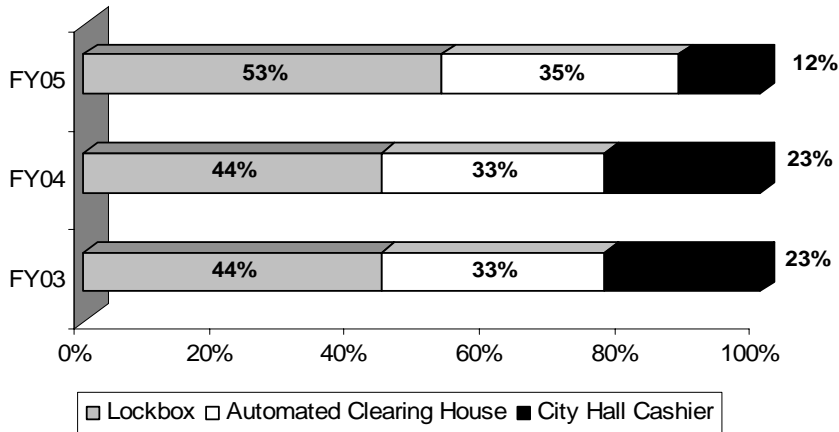


Figure 2: Motor Vehicle Excise Bills by Payment Type

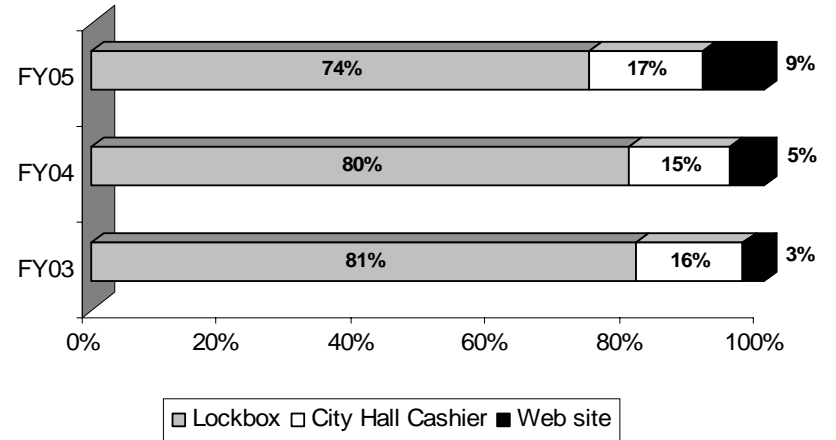
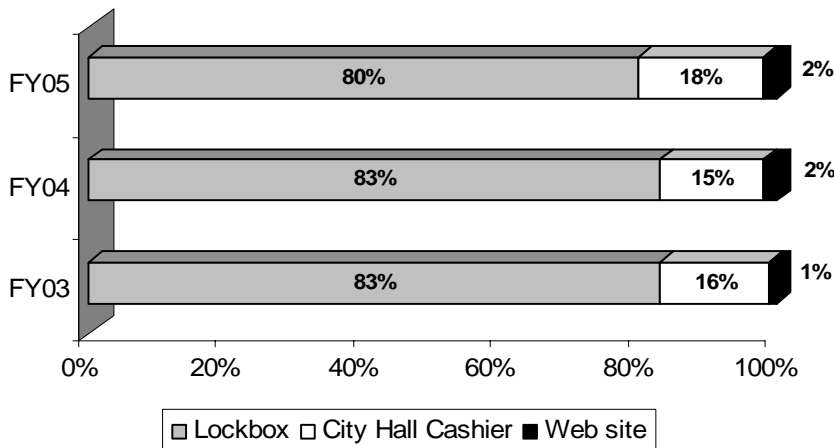


Figure 3: Water and Sewer Bills by Payment Type



LEGEND: Methods of Payment

- Lockbox** – Customers mail payments to a 3rd party payment processor.
- City Hall Cashier** – Customers submit payments in person to the cashier’s window in City Hall.
- Automated Clearinghouse** – Customers make arrangements for escrow tax payments to be made by banks to the City.
- Web site** – Customers make payments online.

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$297,690
<u>\$219,035</u>
\$516,725

\$347,005
<u>\$238,705</u>
\$585,710

CASH MANAGEMENT	\$296,480
PAYROLL MANAGEMENT	\$253,555
	\$550,035

PURPOSE & OVERVIEW: The Treasury Division is comprised of two cost centers: Cash Management and Payroll. Cash Management is responsible for all City banking, including the City's

banking services contract, identification of all wire transfers into City bank accounts, investment of City cash, management of City trust funds, reconciliation of all cash, timely payment of all debt service obligations and prompt payment of all approved obligations to vendors and contractors. Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,600 W2's.

FY07 GOALS

- *GOAL 1: Maintain monthly cash flow analysis in order to invest available funds in a safe manner that maximizes yield, provides liquidity to meet funding needs and adheres to applicable State law and the City's investment policy.*
- *GOAL 2: Make debt service payments promptly.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of individual loan payments	30	31	36	36
2. Issue payments on time	100%	100%	100%	100%

- *GOAL 3: Safeguard City funds by ensuring that all bank accounts are reconciled on a monthly basis; that all cash and investment accounts are reconciled on a quarterly basis in accordance with Massachusetts Department of Revenue requirements; and that all incoming receipts, including state and federal funds received via bank wire, are recorded in the financial system in a timely and accurate manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of bank accounts reconciled within 20 days upon receipt	100%	100%	100%	100%
2. Percent of cash and investment accounts reconciled within 45 days after close of calendar quarter	100%	100%	100%	100%
3. Percent of state grant funds recorded within 30 days of receipt	100%	100%	100%	100%

- *GOAL 4: Conduct quarterly meetings with Community Development staff and City fiscal staff to monitor Affordable Housing Loan program, including bank accounts, cash reconciliation and financial reporting.*

- *GOAL 5: Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 forms no later than January 31.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of payroll checks issued	159,773	160,000	165,000	165,000
2. Number of W2's issued	5,447	5,400	5,610	5,650
3. Number of 1099s issued	511	500	347	400

- *GOAL 6: Perform timely testing of tax updates applied to PeopleSoft HRMS system.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of updates tested	5	6	6	6

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$2,696,960	\$2,885,400	<p>INFORMATION TECHNOLOGY DEPARTMENT</p> <p>technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the City. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, Property search capability and City mapping information via the GIS systems. Overall, ITD serves as technical consultants to all City departments and provides desktop, network and systems management services.</p> <p>FY07 GOALS</p> <p>■ <i>GOAL 1: Maintain a high level of computer availability, application development, and user support.</i></p>	\$2,962,650

PURPOSE & OVERVIEW: The Information Technology Department (ITD) provides centralized technology

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of user support requests completed by ITD only	3,571	2,500	3,300	2,800
2. Complete departmental requests for application changes within agreed time	98%	99%	99%	99%
3. Convert department legacy databases to improve access to data for staff and City residents and include potential for self-service via the Web (# of conversions)	8	3	1	4

- *GOAL 2: Develop a Citywide GIS service center to provide production services to all departments. Services will include stock and custom map production, spatial data analysis and data visualization.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of GIS User Group meetings	4	4	4	4
2. Number of GIS Training classes and workshops	8	6	6	6
3. Meet end user requests and expectations	98%	98%	98%	98%
4. Create operational GIS firebox layer and network for Electrical Department	n/a	75%	75%	90%
5. Design Web-based interactive GIS sites for departmental use both internally or for the department's Web page	n/a	n/a	20%	100%

- *GOAL 3: Maintain fiber optic network infrastructure in order to provide all municipal buildings, schools and libraries with the ability to effectively communicate with City agencies, as well as access the world via the Internet, while offering future growth potential for voice, data and video transmission.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of "uptime" for the City network	99.5%	99.5%	99.5%	99.5%

- *GOAL 4: Increase access to and usage of City of Cambridge Internet/Intranet providing a useful tool to departments for disseminating information to the public.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Provide content management tool and improve navigation and usability for Internet home pages and key departments	85%	95%	95%	100%
2. Provide content management tool for Intranet for key services and departments (# of new departments)	4	5	5	2

- *GOAL 5: Implement and standardize computer equipment and training to City employees that allows them to deliver efficient services to the staff and residents of the City of Cambridge.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of desktop upgrades	142	100	100	100
2. Number of new PC's installed	175	80	97	80
3. Number of ITD classes conducted on Content Management, MS Exchange and PeopleSoft	159	75	95	50

- *GOAL 6: Enterprise application upgrades or implementations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Implement MUNIS replacing AUC Property, Water, Excise, Billing and Collection System	n/a	100%	50%	100%
2. Upgrade PeopleSoft HR	n/a	100%	25%	100%
3. Integrate Budget and Narrative preparation system	n/a	n/a	10%	100%

- *GOAL 7: Provide citizens with greater access to government services through the Web.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Implement Permit and License pay online for departments other than Traffic	5%	25%	10%	50%
2. Implement pay online for Traffic Permits	n/a	100%	50%	100%
3. Implement Arts Council Calendar allowing access to Arts community to submit events to be published on the Web site	5%	100%	10%	100%
4. Develop an Intradepartmental Ticket and Invoicing System	n/a	50%	10%	100%

■ *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
5. Implement Boards and Commissions directory on the City Web sites	n/a	100%	10%	100%
6. Integrate additional department's participation in the Cambridge E-Line (e-mail notification) service for the general public, providing alerts about essential City services such as School Closings, Parking Bans, Street Cleaning and weekly newsletter	n/a	3	3	3
7. Increase awareness and usage of the E-Line program and measure growth by number of new users	n/a	n/a	2,000	3,000

■ *GOAL 8: Explore new opportunities and conduct cost/benefit analysis related to advancements in the areas of Voice Over IP and other cutting edge technologies for possible implementation.*

■ *GOAL 9: Deploy wireless access throughout the City*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of buildings within the City with network fiber access to the rooftop identified for installation of mesh antenna	n/a	n/a	3	5
2. Number of buildings within the City identified for installation of mesh antennas where no fiber network to the rooftop exists	n/a	n/a	10	25

■ *GOAL 10: Replace older, higher energy use CRT monitors throughout City departments.*

**EMPLOYEE BENEFITS
- Summary**

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$13,533,395	\$15,197,555	PENSIONS \$17,616,080
\$551,865	\$2,037,160	INSURANCE \$2,795,750
<u>\$173,305</u>	<u>\$191,565</u>	COLLECTIVE BARGAINING <u>\$2,156,620</u>
\$14,258,565	\$17,426,280	\$22,568,450

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets and for costs related to the non-

contributory retirement system and health insurance costs for retirees. In addition, all funds budgeted in the individual departments are transferred to cost centers within this department at the beginning of the fiscal year to facilitate payments to the Cambridge Retirement System and various health insurance carriers. The Collective Bargaining unit of this budget includes funds to cover salary increases for all collective bargaining units that have not yet settled and additional costs related to certain salary items that are not included in departmental budgets.

SIGNIFICANT BUDGET MODIFICATIONS: The total Employee Benefits budget has increased from its FY06 budgeted level of \$21,314,565 to \$22,568,450 in FY07. The primary reasons for this 5.9% increase are the \$1,250,000 increase in health costs that were not distributed to the departmental budgets and are included in the Employee Benefits budget, the increase in the Cambridge Health Alliance portion of the retirement appropriation, and additional Medicare reimbursement costs for retirees. This increase is partially offset by the reduction in the Salary Adjustment account due to the elimination of funding for a 53rd pay period in FY07. The Collective Bargaining component has been adjusted to reflect the budgeting of all FY07 cost-of-living-allowances (COLA) in departmental budgets with the exception of the five units that have not yet settled, sick/vacation leave buyback costs, sick leave incentive payments, MBTA pass reimbursements, living wage increase costs, and costs associated with the City's flexible spending program.

HEALTH COSTS INCREASE. As can be seen from the chart below, health costs for active employees have increased \$8,751,398, or 38.3%, from FY03 to FY07. Of this amount, \$3,373,305 is attributable to the increase from FY06 projected costs to FY07 budgeted amounts and reflects the increase in health care costs that is currently taking place in the Commonwealth.

	FY03 Actual	FY04 Actual	FY05 Actual	FY06 Budget	FY06 Projected	FY07 Budget	Variance FY03-07
Blue Cross / Medex	15,368,250	14,461,902	16,687,745	21,545,070	18,396,169	21,211,672	5,843,422
Harvard Pilgrim	4,540,385	4,693,107	4,354,944	4,625,165	5,859,715	6,362,302	1,821,917
Tufts	2,923,125	3,384,702	1,939,501	3,102,960	3,953,969	4,009,184	1,086,059
TOTAL	22,831,760	22,539,711	22,982,190	29,273,195	28,209,853	31,583,158	8,751,398

The chart above reflects only those costs attributable to active employees. When the \$10,275,205 budgeted for retirees' health costs in FY07 is included, the total budget increases to \$41,858,363.

EARLY RETIREMENT INCENTIVE COSTS INCLUDED. The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY06 and FY07. It is important to note that the amounts required to cover additional costs incurred as a result of the implementation of the Early Retirement Incentive (ERI) program for December 2002 and December 2003 are included in both the FY06 and FY07 City allotments.

	FY06	FY07	Variance
City	15,981,734	16,492,284	510,550
Cambridge Health Alliance	4,349,552	4,458,291	108,739
Schools	2,739,625	2,808,116	68,491
Water	459,900	474,075	14,175
Cambridge Housing Authority	1,005,486	917,043	- 88,443
Cambridge Redevelopment Authority	41,025	41,946	921
TOTAL	24,577,322	25,191,755	614,433

HEALTH AND PENSION COSTS ALLOCATED TO DEPARTMENTS. In order to present the most accurate picture possible for the true costs of the individual departments, health and pension costs (as well as those of certain other employee benefits) are allocated directly to departmental budgets. The following chart shows total health and pension costs for all City departments.

	City Departments	Schools	Water	Employee Benefits	Total
Health Insurance					
Blue Cross/Medex	13,683,600	9,443,214	633,109	7,726,954	31,486,877
Harvard Pilgrim	2,763,767	1,908,735	127,969	1,561,831	6,362,302
Tufts	1,736,426	1,205,516	80,822	986,420	4,009,184
TOTAL	18,183,793	12,557,465	841,900	10,275,205	41,858,363

	City Departments	Schools	Water	Cambridge Health Alliance	Employee Benefits	Total
Pensions						
Contributory	14,959,700	2,808,116	474,075	4,458,291	1,532,584	24,232,766
Non-Contributory	-	-	-	-	1,350,000	1,350,000
TOTAL	14,959,700	2,808,116	474,075	4,458,291	2,882,584	25,582,766

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$9,145,750
Real Estate Taxes	\$4,760,970	
Payments in Lieu of Taxes	\$4,384,780	
INTERGOVERNMENTAL REVENUE		\$9,562,700
State Cherry Sheet Revenue	\$5,004,410	
Reimb/Non-Contrib Pensions	\$100,000	
Misc Receipts/TCHCN	\$4,458,290	
MISCELLANEOUS REVENUE		\$3,860,000
Claims Trust Fund Transfer	\$3,860,000	
TOTAL FY07 BUDGETED REVENUE		\$22,568,450

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$21,864,140
OTHER ORDINARY MAINTENANCE	\$704,310
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$22,568,450

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	0	0	0

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**EMPLOYEE BENEFITS
- Pensions**

\$5,481,040 \$1,220,105 <u>\$6,832,250</u> \$13,533,395	\$5,662,695 \$1,350,000 <u>\$8,184,860</u> \$15,197,555	<p style="text-align: center;">RETIREMENT FUND</p> <p style="text-align: center;">NON-CONTRIBUTORY PENSION</p> <p style="text-align: center;">RETIREEES' HEALTH INSURANCE</p>	\$5,990,875 \$1,350,000 <u>\$10,275,205</u> \$17,616,080
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PURPOSE & OVERVIEW: The Pensions budget is divided into three sections: Retirement Fund, Non-Contributory Pensions, and Retirees' Health Insurance. As previously

mentioned, funding for the Retirement Board is provided through the investment earnings of the system with no appropriation required by the City Council. Non-contributory pensions are a separate category of retirement allowances that are totally financed with City funds. The Retirees' Health Insurance cost center contains funds for all health insurance costs related to retirees, including Medex.

RETIREMENT BOARD

PURPOSE & OVERVIEW: The Cambridge Retirement System was established in 1939 and is governed by Massachusetts General Laws, Chapter 32 for the purpose of administering a retirement system for the employees of the City of Cambridge, Cambridge Health Alliance, Cambridge Housing Authority and Cambridge Redevelopment Authority. The Public Employee Retirement Administration Commission (PERAC) is the regulatory authority and oversees all retirement systems in the Commonwealth. The system is administered by five board members, two of whom are elected by the membership, one appointed by the City Manager, the City Auditor who serves as an ex-officio member, and one who is appointed by the other four members.

The City of Cambridge has a mandatory retirement plan for all public employees who are regularly employed on a permanent full-time basis and part-time (20 hours or more) basis. This plan is portable amongst all government employment in the Commonwealth. The plan affords a lifetime benefit to employees once vested and upon attaining the required age. Options at retirement allow for a continued benefit for certain beneficiaries. Retirement contributions are withheld from all regular compensation at the rate of 9% plus an additional 2% on compensation over \$30,000 for all those hired after July 1, 1996.

The responsibilities of the Board and staff include management of members' annuity savings accounts, and retired members' pension payments which include Superannuation, Ordinary and Accidental Disabilities, Survivor and Beneficiary payments. On a monthly and annual basis, the system must report to the PERAC on matters including daily investment transactions, monthly accounting reports, retirement

calculations and all accounts pertaining to active, inactive, retired and terminated employees/members. The PERAC performs an audit of the system every three years while the City's independent auditor includes the retirement system in its annual audit. In addition, an independent actuarial firm performs an actuarial valuation of the system on a biennial basis.

Prior to FY98, the budget for the Retirement Board was funded through the various components of the system. In the past eight years, the budget for the board has been funded through the excess investment earnings of the Contributory System with no further appropriation by the City Council required. The Retirement Board is required to file a copy of its budget with the City Council for its review.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 182 private and group retirement sessions, meetings, and seminars.
- Processed 56 retirement applications, added 452 new members to the system, refunded contributions to 290 members, and counseled 14 disabled employees and surviving beneficiaries of deceased members.
- Enhanced Web site for members and retirees.
- PERAC performed its audit of the system and reported no findings.

RETIREMENT FUND. In accordance with the provisions of Massachusetts General Law Chapter 32, Section 22 (7) (c), the Executive Director of the PERAC has determined that the amount the City of Cambridge is required to appropriate for contributory pensions in FY07 is \$24,232,766. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$917,043 and \$41,946 respectively to cover the required appropriation of \$25,191,755.

The breakdown is as follows:

	FY06	FY07	Variance
City	15,981,734	16,492,284	510,550
Cambridge Health Alliance	4,349,552	4,458,291	108,739
Schools	2,739,625	2,808,116	68,491
Water	459,900	474,075	14,175
Cambridge Housing Authority	1,005,486	917,043	- 88,443
Cambridge Redevelopment Authority	41,025	41,946	921
TOTAL	24,577,322	25,191,755	614,433

The assets of the Cambridge Retirement System, as of December 31, 2005, were reported at approximately \$627,154,599.

NON-CONTRIBUTORY PENSION. There are 54 former employees and spouses of former employees receiving non-contributory pensions.

RETIREEES HEALTH INSURANCE. This allotment provides funds for health benefits for all retirees, including those from the School Department, for Blue Cross/Blue Shield or other HMO costs for pensioners under 65 and Medex, a supplemental insurance program primarily covering the 20% of medical expenses not covered by Medicare for retirees over 65. In addition, the City offers several Senior Care plans that provide preventative and wellness care.

**EMPLOYEE BENEFITS
- Insurance**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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(\$123,185)	\$0	BLUE CROSS/SHIELD	\$500,000
(\$37,800)	\$0	HARVARD PILGRIM	\$0
\$1,150,940	\$1,345,480	MEDICARE	\$1,504,070
(\$13,725)	\$0	MEDICARE PAYROLL TAX	\$100,000
\$385,955	\$391,820	LIFE INSURANCE	\$391,820
\$0	\$20,000	ACCIDENT INSURANCE	\$20,000
\$177,480	\$200,000	UNEMPLOYMENT COMP.	\$200,000
\$60,430	\$79,860	DISABILITY INSURANCE	\$79,860
<u>(\$1,048,230)</u>	<u>\$0</u>	TUFTS	<u>\$0</u>
\$551,865	\$2,037,160		<u>\$2,795,750</u>

PURPOSE & OVERVIEW: The primary purpose of this division is to provide centralized cost centers for the disbursement of funds to the various health care providers. Funds budgeted in the individual departments are transferred at the beginning of each fiscal year to the Blue Cross, Harvard Pilgrim Health Plan, and Tufts cost centers; this enables the City to accumulate costs in one cost center. The other cost centers

provide funds for other types of insurance benefits including Medicare reimbursement, accident and life insurance, and unemployment compensation.

HEALTH INSURANCE. The City offers a variety of health maintenance organization (HMO) options including Blue Cross/Blue Shield's Blue Choice and HMO Blue, Harvard Pilgrim Health Plan, and Tufts Associated Health Plan. Over 2,600 employees are covered by these plans. The City currently funds 88% of the costs with the remaining 12% paid by the employees. Some employees will begin paying 15% in January 2007.

MEDICARE. Medicare, through the Social Security Administration, becomes the primary insurer for our pensioned, eligible employees over age 65. For those employees and their spouses, the City reimburses a significant portion of the premium cost for Part B. The Medicare rate has increased by 11.8% for FY07 and this increase is reflected in the figure shown above.

MEDICARE PAYROLL TAX. Pursuant to federal law, all employees hired after April 1, 1986 are subject to a 1.45% payroll tax to pay for future Medicare coverage. The City is obligated to match this 1.45% payment. The largest portion of the City's obligation is included in departmental budgets with the amount shown in this cost center supplementing those allotments.

LIFE INSURANCE. Over 3,200 employees, both active and retired, are enrolled in basic, term life insurance. The City pays 75% of the premium, with employee deductions covering the remainder. The amount shown above represents the full cost with employee deductions being used as a revenue



| to cover that portion of the cost.

ACCIDENT INSURANCE. Eligible Police and Fire employees may enroll in a supplemental accident life insurance plan. The plan is 75% paid for by the City.

UNEMPLOYMENT COMPENSATION. In Chapter 720 of the Acts of 1977, the Massachusetts Legislature extended unemployment compensation to eligible state and local government employees. The City provides a reimbursement method of payment to the Department of Employment and Training.

DISABILITY INSURANCE. This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries.

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$173,305 <u> \$0</u> \$173,305	\$191,565 <u> \$0</u> \$191,565		
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SALARY ADJUSTMENT	\$2,156,620
DENTAL PLAN	<u> \$0</u>
	\$2,156,620

**EMPLOYEE BENEFITS
- Collective Bargaining**

PURPOSE & OVERVIEW: The primary purpose of this division is to provide a place in the City budget where estimates for cost-of-living allowances and benefits for both

union and non-union employees can be set aside without being allocated to departmental budgets. Also, since most vacant positions in this budget are shown at the minimum level of funding, it is sometimes necessary to supplement the budgeted salaries with additional funds in order to attract qualified candidates for certain positions. This allotment includes funds for this purpose that are transferred to the departments only if needed.

SALARY ADJUSTMENT. Estimated cost-of-living-allowances (COLA) for FY07 for the five bargaining units not yet settled (Firefighters, Public Works Supervisors, Library, Police Officers and Police Superiors) are included in this allotment. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees (\$106,685). It is important to note that the only expenditures made directly against this appropriation are for the pre-paid legal services. The third component of this budget is an allotment to provide an incentive for early retirement for school teachers (\$78,305). Other components include funds to cover sick/vacation buyback for employees who are retiring, MBTA pass reimbursements, living wage increases and costs associated with the City's flexible spending program.

DENTAL PLAN. In the FY07 budget, all dental costs have been allocated to the departmental budgets so that no additional funding is required.

**GENERAL SERVICES
- Summary**

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$429,360
\$237,275
\$280,360
\$946,995

\$484,890
\$240,325
\$298,570
\$1,023,785

TELEPHONE \$476,525
MAILING \$285,880
PRINTING \$292,870
\$1,055,275

PURPOSE & OVERVIEW:

General Services acts as a centralized point for budgeting the costs of telephone, mailing and printing expenses for all City departments. The telephone budget is managed by

the Electrical Department; the Printing and Mailing budgets are managed by the Purchasing Department.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Upgraded telephone equipment at the Senior Center, Graham and Parks School, Peabody School and Cambridgeport School.
- Began exploring Voice Over Internet technology, which included working with IT, Purchasing, Finance and other City departments.
- Created a print shop logo and marketing materials using them “Discover a Hidden Treasure.”
- Portfolio presentation to the Cambridge Health Alliance and the Cambridge School Department to market the services of the Print Shop.
- Continue to print and bind the Annual Budget Book, Water Department’s Annual Quality Report and “The Design and Social History of Fresh Pond Reservation, Personnel training manuals and monthly training schedule, and the Department of Human Services’ Child Care Programs manual.
- Printed fliers, literature and color presentations for many City Departments.
- Printing and finishing for: Concord-Alewife Zoning Petition, Lead Safe Cambridge Coloring Books, Department of Public Works Coloring Book, Community Preservation Act preliminary and final reports.

TELEPHONE

PURPOSE & OVERVIEW: The Telephone budget includes funds for the central telephone operator at City Hall and for telephone operating costs for all City departments. There are six City departments that budget for, and reimburse this budget for actual telephone usage. This division continues to work with Verizon and other vendors to improve the quality of service and to maintain or reduce overall costs.

FY07 GOALS

- *GOAL 1: Respond to interruption of telephone service within 24 hours.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of calls for repair	254	260	260	260
2. Initial response within 24 hours	90%	90%	90%	90%

- *GOAL 2: Explore options and develop a multi-year plan proposal to implement Voice Over Internet for all City departments.*

MAILING

PURPOSE & OVERVIEW: The Mailing division is responsible for preparing and processing postal mail for all City departments as well as for distributing all interdepartmental mail. In addition to postage and postal scale and meter maintenance, this budget funds one full-time staff member.

FY07 GOALS

- *GOAL 1: Ensure that internal and outgoing mail from City departments is distributed in a timely manner.*

PRINTING

PURPOSE & OVERVIEW: The City’s printing needs such as basic graphic services, business cards, binding, collating, duplication and punching/finishing are provided by the four person staff. The weekly City Council package, letters, fliers, brochures, training manuals for Personnel, monthly training opportunities for employees, newsletters, letters to taxpayers, publications, posters, postcards, guides, public meeting notices, and abutter notifications for City departments, as well as the recycling brochure and the Water Quality report, are printed by the Print Shop. These and other publications provide access to services and facilitate participation in government (weekly Council agenda, fliers, brochures, postcards, public meeting notices, letters to taxpayers). In addition, the Print Shop provides varied printing services to both the School Department and the Cambridge Health Alliance.

FY07 GOALS

- *GOAL 1: Continue to respond to City departments' basic printing needs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	2,010	2,100	2,125	2,200
2. Number of major documents printed and bound using fastback system	195	200	210	205
3. Number of business card orders printed	70	100	109	110
4. Number of pads, labels, envelopes and routine copy orders completed	850	1,000	1,010	1,100

- *GOAL 2: Update marketing brochure to inform City departments of new services provided by the Print Shop.*
- *GOAL 3: Hold an Annual Open House to exhibit the print jobs done by the Print Shop.*
- *GOAL 4: Continue outreach to City departments to further expand customer base.*
- *GOAL 5: Using recycled paper and showcasing new recycled paper as it becomes available in the marketplace. Using more enviromentally friendly chemicals in the printing process.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$956,450
Real Estate Taxes	\$956,450	
FINES & FORFEITS		\$4,000
Parking Fines	\$4,000	
INTERGOVERNMENTAL REVENUE		\$94,825
State Cherry Sheet Revenue	\$94,825	
TOTAL FY07 BUDGETED REVENUE		\$1,055,275

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$427,640
OTHER ORDINARY MAINTENANCE	\$627,635
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$1,055,275

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	6	6	6

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$199,880	\$195,930	POLICY AND ADMINISTRATION	\$235,560
\$345,440	\$370,075	OFFICE OPERATIONS	\$366,070
\$65,285	\$61,880	ANNUAL CENSUS	\$62,040
\$12,725	\$9,030	VOTER REGISTRATION	\$8,515
\$62,970	\$0	PRIMARY ELECTION	\$63,090
\$94,015	\$0	GENERAL ELECTION	\$78,075
\$0	\$128,770	MUNICIPAL ELECTION	\$0
<u>\$780,315</u>	<u>\$765,685</u>		<u>\$813,350</u>

ELECTION COMMISSION

PURPOSE & OVERVIEW: The Board of Election Commissioners was established by the Acts of 1921, Chapter 239, to conduct voter registration, supervise all elections, assume responsibility for the annual census, and certify voter signatures on nomination papers, petitions and ballot questions. Its role was expanded in 1987 to include administration of Chapter 55 of

the Massachusetts General Laws, governing campaign and political finance reporting. In 1991, the Commission was also assigned the task of implementing Chapter 2.117 and 2.118 of the Cambridge Municipal Code, known as the "Ethics Ordinance."

SIGNIFICANT BUDGET MODIFICATIONS: The Election Commission Budget reflects an increase of \$55,975 in other ordinary maintenance accounts to cover increased election costs due to having a primary and general election in FY07 as opposed to one election in FY06, software programming costs to adapt equipment for local elections in order to comply with the Help America Vote Act (HAVA), additional postage for the census and additional lighting for polling booths.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted Municipal Election and successfully expanded mandated provisions of the Help America Vote Act (HAVA) to the local election, including provisional balloting, ejection of overvotes, and ensuring full accessibility of polling places to persons with disabilities. Turnout was 29% for City Council and School Committee races; there was no ballot question in 2005.
- Developed software program to eject over votes and ballots read as blank to give voters opportunity to correct errors and reduce number of invalid ballots. Trained wardens, clerks, and specially designated "Ballot Box Inspectors" at each precinct to assist voters in identifying an error and to offer up to two chances to correct ballot markings. Prepared written materials to be handed to voter to explain reason for ballot ejection. These efforts reduced invalid ballots significantly from 2003. City Council invalid ballots went from 878 to 132, of which 87 were fully blank; School Committee invalid ballots were decreased from 2,210 to 719, with 677 completely blank.

- Developed procedures to ascertain memory card capacity prior to election and to monitor balance of memory remaining at significant times during election day to anticipate potential overflow. Prepared back up memory cards and scanners and trained poll workers in process to introduce new scanner should overflow be imminent.
- Continued to monitor all polling places for accessibility in conjunction with the City's Commission for Persons with Disabilities and the Office of the Secretary of the Commonwealth.
- Worked with the IT Department, Municipal Cable, and Cambridge Community Television to develop templates for reporting election results in a timely and effective manner. Posted preliminary results on election night, unofficial complete results on Wednesday after the Proportional Representation Count, and official complete results on November 18 after the 10 day mandatory period for accepting overseas absentee ballots posted by Election Day had elapsed.
- Produced Voter Registration Training Manual for community organizations to train voter registrars in a consistent and professional manner. Posted manual on City Web site for broader accessibility.
- Re-notified all voters of their polling places, including maps of polling locations and election information. A link was established between the City's Web site and the Secretary of the Commonwealth's Web site which gives information on elected officials and where to go to vote.
- Displayed signage at multiple locations throughout the city reminding residents to register and vote. Lawn signs and sandwich boards were posted in the major squares, at entrances to subway stations, and at announcement stations at major intersections. Maintained expanded signage at polls including improved signage to handicapped entrances for persons with disabilities.
- Conducted voter registration sessions at community events and held sidewalk voter registration sessions in Central, Harvard, and Porter Squares.
- Processed 5,085 voter registrations in 2005. Between July 1 and the fall elections, a total of 2,769 persons registered to vote. In addition to new voters, there were many changes of information for those already registered. Acknowledgement notices were mailed in a timely manner. Produced voting lists for elections.
- Conducted the 2005 Annual City Census. Mailed individual census forms to 44,000 households including residents of multi-units (dwellings of 9 or more units). The universities and nursing homes were required to submit information for their residents. In addition to contacting residents of multi-units directly, additional information was requested from the managers, owners, and condo association officers. The revised approach has improved the accuracy and completeness of the information. The overall response rate was 70%. Produced the 2005 Street Listing Book.

- Administered and enforced the City of Cambridge Ethics Ordinance. Continued to make online filing capability available through the City’s IT Department.
- Administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees. Conducted review of reports for completeness and accuracy. Arranged for posting of reports on City Web site.
- Increased usefulness of the Election Commission Web site by linking to the Office of the Secretary of the Commonwealth to enable voters to find their ward, precinct, and polling place online and to learn about their legislative districts and elected officials. Posted election calendar, voter registration and election information, including absentee ballot applications, and ward and precinct maps.

FY07 GOALS

- *GOAL 1: Conduct Annual City Census required by State law to maintain accurate voter lists and to provide resident information to the Jury Commission by: 1) contacting directly all households in the City (approximately 44,000, with the exception of universities and nursing homes); 2) improving quality and quantity of information from multi-unit dwellings (those with 9 or more units) and from condominiums through individual household mailing; 3) analyzing responses to census to assess efficacy of individual mailings to multi-unit households; 4) maintaining reduced data collection costs through two mailings; 5) obtaining lists of students from local universities and lists of residents from nursing homes; 6) completing data entry in a timely manner; and 7) producing Annual Street Listing and July 1 Voting List by statutory deadlines.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of individual households contacted	43,814	43,850	43,850	43,850
2. Number of street list books produced	100	100	100	100
3. Census cost per individual household	\$1.47	\$1.47	\$1.51	\$1.55
4. Cost per street list book	\$55.00	\$55.00	\$55.00	\$55.00
5. Percent of Households Responded	70%	75%	75%	75%

- **GOAL 2:** *Implement the spirit and letter of the Motor Voter Law by extending opportunities to eligible residents to register to vote through: 1) distribution of voter registration information and mail-in affidavit forms to 70 sites citywide including: post offices, public libraries, schools, universities, health clinics, public housing and community organizations; 2) voter registration outreach at community events, special occasions and sidewalk sessions in the three major squares; 3) promotion of voter registration opportunities through the Annual City Census; 4) expansion of public awareness of voter registration deadlines through use of City's Web site and citywide signage prior to all elections; 5) outreach to community organizations through training opportunities; and 6) publication of opportunities to register through the media, cable television, and community organization newsletters.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Registered Voters	56,254	55,000	55,000	56,000
2. Number of persons eligible to vote	76,480	76,480	76,840	76,840
3. Percentage of eligible persons who are registered	74%	81%	72%	73%
4. Number of persons registered at sidewalk sessions and community events	299	200	200	200
5. Number of mail-in and RMV registrations	9,612	8,000	5,000	7,000
6. Number of census registrations	536	500	500	500
7. Cost per mail-in and RMV registrations*	\$0.39	\$0.39	\$0.41	\$0.41
8. Cost per census registration*	\$0.78	\$0.78	\$0.82	\$0.82
9. Cost per registration at sidewalk sessions and community events	\$2.78	\$2.50	\$2.50	\$2.50
*Increased postage costs				

- **GOAL 3:** *Increase voter turnout through: 1) mailing to all voters notifying them of their polling places; 2) widespread public distribution of maps of wards and precincts; 3) signage in major residential buildings, particularly those with seniors, indicating polling place and availability of absentee voting; 4) outreach to voters through Meals on Wheels Program; 5) posting election information on cable, the City Web site, the City newsletter, and through press releases; and 6) signage in major squares and other public locations.*

- **GOAL 4:** *Expand use of available Web technology to: 1) extend information and services to voters; 2) increase voter awareness of City government; 3) make forms available online, such as absentee ballot applications; 4) post Election Calendar; 5) publicize links to Office of the Secretary of the Commonwealth's Web site which provides information on polling places and elected State legislators; 6) post unofficial election results on Election night; 7) post Campaign Finance Reports for School Committee candidates and create links to State site for Campaign Finance Reports for candidates for City Council; and 8) continue to enable electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of visits to Election homepage	15,687	5,000	25,000	25,000

- **GOAL 5:** *Work with Office of Secretary of the Commonwealth and concerned residents to implement those reforms in HAVA (Help America Vote Act) that are progressive in nature, such as 1) ensuring that all polling places meet the strictest standards of access for voters with disabilities; 2) reducing voter error by ejecting ballots with overvotes; 3) liberalization of absentee voting requirements; 4) implementation of provisional balloting; 5) continuing voter education and outreach; and 6) making equipment for voters with disabilities available in each polling place for the 2006 elections.*

- **GOAL 6:** *Conduct State Primary and State General Elections in the Fall of 2006 in an effective and cost-efficient manner, using precinct-based computerized optical scanning system and 1) working with IT, Municipal Cable and the City's Public Information Officer to improve timeliness of tabulating and reporting unofficial results on election night; 2) providing visual aids at polls; 3) ensuring continued compliance with Americans with Disabilities Act for all polling places; 4) implementing HAVA provision that provides for special voting equipment for voters with disabilities; 5) enhancing and strengthening pollworker training in handling provisional ballots, ejected ballots with overvotes and blanks; 6) producing voter education aids for polls; and 7) expand training of pollworkers in regard to HAVA reforms, including training materials.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Cost per election	n/a	n/a	n/a	\$63,090

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$705,880
Real Estate Taxes	\$705,880	
CHARGES FOR SERVICE		\$2,000
Document Sales	\$2,000	
INTERGOVERNMENTAL REVENUE		\$105,470
State Cherry Sheet Revenue	\$82,250	
Reimb./Additional Voting Hrs.	\$23,220	
TOTAL FY07 BUDGETED REVENUE		\$813,350

STATUTORY ANALYSIS	SUMMARY	
SALARY AND WAGES	\$560,540	
OTHER ORDINARY MAINTENANCE	\$250,540	
TRAVEL AND TRAINING	\$2,270	
EXTRAORDINARY EXPENSES	\$0	
TOTAL FY07 BUDGETED EXPENDITURES		\$813,350

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	8	8	8

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$429,535	\$401,585	CAMBRIDGE ARTS COUNCIL	\$443,435
\$28,865	\$28,020	HOLIDAY CELEBRATIONS	\$31,750
\$200,000	\$200,000	MULTICULTURAL ARTS CENTER	\$0
		EMPLOYEES' COMMITTEE	
\$2,010	\$3,200	ON DIVERSITY	\$5,000
\$0	\$14,530	CITY COUNCIL INAUGURAL	\$0
<u>\$0</u>	<u>\$100,000</u>	DESTINATION CAMBRIDGE	<u>\$100,000</u>
<u>\$660,410</u>	<u>\$747,335</u>		<u>\$580,185</u>

PUBLIC CELEBRATIONS

PURPOSE & OVERVIEW: The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, celebrating the City's diverse cultural heritage, displaying art in public places,

convening conferences and symposia to promote the arts, designing arts education initiatives, producing high- quality arts programming and developing artistic collaborations and other opportunities to improve the overall aesthetic experience for residents of and visitors to Cambridge.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Public Celebrations Budget contains an additional \$9,300 to cover one-time printing costs related to new Arts Council brochures, increased support for the Annual Danehy Park Family Day and for Committee on Diversity activities. Also, the \$200,000 budget allocation for the Multicultural Arts Center has been moved to the Reserve Budget.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with City Departments and various community committees to develop site responsive public artworks through the City's Percent-for-Art Program. Major projects developed included: Harvard Square/Palmer Street, Porter Square Plaza, Taylor Square, Russell Field, Gore Street Park and the main branch of the Cambridge Public Library. Significant progress in planning and design was also made on the Danehy Park, Yerxa Road, Goldstar Mother's Pool, Trolley Square, and Dana Park projects.
- The 27th Cambridge River Festival will take place on Saturday, June 17, 2006 with a continued focus on community involvement. Brainstorming meetings to solicit creative ideas and recruit active volunteers and artists began in December 2005. The festival, themed, "rEvolve," includes three music stages, interactive art-making activities, Chalk on the Walk, roving performers, public art installations by local artists, and an arts & crafts fair featuring local and international works. CAC strives to include as many local artists and vendors as possible to participate in the Festival in order to showcase their work to the broader community and to provide significant opportunities for employment.

- Presented six exhibitions in the CAC Gallery focusing on contemporary public artwork and the role that it plays in fostering communication and a greater understanding of the history and current activity in the city. The first exhibition, “Filament/Firmament” featured the work of Cambridge Artist Ellen Driscoll and focused on her major public art installation for the main branch of the Cambridge Public Library. “Open,” by Paul Ramirez Jonas, dealt with the notion of property ownership and the value of shared public space. “Rose-tinted” by local artist Taylor Davis, highlighted Davis’s commission by the city to create a sculptural bus shelter along Rindge Avenue and also provided further insight into some of her more recent work. “Dimensions variable; Site fixed,” organized by Mary Sherman, included the work of 19 local, national and international artists tasked with creating virtual public artworks for various sites in Cambridge. “Pamplona” and “Pamplona, inside” by DeWitt Godfrey, “Model Citizens” by Michael Oatman and “Provisional Kitchen” by the artist collaborative Spurse each occurred as part of a broader project entitled “Public Art/Moving Site” synthesizing the Arts Council’s work in the areas of public art, education and exhibition.
- Received significant funding from the New England Foundation for the Arts (NEFA), the LEF Foundation and the Massachusetts Cultural Council to create and present “Public Art/Moving Site,” an innovative temporary public art project designed to stretch the concept of “site” by defining it as both movable and stationary. The Cambridge Arts Council, the Rockingham Arts & Museum Project in Bellows Falls, VT, and ArtSPACE in New Haven CT partnered to select and present the work of artists DeWitt Godfrey, Michael Oatman and the artist collective Spurse. Site responsive exhibitions created by the artists occurred between January and May 2006 taking place in the CAC Gallery, in Cambridge neighborhood locations, and in the partner communities of Vermont and Connecticut.
- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed approximately \$50,000 through the *CAC Grant Program* to support arts initiatives that directly benefit to Cambridge citizens and the cultural life of the city. CAC awarded 27 grants representing 56% of the applicant pool. Examples of funded projects include: presentation of a new choral work commissioned by the Cambridge Community Chorus from renowned Argentinean composer Luis Bacalov; a mural project involving King Open School students, staff, families and surrounding community designed to unify recently combined school communities; a series of partnerships between Actors' Shakespeare Project and four Cambridge neighborhood organizations with under-served populations and repertory work in 2006 for the Caitlin Corbett Dance Company.
- Produced the 14th season of *Summer in the City* from June through mid-August 2005. The special series targets youth ages 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2005, *Summer in the City* attracted approximately 2,500 audience members over the course of an 8-week period. Performances

included: Chhandika, Kathak dance and Indian storytelling; Somaly Hay, performing authentic Cambodian dance; and Tobias Vanderhoop, a member of the Aquinnah Wampanoag tribe sharing traditional stories and song. Promotional efforts include a mailing to every household with children in the Cambridge elementary schools and an attractive brochure designed by students at the Art Institute of Boston at Lesley University.

- Received a Summer Work & Learning grant from the Office for Workforce Development to support the fourth year of *Art Among Us*, a program designed to train Cambridge youth in the process of making public art for utility boxes around the city. Participating high school students worked for six weeks, 20 hours per week, in July and August 2005. *Art Among Us* is a collaboration of the Department of Public Works, the Arts Council, and the Mayor's Summer Youth Employment Program. Under the guidance of professional artists, 12 youth created designs for 10 utility boxes in Central Square, Donnelly Field, North Cambridge, and Technology Square.
- Collaborated with the Underground Railway Theater (URT) to present the second season of performances for *Public Art ACTS*. Working with a two-year grant from the National Endowment for the Arts (NEA), CAC and URT developed theatrical performances in dialogue with public art. Performed on site, these productions feature 20-minute presentations for neighborhood audiences at new and existing public art sites.
- Developed and implemented educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, two summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours of Porter and Central Squares as part of the Cambridge Historical Collaborative and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, after school programs, and in various squares and open spaces.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including the Cambridgeport Artists Open Studios (CAOS), the North Cambridge Artists Open Studios (NoCA), the "Small Works" exhibition at the Sacramento Street Gallery, "Joyful Noise -- A Celebration of the Life & Work of Dr. Martin Luther King, Jr." produced by the Cambridge Multicultural Arts Center; the Boston Dragon Boat Festival, and the "DIYDS National Youth Video and Film Festival." In addition to these collaborations, CAC partnered with the Arts & Business Council of Greater Boston, the Cambridge Public Schools Visual & Performing Arts Department and the Cambridge Community Foundation to engage and educate leaders in the local arts community on a variety of issues pertaining to arts education, funding, marketing and new technologies.

FY07 GOALS

- *GOAL 1: Promote arts in the neighborhoods of Cambridge by supporting artists, art events, and arts organizations through the implementation of a Grant Program funded by the City and the Massachusetts Cultural Council.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of applications	63	75	75	75
2. Number of grant awards	27	25	27	25
3. Number of people who benefit	37,000	37,500	37,500	37,500
4. Number of grant-writing workshops and community meetings	82	50	65	50

- *GOAL 2: Build community through the arts that is reflective of the City's diverse population while fostering participation of Cambridge artists, arts organizations, neighborhood groups and local businesses. Produce community-based artistic events that highlight visual arts, crafts, music, dance, literature, theatre and folk and traditional arts and develop increased audiences, collaborations and employment opportunities for artists.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Estimated audience at events	94,220	85,000	85,000	85,000
2. Number of artists presented	348	300	300	300
3. Number of arts organizations participating	41	45	45	45
4. Number of Summer in the City concerts produced for children and families	12	14	14	15
5. Foster and support educational forums and collaborations that educate residents on the arts	17	10	14	10
6. Number of community meetings to promote partnerships and advocacy	71	50	50	50

- *GOAL 3: Advocate for Street Performers by implementing the City's Street Performer Ordinance and serve as a liaison among artists, businesses and residents.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Street Performer Permits issued	330	400	350	300
2. Number of monitor hours	700	700	700	700

- *GOAL 4: Commission public art that enhances the City's built environment, improves residents' quality of life, and makes the City an interesting and attractive destination for visitors, while emphasizing an expanded role for artists in society. Implement a comprehensive conservation and maintenance program for the City's growing public art collection to ensure its existence for future generations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of permanent projects completed	7	7	3	10
2. Total artworks in the City collection	149	156	152	162
3. Number of ongoing permanent projects	9	7	13	10
4. Meetings with community representatives	13	20	20	20
5. Artworks restored by artist or conservator	5	2	11	5
6. Total artworks receiving consistent maintenance	100	100	100	100

- *GOAL 5: Expand public involvement in and awareness, appreciation and understanding of public art through temporary art installations, dedications, workshops, exhibits, celebratory events, school assemblies, tours, and production of educational information and material as part of a comprehensive education and outreach program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of temporary art installations	1	3	4	2
2. Number of public art dedications	6	6	2	4

■ *GOAL 5: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Education workshops and programs	16	20	15	15
4. Educational resources and materials created	10	20	15	15
5. Number of Web pages prepared	37	35	15	25
6. Number of Web pages maintained	150	185	180	205

■ *GOAL 6: Continue to promote the arts in Cambridge through publicly accessible exhibits in the CAC Gallery. Augment gallery exhibitions with artists' talks, discussions, school visits and other educational and promotional activities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of artists exhibited	18	15	26	8
2. Number of exhibitions	6	6	8	6
3. Number of educational activities and events	6	15	15	15
4. Number of participants attending gallery-related exhibitions and events	2,400	2,500	2,500	2,500

■ *GOAL 7: Design and publish marketing materials including Arts Council brochure and brand collaterals to create a cohesive marketing strategy for increasing audiences and enhancing fundraising efforts.*

HOLIDAY CELEBRATIONS. This budget allocation supports Halloween activities in the public schools as well as the City's Independence Day Celebration. Funds are also provided for the annual Danehy Park Family Day, which includes a wide variety of activities for both children and adults.

MULTICULTURAL ARTS CENTER. In 1980, in an effort to stimulate economic development in East Cambridge, the City, the Cambridge Multicultural Arts Center and the Commissioners of Middlesex County entered into a series of long-term agreements regarding the renovation of the old Middlesex County Courthouse complex. One part of that agreement calls for the Multicultural Arts Center, a tenant in the complex, to receive an annual payment from the City, subject to approval by the City Council. The \$200,000 allotment for this year is budgeted in Reserve.

EMPLOYEES' COMMITTEE ON DIVERSITY. During the course of the year, the City of Cambridge Employees' Committee on Diversity sponsors events promoting diversity in the workforce. This cost center supports activities for these events.

CITY COUNCIL INAUGURAL. Funds are provided in this cost center for activities related to the biennial inauguration of the City Council. Funds for this purpose are not required in FY07.

DESTINATION CAMBRIDGE. "Destination Cambridge," a cultural and economic development program, is designed to stimulate local pride and increased economic activity. Initiated in FY05 to leverage cultural and economic development opportunities in relation to the Democratic National Convention, the City allocated \$100,000 in FY06 to organize "Destination Cambridge," a series of cultural and literary events focused on showcasing the strong arts and cultural community in Cambridge. Programming was implemented with a goal of fostering a strong cultural brand for Cambridge and increased economic activity for local businesses. Featured events in FY06 included a Dance Party, a Salsa Concert and the Central Square World's Fair.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$538,105
Real Estate Taxes	\$438,105	
Hotel/Motel Excise Tax	\$100,000	
LICENSES & PERMITS		\$12,000
Street Performers License	\$12,000	
INTERGOVERNMENTAL REVENUE		\$30,080
Direct State Grant Revenue	\$13,580	
State Cherry Sheet Revenue	\$16,500	
TOTAL FY07 BUDGETED REVENUE		\$580,185

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$381,960
OTHER ORDINARY MAINTENANCE	\$197,100
TRAVEL AND TRAINING	\$1,125
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$580,185

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	6	5	5

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	RESERVE		
\$0	\$0	RESERVE \$237,500			PURPOSE & OVERVIEW: State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY07, the City has allocated \$37,500 for this purpose. SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Reserve Budget contains an additional \$200,000, which was initially budgeted in Public Celebrations, for the Multicultural Arts Center.	
		FINANCING PLAN			DETAIL	SUMMARY
		TAXES				\$237,500
		Real Estate Taxes			\$237,500	
		TOTAL FY07 BUDGETED REVENUE				\$237,500
		STATUTORY ANALYSIS				SUMMARY
		SALARY AND WAGES				\$0
		OTHER ORDINARY MAINTENANCE				\$237,500
		TRAVEL AND TRAINING				\$0
		EXTRAORDINARY EXPENSES				\$0
TOTAL FY07 BUDGETED EXPENDITURES				\$237,500		
FULL TIME BUDGETED EMPLOYEES		FY05	FY06	FY07		
		0	0	0		

SUMMARY: PUBLIC SAFETY

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$227,525	\$244,030	Animal Commission	\$249,845
30,110,655	32,162,330	Fire	31,490,275
31,513,000	32,975,825	Police	34,188,880
8,068,885	8,593,165	Traffic, Parking & Transportation	8,849,020
72,610	78,920	Police Review & Advisory Board	65,310
2,371,580	2,414,870	Inspectional Services	2,450,670
700,875	816,560	License	789,035
99,005	105,780	Weights & Measures	107,780
2,404,240	2,240,815	Electrical	2,343,205
142,870	151,735	Emergency Management	160,205
<u>3,123,860</u>	<u>3,350,125</u>	Emergency Communications	<u>3,473,750</u>
\$78,835,105	\$83,134,155		\$84,167,975

FINANCING PLAN	FY07 BUDGET
Taxes	\$59,361,485
Licenses & Permits	5,731,835
Fines & Forfeits	7,955,640
Charges for Service	6,463,260
Intergovernmental Revenue	2,539,855
Miscellaneous Revenue	<u>2,115,900</u>
	\$84,167,975

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	ANIMAL COMMISSION
<p>\$91,995 <u>\$135,530</u> \$227,525</p>	<p>\$97,605 <u>\$146,425</u> \$244,030</p>	<p>ADMINISTRATION ANIMAL CONTROL</p> <p>Cambridge a safe environment for people, domestic pets and other animals. The Animal Commission is dedicated to developing, promoting and maintaining programs related to animal control and welfare. Programs include enforcement, education and rescue services.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • The Animal Commission continued to participate with the Local Emergency Planning Committee and will be sending out informational fliers concerning how to prepare for your pet in the event of a disaster. • Continued to Collaborate with the Water Department in the distribution of informational fliers concerning dog regulations at the Fresh Pond Reservation. Also, in partnership with the Water Department, the Animal Commission sponsored a License Day at the Fresh Pond Reservation. • In conjunction with the Cambridge Police Department, attended several community meetings, which included a discussion of neighborhoods that have problems with animals. In addition, staff continued to visit various sites around the city to better educate domestic pet owners on applicable rules and regulations, and to provide technical assistance. • Through an active dog license campaign, the Animal Commission licensed over 2,200 dogs during the 2005 licensing period. • The Cambridge Animal Commission is participating with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and The Animal Rescue League as part of a Legislative/Regulatory Subcommittee dealing with changes to improve the animal control laws in the State of Massachusetts. • The Cambridge Animal Commission sponsored a Dog Bite Prevention program at the Central Square Branch of the Post Office. 	<p>\$99,500 <u>\$150,345</u> \$249,845</p>	<p>PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making</p>

- The Cambridge Animal Commission has been actively involved in a process to identify specific areas in the City that can be utilized as dog exercise areas.

FY07 GOALS

- *GOAL 1: Enforce the provisions of the Animal Control Ordinance.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of dog licenses issued	2,221	2,250	2,200	2,200
2. Citations issued for failure to restrain, dispose, license, display license	155	225	200	200
3. Number of dogs picked up	81	75	75	75
4. Number of dogs impounded	51	63	63	60
5. Number of dogs returned to owner	72	65	65	65
6. Number of dogs and cats adopted	8	10	14	14
7. Cost per day to kennel an unclaimed dog	\$16.00	\$16.00	\$16.00	\$16.00

- *GOAL 2: Provide low cost rabies vaccination clinics for cats and dogs. Continue to make low cost spay/neuter programs accessible for cats and dogs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of animals vaccinated	91	110	110	110
2. Number of clinics	1	2	2	2

- *GOAL 3: Respond to citizen concerns about cruelty to animals, barking dogs, loose dogs, dog waste, animal quarantines, injured animals, wildlife-related problems, and feral/stray cat problems.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of calls/inquiries	3,334	3,800	3,800	3,800
2. Number of quarantine in-house inspections	212	220	200	200

- *GOAL 4: Continue to transport sick, injured or surrendered animals to the Massachusetts Society for the Prevention of Cruelty to Animals, for rescue or humane euthanasia.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	141	145	175	175

- *GOAL 5: Continue working with the Cambridge Public Health Department on the citywide effort to monitor and control the spread of West Nile Virus.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$234,945
Real Estate Taxes	\$234,945	
CHARGES FOR SERVICE		\$1,200
Animal Boarding	\$1,200	
LICENSES & PERMITS		\$11,000
Animal License	\$11,000	
FINES & FORFEITS		\$2,000
Animal Fines	\$2,000	
MISCELLANEOUS REVENUE		\$700
Sale of Animals	\$700	
TOTAL FY07 BUDGETED REVENUE		\$249,845

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$236,390
OTHER ORDINARY MAINTENANCE	\$13,305
TRAVEL AND TRAINING	\$150
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$249,845

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	3	3	3

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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FIRE DEPARTMENT

\$13,310,605	\$13,636,400	HEADQUARTERS	\$13,439,790
\$3,440,875	\$4,165,910	LAFAYETTE SQUARE	\$4,128,195
\$3,310,785	\$3,480,030	EAST CAMBRIDGE	\$3,414,410
\$1,754,900	\$2,368,305	PORTER SQUARE	\$2,494,930
\$1,728,315	\$1,786,800	INMAN SQUARE	\$1,752,410
\$1,644,145	\$1,687,935	RIVER STREET	\$1,689,335
\$3,347,710	\$3,366,910	SHERMAN STREET	\$3,113,550
<u>\$1,573,320</u>	<u>\$1,670,040</u>	LEXINGTON AVENUE	<u>\$1,457,655</u>
\$30,110,655	\$32,162,330		\$31,490,275

PURPOSE & OVERVIEW: While the primary purpose of the Cambridge Fire Department is to prevent and suppress hostile fires, the Department's functions and responsibilities have broadened to meet a wide variety of public safety challenges facing many municipalities today. Charged with protecting the sixth most densely

populated City in the country, the Department's area of operation includes four miles of underground subway track, and deep bore tunnels over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response. In addition to emergency services, the Department educates the public on fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors fire and life safety, and conducts fire equipment performance tests. Although the Fire Department has been a leader in preparing for specialized emergencies, the world issues we now face have resulted in even greater responsibilities. Participation in grant committees and regional collaborations has resulted in a number of successful grant awards to further bolster the Department and respond to the City's needs. The Cambridge Fire Department is involved with statewide interoperability communications, regional mutual aid districts, and supplies testimony on various fire related issues to our legislative representatives. Cambridge is now part of the Urban Area Security Initiative (UASI), which receives significant funding for Homeland Security issues. The Fire Department's motto is: "Our Family Helping Your Family."

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Received a supplemental Homeland Security UASI Grant for training and exercises in addition to funding from FY04 already received. This grant provides for training on new equipment for public safety personnel. This grant also funded a large multi-discipline training exercise that was held in June 2005.
- Implemented new fire department Web page that corresponds more closely with the City's Web

| page format.

- A new Emergency Medical Services (EMS) paramedic plan was fully implemented. The Region 4 medical panel approved a model plan for improving Advanced Life Support (ALS) services in the City of Cambridge. The approved system utilizes firefighters/paramedics from the Fire Department, and Professional Ambulance to dramatically improve response capabilities throughout the city. Additional equipment, two new van style ALS squad units, Rescue 1 and newly hired paramedics are now in place. This system has delivered faster responses and provided ALS service to an average of 150 more critical medical situations per month throughout the city.
- Received a \$7,000 grant award to maintain, and conduct additional training with, the two mobile decontamination trailers that are available for deployment throughout the city, and both Emergency rooms at the Cambridge and Mount Auburn Hospitals. The decon units provide large-scale capacity to decontaminate persons who may have been exposed to chemical or biological agents. Extensive training has been provided to establish protocol, set up locations, and organize practical sessions at both hospitals, and to develop simulated training exercises. Training has also been conducted with our surrounding fire departments to provide additional capacity and mutual aide response. The additional training has resulted in the development of a statewide fire department decon mobilization and deployment protocol for utilizing these assets in a mutual aid concept.
- Hired 14 additional firefighters to replace vacancies from retirements. The new recruit firefighters consist of four paramedics, and 10 non-paramedics from the Civil Service list. These members are now all Fire Academy trained and nationally certified as Firefighter 1/II. They will play an integral part in providing various fire services to our citizens.
- Implemented a grant from FEMA, FY04 Firefighters Assistance Grant Program in the amount of \$139,650. This grant is a 30% matching grant that has funded emergency medical turnout coats that meet the new safety standards, and enhancement upgrades to the two fire ground radio frequencies used by the Fire Department. The purpose of this grant program is to provide funding for safety related issues that promote the well being of firefighters in the performance of their duties.
- Awarded a grant from the Commonwealth of Massachusetts in the amount of \$10,236 for the continuation of the Student Awareness and Fire Education (SAFE) program, which is taught to elementary school children by certified fire instructors. Cambridge has been able to continue this program every year since its inception, despite the fact that no state funding was allocated for several funding cycles.
- Prepared and staffed Operation Atlas, sponsored by the Department of Homeland Security. This high profile national security-training event was a challenge on numerous levels. Some of the

resources provided included event staffing, use of the Cambridge EOC (Emergency Operating Center), building high-level communications systems, enhanced medical services and deployment of CDC medical resources as needed. A hazardous materials strike force was assembled for deployment at Logan Airport and was comprised of local and regional assets. Specialized Rescue teams trained to handle tactical rescue situations and deploy fire forces to respond in the most efficient manner. The event tested the operations of the hospitals and EMS delivery systems, as well as the deployments of decon systems at these facilities.

- Awarded a FY05 FEMA Firefighters Assistance Grant (\$279,040) that will replace firefighters' protective coats and pants known as bunker gear. The present gear was purchased over 10 years ago and would need to be replaced as a City capital project. The grant also has funding for communications enhancement equipment. Interoperable vehicular repeaters will be placed in the mutual aid apparatus to enhance reception, and allow for direct communication with a number of area public safety entities.

FIRE SUPPRESSION

PURPOSE & OVERVIEW: Situated on the front lines of firefighting, the Fire Suppression Division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This division also conducts annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

FY07 GOALS

- **GOAL 1:** *Deploy fire suppression resources to contain and extinguish fires in order to minimize injuries and property loss. Continue to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an eight-minute response for the entire fire alarm assignment 90% of the time.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. First response to fire emergency within four minutes	98%	98%	98%	98%
2. Number of fires*	455	-	516	-
3. Number of structural fires*	107	-	93	-
*FY06 Projected are Actuals as of 3/31/06				

- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	98%	98%	98%
2. Number of EMS service calls*	4,183	-	4,788	-
*FY06 Projected are Actuals as of 3/31/06				

- **GOAL 3:** *Provide rapid deployment of emergency rescue services for a variety of emergencies including persons entrapped by building collapse, vehicle, elevator, ice and water accidents.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Respond to and mitigate special rescue emergency requests for service	100%	100%	100%	100%

- *GOAL 4: Protect the public and the environment from fires, explosions or toxic exposures resulting from hazardous materials accidents.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Respond to hazardous materials emergencies	100%	100%	100%	100%
2. Number of hazardous materials emergencies*	304	-	199	-
3. Number of hazardous materials follow-up investigations to determine cause and responsible parties*	79	-	72	-
*FY06 Projected are Actuals as of 3/31/06				

- *GOAL 5: Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of active hydrants tested	1,710	1,600	1,700	1,700
2. Number of annual service tests on pumping engines	13	12	12	12
3. Test 100% of fire hoses (in feet)	38,150	39,000	39,000	39,000

FIRE PREVENTION

PURPOSE & OVERVIEW: The Fire Prevention Division strives to prevent hostile fires from erupting in Cambridge. By educating building owners, shopkeepers, and other members of the public in fire safety, this Division provides an invaluable public safety service. The Fire Prevention Division also protects the public by enforcing high-rise sprinkler laws and conducting state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters.

FY07 GOALS

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes, and theaters	481	425	425	425
2. License Commission compliance inspections	98	90	90	100

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. License Commission Task Force inspections*	414	400	250	250
4. Complaint investigations	72	50	50	60
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F) *Number of inspections per night decreased to perform more comprehensive investigations and to cover the new state code implementation	2,736	1,600	1,600	1,800

■ *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	453	450	450	460
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	581	500	500	550
3. Cutting/welding operations	374	400	400	400
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	112	20	75	100
5. Storage tank compliance permits including installation, removal and safe operation	104	80	75	90

- *GOAL 3: Conduct Fire Protection Plan reviews and assessments.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Major projects and developments	40	25	40	40
2. Renovations and improvements	285	250	250	250

TRAINING DIVISION

PURPOSE & OVERVIEW: The Training Division’s goal is to field the best-trained firefighters possible, and to ensure that members of the Department carry out duties in a safe and responsible manner. This division provides firefighters with CPR, defibrillator, EMS, and other training opportunities, supervises vaccinations against various diseases, and monitors fire personnel to ensure adherence to strict safety requirements during major incidents. Evaluating new fire equipment and supervising annual service tests of all pumping fire engines round out the Training Division’s responsibilities.

FY07 GOALS

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Cumulative number of training hours	85,595	82,000	85,000	85,000
2. Number of training hours for uniform personnel	323	320	325	340
3. Number of training bulletins issued	26	30	30	30

SARA OFFICE

PURPOSE & OPERVIEW: Established by the Superfund Amendment and Reauthorization Act (SARA) of 1986, this office is responsible for the safe storage and use of hazardous materials. In addition to providing hazardous material storage and incident mitigation training, the SARA office conducts fire safety training sessions in elementary schools and elderly housing, thereby educating those who are most at risk. The SARA office also coordinates the Local Emergency Planning Committee (LEPC), which assures that various City, regional and state public safety organizations respond to emergencies in a coordinated manner. The City of Cambridge is one of only three cities in the Commonwealth of Massachusetts with a certified LEPC.

FY07 GOALS

- *GOAL 1: Conduct hazardous material awareness and operational training for all City personnel who act in a supportive role during a hazmat incident. Conduct annual Hazmat Exercise at the Emergency Operations Center.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of personnel trained	315	250	250	250
2. Number of Hazmat Exercises held	11	5	4	4

- *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of fire safety programs held	324	450	350	350
2. Elderly housing residents attending fire safety programs	240	250	250	250
3. School students attending fire safety programs	5,875	5,000	5,000	5,000
4. Industry personnel attending fire safety programs	614	210	200	250
5. Total number of individuals attending all classes	6,975	6,500	6,500	6,500

TECHNICAL SERVICES

PURPOSE & OVERVIEW: The Technical Services Division (TSD) ensures smooth fire operations within Cambridge by providing valuable support services ranging from maintaining and modernizing Fire Department equipment and buildings to procuring and repairing communication equipment for all City departments. The TSD also supplies the mechanics that provide high quality repair to Fire equipment, and prepares specifications for renovations and major system repairs to Fire Department buildings.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$30,683,775
Real Estate Taxes	\$30,683,775	
CHARGES FOR SERVICE		\$719,000
Photocopy/Reproduction	\$1,500	
Smoke Detectors	\$27,500	
Rescue Unit Fees	\$600,000	
Fire Detail Surcharge	\$90,000	
LICENSES & PERMITS		\$75,000
Fire Permits	\$75,000	
FINES & FORFEITS		\$12,500
False Alarm Ordinance Fee	\$12,500	
TOTAL FY07 BUDGETED REVENUE		\$31,490,275

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$30,142,585
OTHER ORDINARY MAINTENANCE	\$920,940
TRAVEL AND TRAINING	\$331,750
EXTRAORDINARY EXPENSES	\$95,000
TOTAL FY07 BUDGETED EXPENDITURES	\$31,490,275

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	284	284	284

**POLICE
- Summary**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$1,766,300	\$1,839,235	LEADERSHIP DIVISION	\$1,617,885
\$22,320,980	\$23,367,925	OPERATIONS DIVISION	\$23,939,730
<u>\$7,425,720</u>	<u>\$7,768,665</u>	SUPPORT SERVICES	<u>\$8,631,265</u>
\$31,513,000	\$32,975,825		\$34,188,880

PURPOSE & OVERVIEW: The Cambridge Police Department is committed to providing the citizens of Cambridge with the highest level of professional law enforcement services

through community policing, proactive strategies and efficient emergency responses. The Department provides this high level of service while respecting the constitutional rights of every person living in or visiting the City. Our goal is to develop and sustain viable partnerships with community members and other City agencies that will lead to improved relations and effective problem solving.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Police Budget reflects an increase of \$128,340 for gasoline and other energy increases which is offset by the reduction of \$100,000 which was added in the FY06 Budget for the purchase of 14 motorcycles and a reduction of \$28,340 in related vehicle repair costs.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Selective Enforcement Unit conducted a citywide school zone traffic assessment. The assessment identified school districts with higher rates of violations based on citations and warnings issued. This data was used as a tool to identify dangerous routes or intersections in order to develop enforcement plans for those districts. As a result of the enforcement plan, an increased presence and awareness has been observed in the school districts, along with lower rates of violations in some school districts. Directed enforcement efforts continue with additional educational element of the enforcement plan including distribution of “Points 4 Safety Cards” to drivers.
- The Department initiated a Command Community Partnership Program. This is a program that pairs Command Staff Members of the Department with community organizations. Currently, the Superintendent of Operations is a board member of Cambridge and Somerville Program for Alcoholism Rehabilitation (CASPAR). The Deputy Superintendents work with the Cambridge Arts Center, Tutoring Plus, the Margaret Fuller House, Cambridge School Volunteers, and the Community Center on Calendar Street. Most notably, Deputy Robert Ames received an award from the Cambridge School Volunteers for his partnership in reading to the students of the Baldwin School.

- The Department continued the “Safe Parks” initiative that utilizes foot patrols during the summer months to ensure public safety in the parks and to report safety concerns such as lights out, clean ups and broken equipment to appropriate departments.
- The Department implemented a computerized Record Management System (RMS) for reporting all police incidents, resulting in a more efficient reporting mechanism. All department personnel attended in-service training to learn the RMS System.
- In an effort to continue the Vision Planning for the department, several training initiatives were instituted for Department personnel. As a result of the Department’s commitment to training, 283 officers attended specialized training in various topics such as Courtroom Testimony, Domestic Violence Training, RMS Training and other specialized trainings.
- The Department was awarded \$403,750 for the FY06 Executive Office of Public Safety Community Policing grant to promote community policing initiatives and neighborhood programs. In addition, the Bureau of Justice Assistance awarded the Department Block Grant funds in the amount of \$63,903. These funds are used to support mobile computing in the police cruisers.

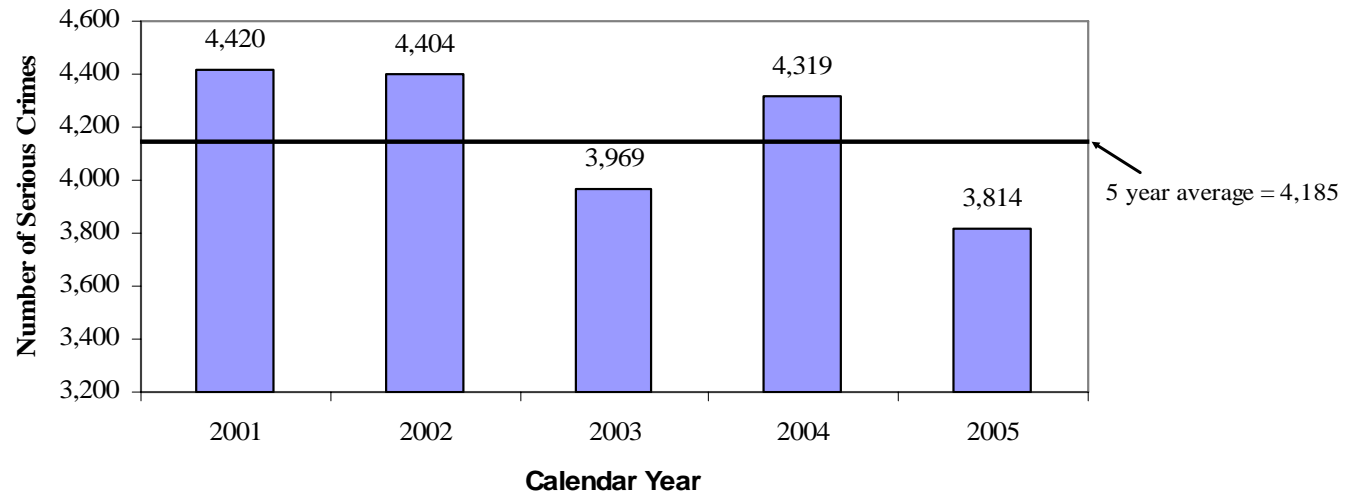
2005 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery, and aggravated assault, as well as the property crimes of burglary, larceny, and auto theft. The Crime Index was developed by the Federal Bureau of Investigation's Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

Table 1. The table below identifies selected offenses comparing the 2004 to 2005 Crime Index.

Crime	2004 Jan.-Dec.	2005 Jan.-Dec.	Percentage Change
Murder	0	3	+100%
Rape	10	14	+40%
Stranger	0	3	+100%
Non-Stranger	10	11	+10%
Robbery	245	239	-2%
Commercial	60	73	+22%
Street	185	166	-10%
Aggravated Assault	248	244	-2%
Total Violent	503	500	-1%
Burglary	724	623	-14%
Commercial	139	133	-4%
Residential	585	490	-16%
Larceny	2,654	2,396	-10%
From Building	572	539	-6%
Motor Vehicle	734	615	-16%
From Person	381	343	-10%
From Bicycle	229	241	+5%
Shoplifting	383	403	+5%
From Residence	226	175	-23%
Of MV Plate	67	42	-37%
Of Services	30	19	-37%
Misc.	32	19	-41%
Auto Theft	438	295	-33%
Total Property Crime	3,816	3,314	-13%
Crime Index Total	4,319	3,814	-12%

The 3,814 serious crimes recorded in Cambridge in 2005 represent the City's lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. The City of Cambridge has recorded fewer than 4,000 serious crimes twice since 1960. The serious crime index had not varied from a total of between 4,350 and 4,450 in six of the past seven years. The 2005 decline of 12%, 505 fewer incidents than in 2004, represents the third largest decline since 1980. Further analysis indicates that violent crime remained relatively unchanged in Cambridge in 2005 with three fewer incidents registered in the index count. The 14% decline in Burglary, a 10% drop in Larceny, and a 33% slide in Auto Theft propelled the 13% fall in property crime when compared to 2004 figures.

Figure 1. Historical Trends for Total Crime Index



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge's 2004 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for all but one of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly above the average compared to other cities of similar size.

Table 2. 2004 Crimes Per 100,000 Residents in Cities of 94,000-106,000 People, Nationwide

The table reflects selected cities with population between 94,000 – 106,000 nationwide and total crimes reported. (Data source: Crime in the United States 2004, U.S. Department of Justice - F.B.I)

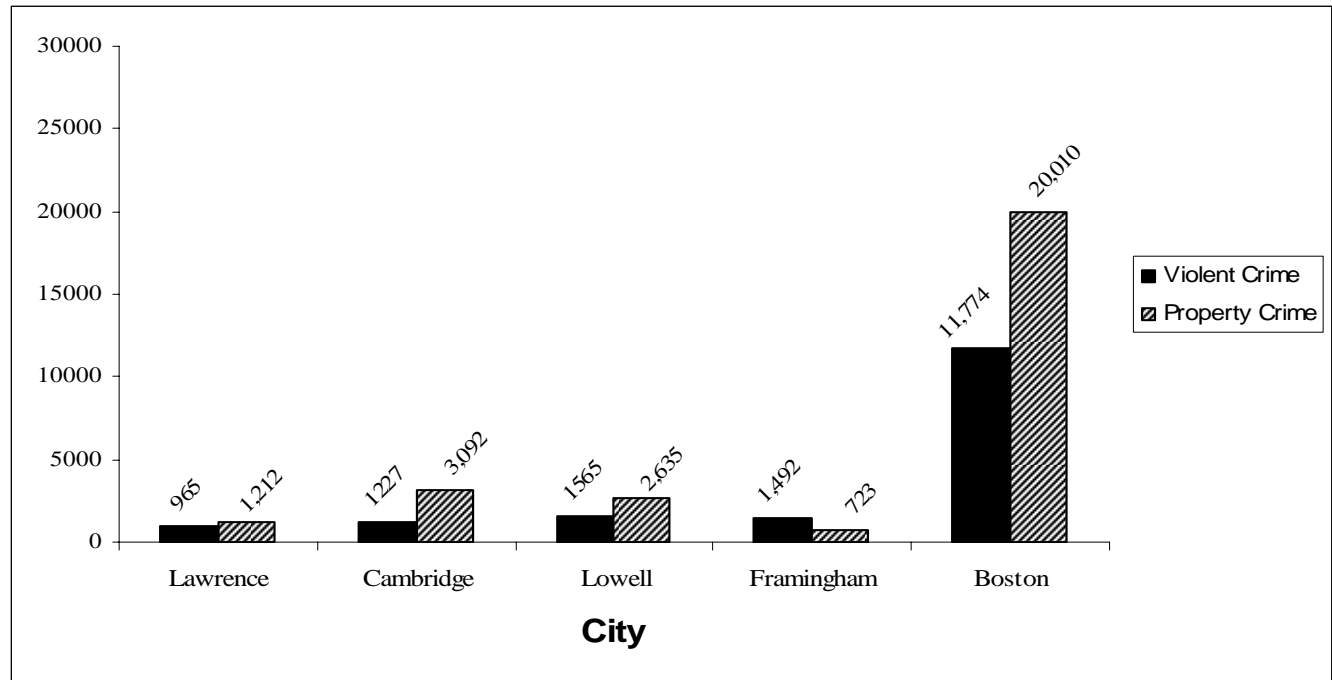
<i>City</i>	<i>Murder</i>	<i>Rape</i>	<i>Robbery</i>	<i>Assault</i>	<i>Burglary</i>	<i>Larceny</i>	<i>Auto Theft</i>	<i>Total</i>
Macon, GA	16	54	253	367	2,003	6,455	1,026	10,174
Berkeley, CA	4	17	355	181	1,382	6,101	1,128	9,168
Wichita Falls, TX	9	71	216	885	1,750	5,378	564	8,873
Davenport, IA	6	53	279	997	1,527	5,446	456	8,764
Miami Gardens, FL	11	84	501	1,331	1,056	4,449	1,043	8,475
Everett, WA	3	62	185	313	1,346	3,986	1,672	7,567
Richmond, CA	35	36	500	509	1,038	2,765	2,377	7,260
Albany, NY	10	53	394	674	1,294	3,825	467	6,717
Charleston, SC	9	51	244	742	928	4,007	506	6,487
Athens-Clarke County, GA	5	49	166	247	1,199	4,432	358	6,456
Pueblo, CO	7	34	203	422	1,298	4,038	439	6,441
Allentown, PA	11	51	360	230	1,389	3,861	530	6,432
Portsmouth, VA	8	30	345	508	1,244	3,574	579	6,288
Gresham, OR	2	73	110	269	1,030	3,400	1,258	6,142
Dearborn, MI	2	17	157	887	607	3,255	1,036	5,961
Gary, IN	54	68	346	209	1,500	2,398	1,219	5,794
Fairfield, CA	3	42	214	495	738	3,276	619	5,387
Average	8	36	202	393	870	2,997	659	5,164
El Cajon, CA	7	21	164	353	815	2,354	1,090	4,804
Cambridge, MA	0	12	245	246	724	2,654	438	4,319
Lowell, MA	5	44	169	771	576	2,002	633	4,200
Ventura, CA	3	18	94	144	743	2,758	419	4,179
New Bedford, MA	5	50	250	664	892	1,867	448	4,176
Compton, CA	39	28	466	1,031	611	967	968	4,110
Boulder, CO	0	35	40	89	574	3,049	166	3,953
Arvada, CO	0	19	47	114	528	2,616	509	3,833
Erie, PA	1	65	206	188	747	2,470	119	3,796
Richardson, TX	2	14	96	146	728	2,501	282	3,769

<i>City</i>	<i>Murder</i>	<i>Rape</i>	<i>Robbery</i>	<i>Assault</i>	<i>Burglary</i>	<i>Larceny</i>	<i>Auto Theft</i>	<i>Total</i>
South Gate, CA	9	15	290	232	501	1,346	1,295	3,688
Santa Clara, CA	2	37	52	148	463	2,429	371	3,502
Woodbridge Township, NJ	4	10	58	246	505	2,077	275	3,175
Burbank, CA	4	14	82	162	510	1,870	465	3,107
Vacaville, CA	2	36	82	211	362	1,690	319	2,702
Edison Township, NJ	2	7	68	138	394	1,774	287	2,670
Daly City, CA	3	19	123	173	209	1,595	531	2,653
Livonia, MI	1	23	50	91	325	1,700	289	2,479
Cary, NC	1	15	30	48	413	1,520	101	2,128
Mission Viejo, CA	1	4	34	81	228	1,001	83	1,432

For additional crime reporting statistics please visit our Web site at www.CambridgePolice.org to view the 2005 Annual Crime Report available online.

Figure 2. Regional Crime Comparison - 2004

The chart below reflects a crime comparison among regional communities by violent and property crime.

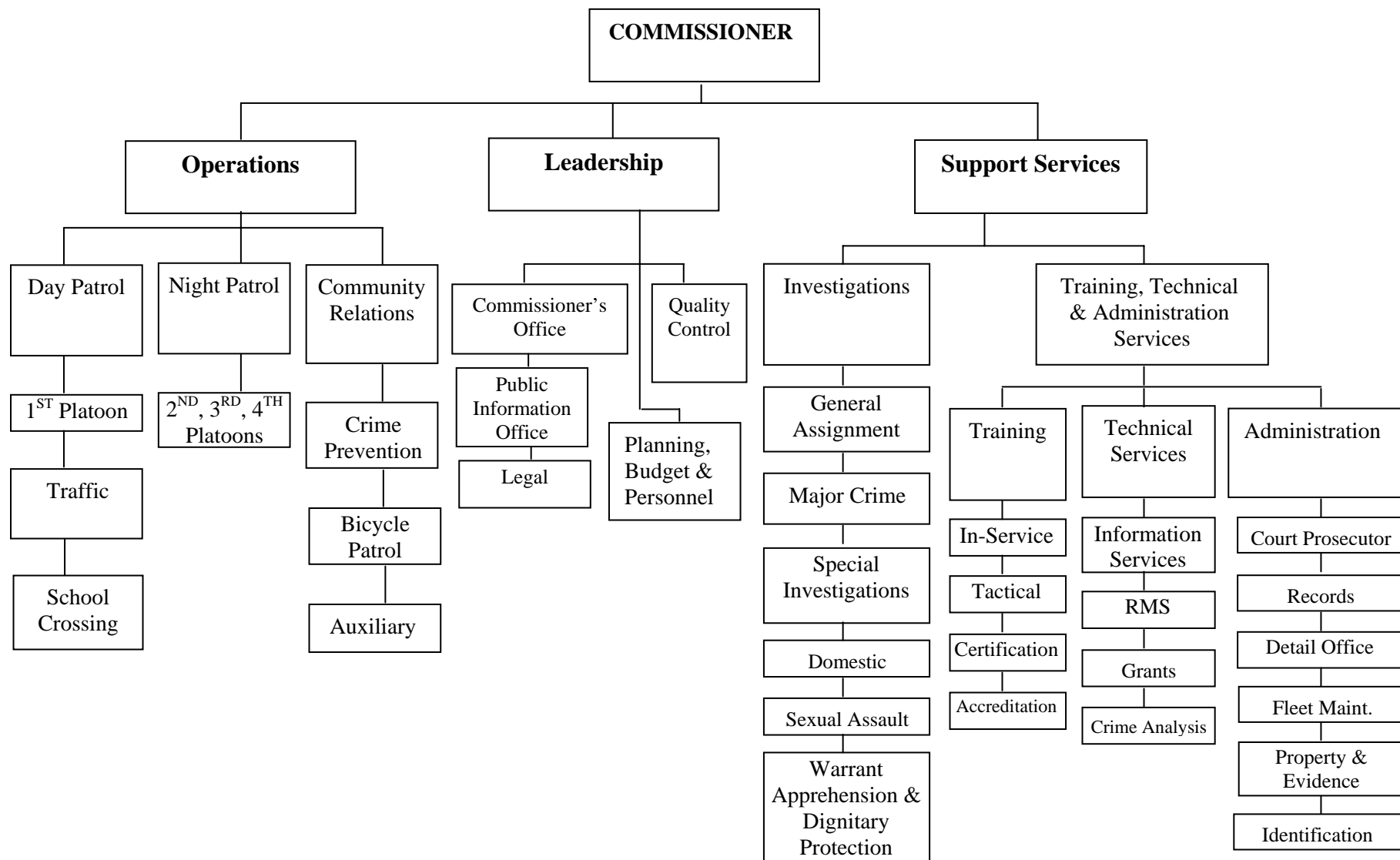


FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$25,283,970
Real Estate Taxes	\$25,283,970	
CHARGES FOR SERVICE		\$1,615,355
Parking Fund Parking Usage	\$1,116,355	
Photocopy/Reproduction	\$6,000	
Towing Surcharge	\$75,000	
Police Detail Surcharge	\$400,000	
Police Agency Fee	\$18,000	
LICENSES & PERMITS		\$126,065
Street Obstruction Permits	\$122,065	
Sunday Permits	\$500	
Firearms I.D.	\$500	
Revolver Permits	\$3,000	
FINES & FORFEITS		\$3,187,425
Parking Fines	\$2,603,425	
Moving Violations	\$500,000	
False Alarm Ordinance Fee	\$80,000	
Bicycle Fines	\$4,000	
INTERGOVERNMENTAL REVENUE		\$2,275,065
State Cherry Sheet Revenue	\$1,115,115	
Cherry Sheet – Police Career Incentive	\$1,159,950	
MISCELLANEOUS REVENUE		\$1,701,000
Restitution	\$1,000	
Free Cash	\$1,700,000	
TOTAL FY07 BUDGETED REVENUE		\$34,188,880

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$32,602,490
OTHER ORDINARY MAINTENANCE	\$970,290
TRAVEL AND TRAINING	\$184,000
EXTRAORDINARY EXPENSES	\$432,100
TOTAL FY07 BUDGETED EXPENDITURES	\$34,188,880

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	309	307	307

Cambridge Police Department Organizational Chart



**POLICE
- Leadership**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$968,690	\$910,870	COMMISSIONER'S OFFICE	\$682,760
\$357,680	\$461,220	PLANNING, BUDGET & PERSONNEL	\$377,610
\$439,930	\$467,145	QUALITY CONTROL	\$557,515
\$1,766,300	\$1,839,235		\$1,617,885

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Police Department and planning for the

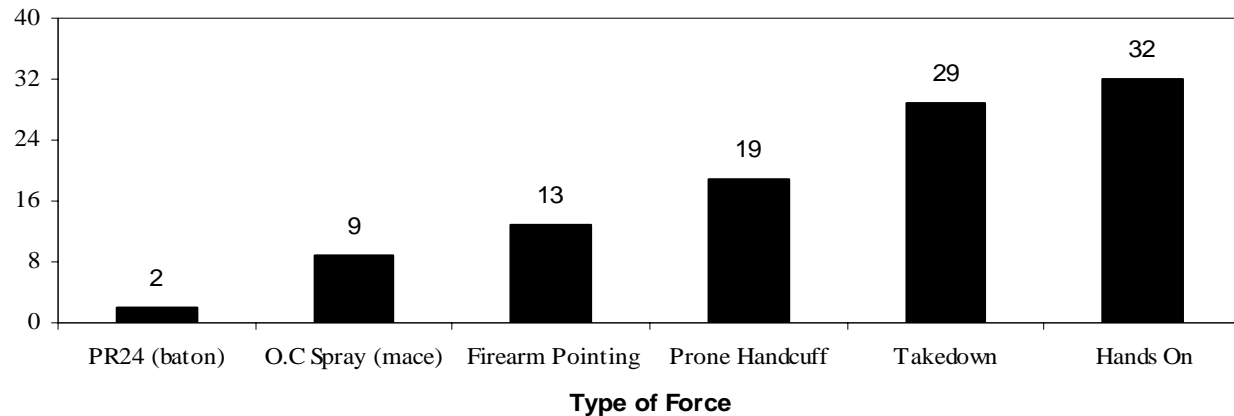
future. Investigation of citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the Legal Advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Public Information Office supports the Office of the Commissioner by providing public relations for the Department and distributing the Department newsletter. The Planning, Budget & Personnel Office's primary responsibilities are to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, planning and reinforcing our system of accountability. Our major goals over the next few years will consist of devising a vision plan for the future that will ultimately improve the quality of service to the citizens, position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.

The Commissioner is committed to making the Cambridge Police Department a first class organization that provides high quality service to the City, a good workplace for our officers and civilians, and that operates effectively and efficiently. In early 2003, the Department embarked on a Vision Project. The Department conducted a survey of community members and employees to determine what qualities of the Police Department were important to them and to assess their satisfaction with the current system. Employees surveyed cited that improvement is needed in the state of the building, staffing levels, operational communication across groups, and wider application of community policing strategies. Employees expressed desire for more specialized training, greater work variety, more leadership visibility, increased opportunity for officers to think for themselves, better direction and more feedback on job performance. Over the past year, the Department has successfully increased specialized training and implemented wider application of community policing with the introduction of the Command Staff Community Partnership Program. In addition, the Department is working on designing and outfitting the new Public Safety Building that was acquired in 2005.

In an effort to improve accountability, the Commissioner felt that it was necessary to expand and clarify reporting regarding all instances of use of force, as it is a better practice to account to the community and reduce the risks to the City of Cambridge. Use of force reports allow the Commissioner to monitor the number of incidents by individual officers, geographic areas, or organizational units. The reports provide a basis for periodic administrative review to determine whether proper procedure is being followed when force is used. Analysis of use of force by police is regularly discussed in criminal justice agencies and academia. However, it is very difficult to obtain a consistent sample because different agencies capture and define use of force incidents differently.

In 2005, the Cambridge Police Department responded to over 100,000 calls for service. There were 104 reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs. The chart below indicates the Department's reporting for all use of force incidents by type of force utilized.

Figure 3. Use of Force Reported in 2005



FY07 GOALS

- **GOAL 1:** *The Cambridge Police Department is seeking to attain certification through the Massachusetts Police Accreditation Commission, Inc. In order to achieve certification, a police department must comply with 151 standards. Upon completion, the department will be recognized as attaining the standards for promoting police professionalism in the Commonwealth. The Department will continue to work toward attaining national accreditation. These national standards are based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) 4th edition Standards Manual.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of policies published for State Certification	80%	95%	97%	100%
2. Percentage of policies published for National CALEA Accreditation	65%	85%	65%	75%

Figure 4. Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY04 and FY05. The percentages listed represent respondents who rated each service as "excellent", "good", or "average" (other responses recorded were "not good", "poor", "n/a" or "blank").

Type of Service Rated	FY04	FY05	Change (FY05-FY04)
Response of Call Taker	94%	96%	2%
Timeliness of Officer Response	93%	91%	-2%
Officer 's Response to Questions	94%	97%	3%
Professionalism of Officer Conduct	100%	99%	-1%
Percentage of Cases Followed up by Detectives	58%	61%	3%
Responsiveness of Detective	52%	54%	2%
Overall Response by Department	88%	90%	2%

- **GOAL 2:** *Improve relationships with the community by continuously assessing the level of service provided by the Department. These assessments will be undertaken using proactive, reactive and collaborative efforts. With the results, the Department will identify deficiencies in policies and procedures, identify training needs, and work to improve the trust and confidence relationship between the police and the community.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of administrative audits conducted by staff	8	8	8	9
2. Complete "quality of service" assessment forms - incident reports	250	230	250	245
3. Complete "quality of service" assessment forms - m/v stops	250	240	250	255
4. Conduct field inspection audits	60	50	60	65

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$4,480,965	\$4,527,300		
\$13,882,690	\$14,302,630	DAY PATROL	\$5,192,190
\$1,317,105	\$1,986,900	NIGHT PATROL	\$13,904,705
\$80,625	\$195,100	TRAFFIC	\$2,465,825
\$2,235,270	\$2,073,505	COMMUNICATIONS	\$195,100
\$324,325	\$282,490	COMMUNITY RELATIONS	\$1,707,880
<u>\$22,320,980</u>	<u>\$23,367,925</u>	SCHOOL CROSSING	<u>\$474,030</u>
			<u>\$23,939,730</u>

**POLICE
- Operations Division**

As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division

is divided into Day Patrol, Night Patrol, Selective Enforcement and Community Relations. The Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the Community Relations Section is to elicit the community's participation in identifying problems and solutions.

The Department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the Department in improving practices that relate to community policing by conveying information to the community as well as transmitting concerns from citizens to the Department. The Bicycle Patrol Unit patrols various areas of the City and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The School Resource Officers (SRO) are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. The Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention and open communication.

FY07 GOALS

- *GOAL 1: Introduce, expand and maintain a variety of community oriented policing initiatives with the purpose of forming partnerships with the community to combat crime, the elements of crime and the perception of crime. Through community oriented policing, the Department will focus on educating and communicating to the citizenry of Cambridge on public safety issues including Homeland Security, emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of community members in attendance at sergeants meetings scheduled citywide	388	300	340	350
2. Number of community meetings attended by Department personnel	72	75	70	75
3. Number of community policing problem solving projects*	8	10	9	10
4. Number of community policing neighborhood grants awarded	31	30	33	30
5. Number of youth participated in Department sponsored leagues *Neighborhood problem solving projects are designed to impact problems identified in the community by utilizing law enforcement techniques and strategies to impact the crime	165	300	150	200

- *GOAL 2: Increase neighborhood presence by attending community meetings, making neighborhood contacts, participating in community group activities and providing "park & walks" citywide. ("Park & walks" are assignments directed to a particular location and time to address an identified problem)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of directed patrols	8,430	7,000	8,100	8,300

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Number of park patrols	201	300	250	300

■ *GOAL 3: Provide opportunities to improve relationships and communications between the youth, the community and police officers.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of students served by High School Advisory classes	210	325	325	300
2. Number of students receiving Safety Training (bike safety, bullying and "points 4 safety")	969	900	940	950
3. Number of citizens participating in Rape Aggression Defense (RAD) Training	93	80	75	80
4. Number of citizens participating in Citizen, Youth and Senior Citizen Police Academies	13	75	60	75

■ *GOAL 4: Provide education in crime prevention techniques to citizens and business owners throughout the city. The Police Department will continue to conduct security surveys for the residential and business communities as well as participate in monthly private security meetings throughout the year.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of business surveys conducted	25	40	55	50
2. Number of residential surveys conducted	57	45	40	45
3. Number of private security meetings attended per year	12	12	12	12

Figure 5. Selected Serious Crimes for Calendar Year 2004 vs. 2005

The City of Cambridge has seen a significant 12% decrease in total serious crimes in 2005, most specifically in the areas of robbery (see Figure 6), auto theft, burglary and larceny (see Figure 7). Auto theft saw the greatest decrease, by 33%, from 2004. Ten of 13 neighborhoods recorded a decrease in auto theft numbers last year, and of those, the majority saw a decrease of 30% or higher. The most dramatic decreases were recorded in the Highlands (58%), Peabody (51%), Inman (49%) and Riverside (46%) Neighborhoods.

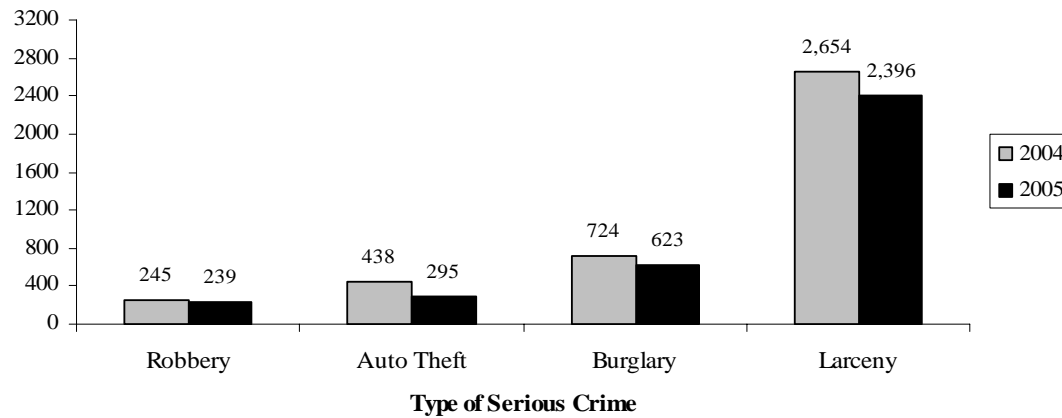


Figure 6. Calendar Year 2004 vs. 2005 Breakdown of Robberies by Type

Street robberies declined by 10% in 2005 over the previous year. Reductions were seen in multiple neighborhoods, with the largest decreases reported in Area 4 and Cambridgeport (33% and 30%, respectively). Twenty-seven arrests for street robberies were made over the course of the year and contributed to the notable decreases overall.

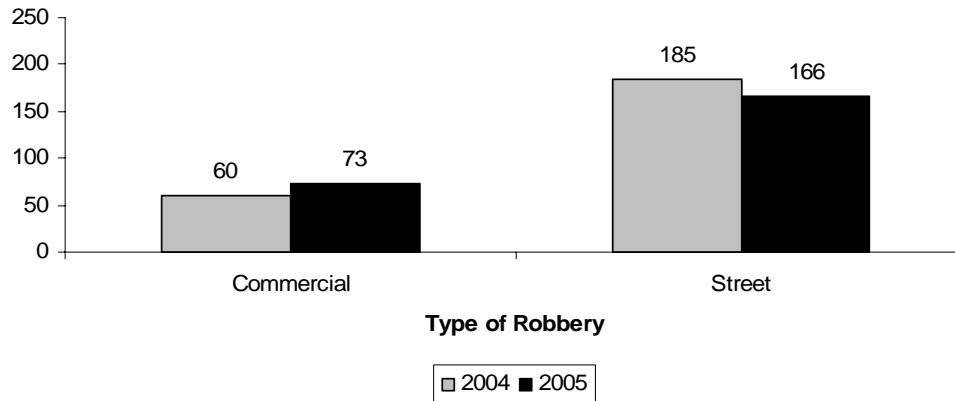
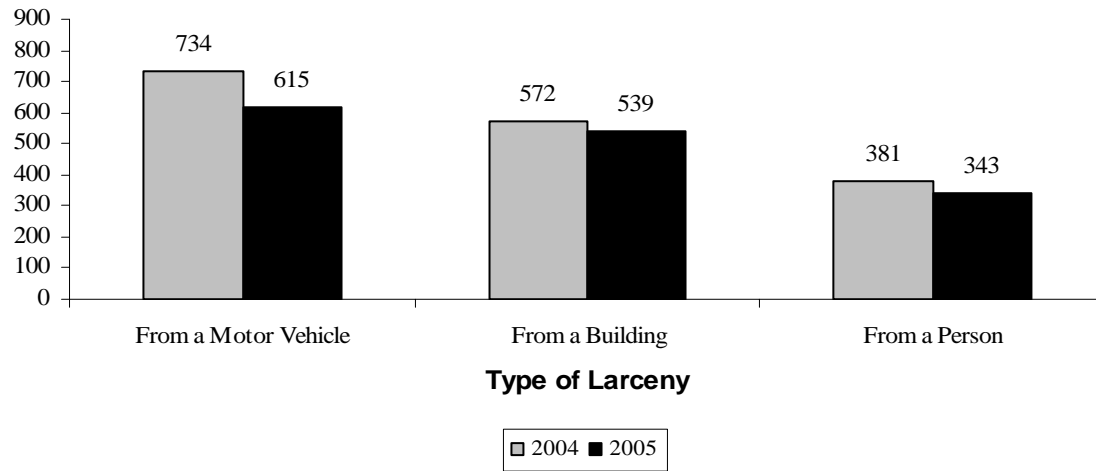


Figure 7. Calendar Year 2004 vs. 2005 Breakdown of Larcenies by Type

Larceny decreased 10% overall in 2005. Larceny from a building decreased 6% and larceny from a person decreased 10%. Overall, larceny from a motor vehicle decreased 16%, with specific neighborhoods showing significant decreases as follows: Inman (42%), Mid-Cambridge (30%), East Cambridge (28%) and Agassiz (28%).



For additional statistics, please visit our Web site at www.CambridgePolice.org to view the complete 2005 Annual Crime Report online.

- **GOAL 5:** *Provide the highest level of law enforcement and public safety services to the citizens of Cambridge by increasing safety for pedestrians, bicyclists and motor vehicle operators through education. Increase driver safety awareness by emphasizing the "Points 4 Safety" in order to reduce motor vehicle accidents by enforcing vehicle code violations and identifying high accident areas.*

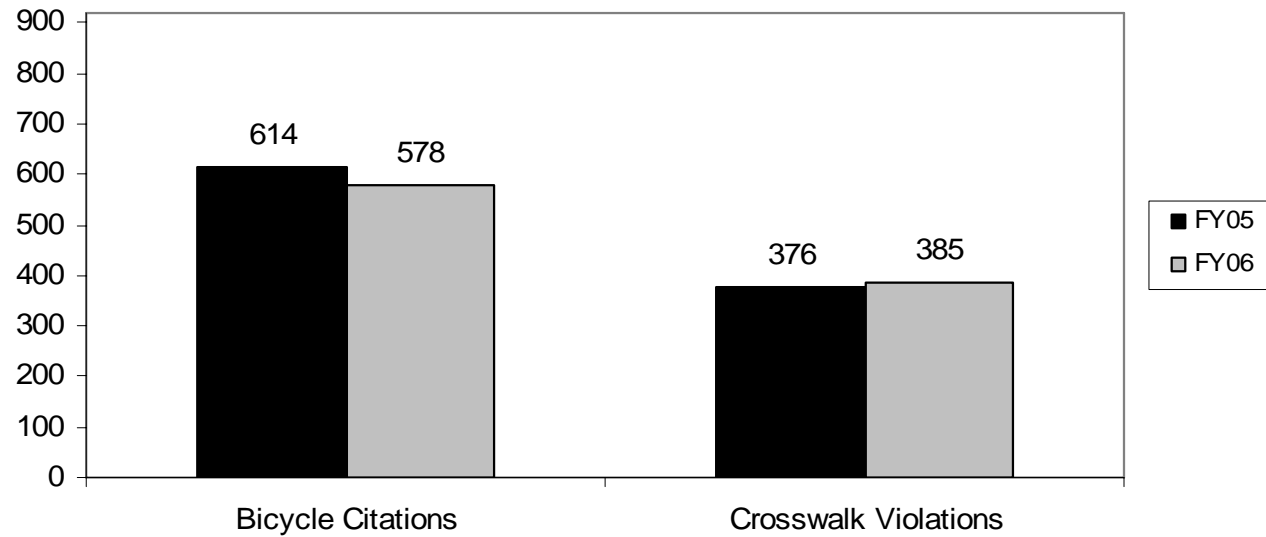
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	1,035	2,000	1,500	1,500
2. Number of selective traffic enforcement assignments citywide	11,253	10,000	10,500	11,000
3. Number of trucks inspected for compliance with commercial regulations	208	500	200	200
4. Number of assignments for deployment of units for the enforcement of crosswalk violations	4,229	4,000	4,250	4,400
5. Number of selective bicycle enforcement assignments	1,122	1,200	1,100	1,100
6. Number of "points 4 safety" brochures distributed during motor vehicle stops	1,500	1,500	1,500	1,500

- **GOAL 6:** *Provide Child Safety Seat Program to Cambridge residents to assist parents with proper installation of car seats. In addition, the Department will continue to modify the existing program to encourage other agencies to participate in this tremendously successful safety program, by increasing available resources to fund this program in order to serve more residents.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Child Safety Seat installations	566	1,000	950	1,000

Figure 8. Bicycle Citations and Crosswalk Violations for FY05 and FY06

In a continued effort to provide the highest level of public safety services, the Department has continually increased enforcement of crosswalk violations and bicycle violations. The chart below reflects the number of bicycle citations and crosswalk citations issued from July 1 through December 31 of FY05 versus July 1 through December 31 of FY06. For additional statistics, please visit our Web site at www.CambridgePolice.org to view the 2005 Annual Crime Report online.



The average traffic stop for speeding, running a red light, and related offenses, results in a warning or citation. A number of traffic offenses, however, are cause for arrest including: driving to endanger, driving after suspension or revocation, possession of a counterfeit inspection sticker, and attaching false or counterfeit license plates. Such arrests are often made during routine traffic stops, after the police officer learns of the driver's suspension, revocation, or other circumstances.

Figure 9. Traffic Arrests for Calendar Year 2004 vs. 2005

The chart below reflects the number of traffic arrests by type of incident comparing 2004 versus 2005.



ACTUAL	PROJECTED		BUDGET
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FY05	FY06		FY07
\$1,018,650	\$1,296,060	ADMINISTRATION	\$1,515,830
\$234,165	\$291,315	TRAINING	\$263,200
\$3,211,785	\$3,139,775	MAJOR CRIME UNIT	\$3,690,840
\$1,282,520	\$1,143,625	SPECIAL INVESTIGATION UNIT	\$1,086,520
\$202,775	\$193,855	DETAIL OFFICE	\$307,980
\$552,180	\$571,520	TECHNICAL SERVICES	\$609,530
<u>\$923,645</u>	<u>\$1,132,515</u>	OPERATION & MAINTENANCE	<u>\$1,157,365</u>
\$7,425,720	\$7,768,665		\$8,631,265

- Support Services

The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Special Investigation Unit, Detail Office and Technical Services Unit. This division is responsible for supporting the daily operations of the Department. The Administration Section processes and coordinates departmental support services such

as records, details (off-duty employment), fleet maintenance, property and identification. The Fleet Maintenance unit is responsible for the maintenance of the entire vehicle fleet. The Training Unit coordinates all training for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted twice a year along with other specialized training that continues throughout the year. The Major Crime Unit includes all investigative functions of the Department. Major Crime Unit detectives investigate all serious crimes committed in the City including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The Technical Services/Crime Analysis Unit carefully reviews all information, including crime reports, calls for service, arrest reports, and notices from other agencies received by the Police Department, looking for crime patterns such as series, sprees, hot spots, and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the Department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

FY07 GOALS

- GOAL 1:** *Continue to enhance and improve the type and quality of in-service training conducted annually for all sworn personnel of the Police Department. In accordance with Massachusetts General Laws, all police officers must attend 40 hours of in-service training annually. Mandated topics include firearms certification, CPR and first responder training. Firearms training for all personnel will include live firing at an outdoor range and simulated firing. The simulated firing consists of computer assisted judgment shooting scenarios utilizing tactical decision making and scenario based interactive training utilizing non-lethal Simunition ammunition, inert OC spray (Mace) and control devices.*

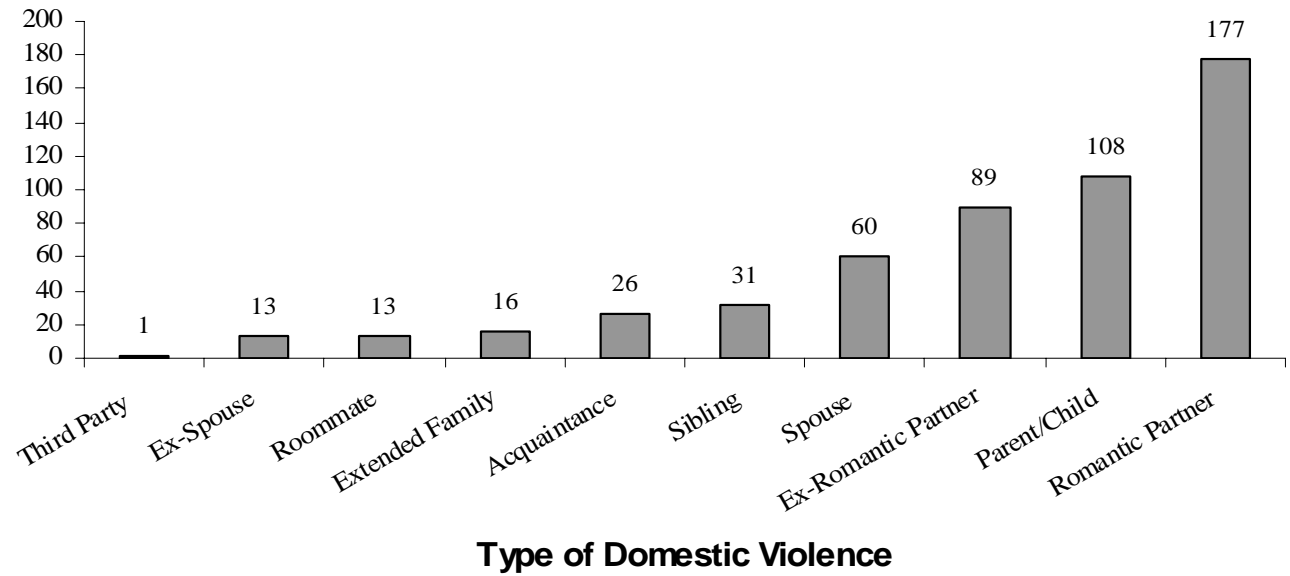
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of officers attending live firearms training	252	273	252	273
2. Number of officers attending simulation training	195	273	252	273
3. Number of officers attending simulated firearms training	0	273	252	273

- GOAL 2:** *Continue the integrated response system to domestic violence and department-wide training. Continue input of domestic violence incidents into a database that allows for the analysis of such occurrences. Work with a coalition of other City departments and area non-profit agencies to implement a community grassroots domestic violence prevention and education effort. The Domestic Violence Liaison develops and conducts specialized training regarding same sex domestic violence, family related domestic violence, and elderly abuse domestic violence.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the City	12	12	13	12

Figure 10. Domestic Violence by Relationship Category for Calendar Year 2005

The chart below reflects the number of domestic violence incidents reported in 2005 by relationship category.



Special Investigations Unit

The Cambridge Police Department's Special Investigations Unit continually commences investigations involving drugs and vice activity within the City of Cambridge. They have adopted strategic planning methods to help alleviate the pressures visited upon society by the culture of drug abuse and addiction. The goal of the unit is to target street level dealers to get to the suppliers, and to fight the problem at its root level: in the street, where the public is most exposed and affected.

Table 3. Geographic Breakdown of Drug Arrests

The table below shows that drug arrests were concentrated in the mid-section of the city. The Area 4 neighborhood reported the most incidents, followed by the Cambridgeport and East Cambridge neighborhoods. In 2005, a total of 139 incidents were reported and 127 arrests were made.

AREA	2003	2004	2005	% OF TOTAL
East Cambridge	20	15	16	12%
M.I.T. Area	1	0	1	1%
Inman/Harrington	21	11	11	8%
Area 4	24	22	37	27%
Cambridgeport	16	19	24	17%
Mid-Cambridge	5	8	20	14%
Riverside	15	14	10	7%
Agassiz	1	1	2	1%
Peabody	6	9	3	2%
West Cambridge	3	7	5	4%
North Cambridge	6	15	9	6%
Cambridge Highlands	1	1	1	1%
Strawberry Hill	2	2	0	0%
TOTAL	121	124	139	

**TRAFFIC, PARKING
& TRANSPORTATION
- Summary**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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<p>\$1,436,985 \$5,823,820 <u>\$808,080</u> \$8,068,885</p>	<p>\$1,520,995 \$6,208,550 <u>\$863,620</u> \$8,593,165</p>	<p>TRAFFIC CONTROL PARKING CONTROL SUPPORTING SERVICES</p>	<p>\$1,647,865 \$6,376,900 <u>\$824,255</u> \$8,849,020</p>
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PURPOSE & OVERVIEW: The Department oversees public parking and traffic operations in the city. The Department actively promotes walking, bicycling and transit. Public parking includes promulgating, signing

and enforcing parking regulations; installation and maintenance of parking meters; operation of the two City parking garages; collection and adjudication of parking tickets and operation of the resident permit program. Traffic operations includes pavement markings including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourage walking, bicycling and transit use.

The Department is organized in three divisions: Traffic Control, Parking Control, and Supporting Services.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Traffic, Parking and Transportation Budget reflects an increase of \$26,045 for energy costs, \$41,600 in the garage management contract for the First Street and Green Street Garages as a result of the vendor paying employees the Cambridge Living Wage rate. In addition, \$22,355 has been added to cover the cost increase in the pavement-marking contract and \$10,000 for sign materials.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Enforcement - Implemented handheld ticket writing machines resulting in: improved ticket legibility; tickets being available for online payment within 24 hours rather than 5-10 days, and information pertaining to license plates, resident parking permits, visitor permits, meter numbers & locations available at the enforcement officer's finger tips resulting in easier and more accurate ticketing.
- Parking Meter Division – New meter housings have been installed throughout the city. In addition to giving a fresh look, they house new digital meter mechanisms. Additional meters have been installed to support the short term parking needs of businesses and increase parking space

| turnover so parking will be available for customers.

- Since October 3, “Luke” multi-space pay stations have replaced meters in the Springfield and Windsor Street parking lots. The Springfield lot is actively used from 8am – 10pm and spaces have been turning over and providing parking for many more users. The technology is well accepted with 42% of the transactions being made by credit card.
- Parking Garages – Installed new, state-of-the-art parking access and revenue control systems at the City’s two parking garages. Built a new garage manager’s office and cashier booth at the Green Street Garage. Replaced the cashier booth at the First Street Garage.
- Completed several parking garage repair projects including: Awarded a contract to perform a condition analysis report in FY07 for the First Street and Green Street Garages which will provide maintenance and repair plans for future years. At the First Street Garage, made various concrete, expansion joint and facade repairs to improve pedestrian and driving safety. Replaced various sprinkler standpipes to improve the fire suppression system at the First Street Garage. Replaced the drainage pump station at the Green Street Garage to prevent flooding of the lower level during heavy rainstorms. In conjunction with the Public Works Department, investigated and repaired sinking pavement at the ground level parking area at the First Street Garage. Replaced the fire alarm control panels and various other components of the fire alarm system at the First Street Garage in order to bring the system up to current standards.
- Customer Service - The featured photo on the 2006 Resident Information Brochure & Residential Parking Permit is the newly renovated Dana Park. It was the winning photo in our annual photo contest. The contest winner this year was Mark Sullivan, a Cambridge resident. Each resident receives a copy of our Resident Information brochure when obtaining their resident parking permit.
- A new Pay-On-Line Street Permit Program is being developed and implemented in conjunction with IT, Finance and Public Works Departments. The program eliminates added steps for the applicant and the staff while ensuring payment and good customer service. The Street Occupancy Permit program grows every year and increases public safety. The average number of permits processed triples in June, July and August when many people need space for their moving vans and construction activity peaks.
- Planning/Construction - Transportation Impact Studies for the Cambridge Discovery Park and 195 First Street, as well as several smaller traffic impact analyses for projects seeking permits from the Planning Board, have been reviewed and approved. Site and driveway changes have been approved for over 20 smaller projects seeking building permits.

- Twelve transportation mitigation projects have been installed by eight private developers this fiscal year, including major intersection changes at the Alewife Station and at Main & Vassar Streets and the final pieces of the lower Third Street reconstruction. Designs for another 11 of over 20 required future mitigation projects have been reviewed and approved for installation this fiscal year through FY08.
- Upgraded the off-street electronic parking inventory, crosswalk inventory, and meter map and created the metered parking assets for Remedy implementation.
- Traffic Calming. Assisted the Community Development Department (CDD) with planning, design review, and implementation of projects at Upland Road, Oxford Street, and Mt. Auburn Street. Also assisted with other smaller traffic calming projects completed by CDD.
- Assisted CDD with final design details of the Harvard Square project.
- Working with CDD, managed consultant traffic study of the safety problems on Blanchard Road, developed mitigation options and presented to the community, including both Belmont and Cambridge residents.
- Volpe Crosswalk - Conducted study in partnership with Volpe Center. Developed list of alternatives for improvement of crosswalk and concept plan based on alternative chosen.
- Construction - Assisted DPW with: Porter Square (including the coordination and timing of new traffic signal equipment at the three intersections), Lower Massachusetts Avenue (including a new 3-lane cross-section design in front of the MIT campus), Cambridge Street (including dozens of new sign and parking meter installations), Cambridgeport Roadways (including several detour route designs and other traffic management).
- Signals - Completed conversion from incandescent bulbs to LED (Light Emitting Diode) bulbs at 18 locations, further reducing electricity consumption by the Department.
- Traffic signal maintenance - Painted poles at 37 intersections. Managed vendor completion of 528 maintenance work orders.
- Traffic signal improvements: Converted left-hand lane eastbound on Cambridge Street at Quincy Street to left turn only to eliminate pedestrian conflict, converted Bishop Allen/Prospect and Harvard/Windsor to concurrent pedestrian operation, improved the leading pedestrian interval (LPI) at Broadway/Hampshire, decreased cycle length and placed pedestrian phase on recall at Harvard/Inman, installed audible pedestrian signals at Massachusetts/Prospect, installed a new

cabinet and controller at Massachusetts/Blake, repaired conduit and upgraded equipment at Oxford/Sacramento.

- Snow signs – Reviewed the snow emergency parking regulations for the entire City and made significant improvements. Installed new distinctive signs with the red background on those streets where the restriction is critical. For many streets all restrictions were removed leaving residents with more on street parking options during a snow emergency. Developed with the Police and Public Works a plan for prioritizing the snow emergency tow operations and tagging those areas not towed. Leafleted streets where this change was different from what residents on the street have experienced in the past. All detailed information was made available on the web site.
- Pavement Markings: Repainted 80% of yellow centerlines, 50% of white edge lines and bike lanes, and about 1,400 of 1,900 crosswalks, reduced Broadway tunnel eastbound to two lanes, fixed ambiguous lane shift on River Street north of Memorial Drive, added left turn lane and relocated bike lane on Huron Avenue at Fresh Pond Parkway, delineated turn lanes within Inman Square, installed improved design of bicycle lane on Mass Ave. eastbound at Western Ave.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICE		\$3,481,605
Parking Fund Parking Usage	\$3,481,605	
LICENSES & PERMITS		\$202,500
Street Obstruction Permits	\$202,500	
FINES & FORFEITS		\$4,753,715
Parking Fines	\$4,753,715	
MISCELLANEOUS REVENUE		\$411,200
Rent of City Property	\$91,200	
Interest Earnings	\$300,000	
Private Grants	\$20,000	
TOTAL FY07 BUDGETED REVENUE		\$8,849,020

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$5,485,580
OTHER ORDINARY MAINTENANCE	\$3,269,040
TRAVEL AND TRAINING	\$19,400
EXTRAORDINARY EXPENSES	\$75,000
TOTAL FY07 BUDGETED EXPENDITURES	\$8,849,020

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	81	80	80

**TRAFFIC, PARKING
& TRANSPORTATION
- Traffic Control**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$431,115	\$436,970	TRAFFIC SIGNAL MAINTENANCE TRAFFIC ENGINEERING PAVEMENT MARKINGS/ SIGN POSTING	\$449,220
\$450,610	\$485,600		\$511,360
<u>\$555,260</u>	<u>\$598,425</u>		<u>\$687,285</u>
\$1,436,985	\$1,520,995		\$1,647,865

PURPOSE & OVERVIEW: The Traffic Control Division is responsible for the design, installation and maintenance of all traffic control devices throughout the city and for coordination with other departments and agencies on design and development proposals.

The division's responsibilities include: conducting traffic studies; maintaining and revising curb regulations; investigating constituent concerns; installing and maintaining signs; maintaining pavement markings, including bicycle lanes and crosswalks; issuing street occupancy and street closing permits; and reviewing major construction projects and new developments.

The division manages a computerized traffic signal system, with 72 of the 219 signal locations currently on the system. The City has 144 signalized intersections, 37 warning flashers and 34 school zone flashers.

FY07 GOALS

- *GOAL 1: To improve the ease of crossing for pedestrians and to increase energy efficiency.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of City's intersections converted to LED traffic signals	21%	53%	52%	100%
2. Number of signalized intersections adjusted to enhance pedestrian crossing	17	8	10	10

- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of street obstruction and street closing permits issued	5,495	5,500	5,500	5,500

- *GOAL 3: Improve street safety by installing and replacing reflective pavement markings for all new and all existing crosswalks, centerlines and parking stalls.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of crosswalks citywide with reflective pavement markings	1,805	1,815	1,903	1,950
2. Total number of new crosswalks installed with reflective pavement markings	20	10	98	47

- *GOAL 4: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of linear feet of edge line	82,700	50,700	88,000	95,000
2. Total number of linear feet of bike lane	70,225	81,230	70,225	85,000

- **GOAL 5:** *The Traffic Engineering Division will maintain strong customer service and continue responding to the community in a timely manner on transportation issues, including site investigations and minor traffic studies. Continue to replace faded, defaced or damaged traffic regulatory signs and update all street name signs to the more visible and highly reflective diamond grade street name signs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	141	200	189	200
2. Total number of completed minor traffic studies	12	6	7	7
3. Total number of traffic regulatory signs replaced or installed	2,580	2,000	1,830	2,000
4. Total number of street name signs replaced	311	200	199	200

- **GOAL 6:** *Provide timely and professional review of traffic studies of large projects. Work closely with the Community Development Department and Planning Board in reviewing and identifying mitigation measures.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	6	10	6	6

**TRAFFIC, PARKING
& TRANSPORTATION
- Parking Control**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
<p>\$1,962,855 \$957,745 \$979,020 <u>\$1,924,200</u> \$5,823,820</p>	<p>\$2,039,570 \$1,070,825 \$1,021,350 <u>\$2,076,805</u> \$6,208,550</p>	<p align="center">PARKING SERVICES PARKING METER MAINTENANCE OFF STREET PARKING PARKING ENFORCEMENT</p>	<p>\$2,024,350 \$1,029,205 \$1,085,395 <u>\$2,237,950</u> \$6,376,900</p>

PURPOSE & OVERVIEW: The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages and nine metered parking lots, and for the enforcement, processing, and adjudication of the City's parking regulations.

The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. The program is extremely busy from November through January when residents renew their permits. Customer service has improved by making it more convenient for the public to obtain resident parking permits by mail and to pay parking tickets by mail, phone or online.

The Parking Meter Program is responsible for the installation, maintenance, collection and repair of the City's 3,026 meters. Meters provide short-term parking for visitors and shoppers. The Department has been adding meters in areas where new commercial development has occurred to support the parking needs of visitors.

The Parking Enforcement Program provides staff to ticket illegally parked cars. The operation is active from 7 a.m. to 8 p.m. weekdays as well as extended hours on Thursday and Friday evening until 10 p.m. Saturday hours are 8:30 a.m. to 10 p.m.

The division is responsible for the two City garages - Green Street Garage and East Cambridge Garage. The division manages the contract to operate the two facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.

FY07 GOALS

- *GOAL 1: Provide residential on-street parking for residents, their visitors and providers of services to residents, and issue residential parking permits in a timely and cost effective manner during our annual issuance period. Reduce parking permit abuse.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of resident permits	38,864	40,000	40,000	40,000
2. Number of resident permits issued during the renewal season (Oct. 15 - Jan. 31)	21,401	30,000	25,489	25,500
3. Number of permits obtained by mail during the renewal season	8,837	15,000	10,734	11,475
4. Percentage of permits obtained by mail during the renewal season	41%	50%	42%	45%
5. Number of permits obtained at main office during the renewal season	12,564	15,000	14,755	14,025
6. Percentage of permits obtained at main office during the renewal season	59%	50%	58%	55%
7. Number of resident permit violations	87,242	80,000	70,000	75,000
8. Number of public safety violations	30,458	45,000	30,000	35,000

- *GOAL 2: Provide short term, on-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of parking meters on street	2,770	3,000	2,815	3,000
2. Number of meter violations	192,462	218,000	200,000	200,000
3. Number of overtime meter violations (meter feeding)	33,957	46,000	34,000	34,000

- *GOAL 3: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	53%	55%	55%	55%
2. Percentage of paid tickets issued this fiscal year	81%	85%	85%	85%
3. Percentage of tickets paid at main office	17%	15%	12%	12%
4. Percentage of tickets paid via mail, telephone and online	83%	85%	88%	88%
5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	5%	3%	3%	3%

**TRAFFIC, PARKING
& TRANSPORTATION
- Support Services**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$808,080	\$863,620	ADMINISTRATION	\$824,255

PURPOSE & OVERVIEW: The Support Services Division is responsible for the administration and operation of the entire Department, including: coordination within and between the Traffic Control and Parking Control divisions; management of the Department's budget and personnel functions; ongoing dedicated customer service; publishing materials to bring information to the public; coordinating with other City departments, state and federal agencies, non-profit organizations and local businesses; and keeping up-to-date with cutting edge equipment and services to meet the needs of our constituents and to support employees in performing their jobs more efficiently.

- *GOAL 1: Seek to continuously improve the efficiency and professionalism of the Department staff, procedures and programs. Improve communication and coordination within the Department. Encourage and support proactive and innovative solutions to the City's mobility needs.*

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**POLICE REVIEW AND
ADVISORY BOARD**

PURPOSE & OVERVIEW: The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance.

\$72,610

\$78,920

**POLICE REVIEW AND
ADVISORY BOARD**


The primary function of the Board is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers.

The Police Review and Advisory Board consists of five civilian residents of Cambridge. The role of the Police Review and Advisory Board is as follows: to provide for citizen participation in reviewing Police Department policies, practices, and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Responded to 83 public inquiries. Of these inquiries, 68 were classified as informal complaints and were referred to appropriate agencies. Eight were handled as information requests. Seven were classified as formal complaints filed with the Board and were docketed for investigation. At present, 10 complaints including those from the previous Fiscal Year have been resolved and five are pending.
- Established an information sharing and case review process with the Police Department's Quality Control Office. The process helps in expediting case investigation at both agencies.
- The Executive Director and the Investigative Liaison continue to review and monitor the investigation of complaints filed at the Police Department Quality Control Office.
- As part of an ongoing outreach, the Executive Director appeared on Cambridge Cable Television Network to talk about the work of the Board.

\$65,310

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- In December 2005, a Board member and the Investigative Liaison attended the National Conference for Civilian Oversight and Law Enforcement Boards to learn about investigative techniques and programs used by other Boards.
 - Continue to work closely with the Human Rights Commission outreach programs.
 - PRAB continues to be a resource for communities that want information to help establish their own PRAB. The Executive Director and the Investigator attended various training seminars, community meetings and lecture forums on behalf of PRAB.

FY07 GOALS

- *GOAL 1: Collaborate with the Police Department through education and outreach efforts to increase public awareness of the Board's mission and services, and to foster better understanding of police procedures, civil rights laws, and suggested behavior when interacting with law enforcement officers.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of public inquiries	170	150	160	150
2. Number of community training sessions	18	20	15	16
3. Number of events related to the mission of the Board	30	25	25	25
4. Number of Board meetings open to the Public	n/a	10	10	11

- *GOAL 2: Improve efficiency and effectiveness of case intake, referral process, investigation, and investigative related findings and actions.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of complaints open from prior fiscal years	3	0	0	0
2. Number of complaint intakes from public inquiries	100	110	110	120
3. Number of complaints referred to other agencies or dismissed due to lack of jurisdiction	85	90	95	105
4. Number of complaints investigated and closed	18	20	15	15
5. Number of public hearings held	12	10	10	11
6. Number of recommendations made to the Police Commissioner and the City Manager after hearings	9	10	10	7
7. Number of subpoenas issued after hearings	0	0	0	0

- *GOAL 3: Perform mediation as a means to resolve complaints in lieu of investigation.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of mediation sessions performed	5	20	15	10
2. Number of complaints mediated	5	15	9	10

- *GOAL 4: Collaborate with Police Department and other City departments to train Board members and police officers to enhance the effectiveness of the Board's work.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Numbers of training sessions	10	10	10	10

- **GOAL 5:** *Collaborate with the Police Department in reviewing and making public interest recommendations relating to policies and procedures of the Police Department.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of policy reviews and recommendations	8	5	5	5

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$65,310
Real Estate Taxes	\$65,310	
TOTAL FY07 BUDGETED REVENUE		\$65,310

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$61,310
OTHER ORDINARY MAINTENANCE	\$1,000
TRAVEL AND TRAINING	\$3,000
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$65,310

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	1	1	1

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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INSPECTIONAL SERVICES

<p>\$2,187,320 \$174,220 <u>\$10,040</u> \$2,371,580</p>	<p>\$2,212,295 \$182,575 <u>\$20,000</u> \$2,414,870</p>	<p>INSPECTION/ENFORCEMENT ZONING APPEAL BOARD BOARD & RAZING</p>	<p>\$2,237,445 \$193,225 <u>\$20,000</u> \$2,450,670</p>
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PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building Code

Code and certain articles of the State Sanitary Code. The Inspection/Enforcement allotment covers the enforcement of the building, wiring, plumbing/gas and mechanical codes, together with articles of the State Sanitary Code covering housing and food establishment inspections, lead paint and asbestos testing and removal, swimming pool inspections, and day care and recreational day camp inspections. Additionally, this allotment supports the rapid response capability provided in situations where building structural integrity or mechanical/electrical systems are potentially affected by fire or similar emergencies. The Board of Zoning Appeal appropriation supports costs necessary to administer the Zoning Ordinance and the processing of applications for relief before the Board of Zoning Appeal. The Boarding and Razing appropriation is for emergency demolition and the boarding up of dangerous buildings. This appropriation is offset by liens against the property.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Inspectional Services Budget includes the reduction of a senior sanitary inspector position with \$17,300 being added for radio and computer equipment replacement and \$15,000 for office furniture and equipment replacement.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Revenue received by the Department, largely from building permit fees, continues at high levels.
- Hired new Senior Building Inspector and new Building Inspector to complete Certificates of Inspection for restaurants, lodging houses, etc. as required by the Building Code.
- A significant effort was initiated this past year to ensure control of rodent problems in the City, working closely with DPW and the Health Department.
- Worked closely with the Information Technology Department (ITD) to establish the capacity of users to view permits online.
- Initiated monthly meetings with inspectors to ensure customers are treated in a professional manner and all interpretations made by inspectors are consistent and conforming to the code and ordinances.

FY07 GOALS

- *GOAL 1: Process building permit applications, improve community access to permit information, and conduct required inspections in a timely and efficient manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Issue major building permits within 30 days	94%	85%	95%	95%
2. Number of major permits issued	109	80	80	80
3. Number of "short form" permits issued	2,824	2,200	2,500	3,000
4. Number of compliance inspections	6,044	6,000	6,000	6,000
5. Number of multi-family inspections	0	400	100	400
6. Provide essential information on major building permits online	10%	100%	30%	100%

- *GOAL 2: Process and respond to citizen housing and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	98%	100%	100%
2. Number of formal complaints	572	900	600	600
3. Number of inspections	3,805	3,500	3,600	3,700
4. Number of court hearings	422	500	480	500

- *GOAL 3: Enhance and protect public health and safety by conducting inspections of food handling establishments in a timely and efficient manner in accordance with State requirements and by improving community access to inspection reports. The State requires a minimum of two compliance inspections per year.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number compliance inspections	1,789	2,000	1,800	1,800

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Number of complaints received	n/a	n/a	500	400
3. Number of food handling establishments in Cambridge	498	500	583	590

■ *GOAL 4: Process all applications for zoning relief in an efficient manner and in accordance with the requirements of applicable State laws.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Ensure BZA requests for relief are issued within statutory requirements	100%	100%	100%	100%
2. Number of BZA applications	203	190	230	250

FINANCING PLAN	DETAIL	SUMMARY
TAXES		(\$1,114,670)
CHARGES FOR SERVICE		\$82,000
LICENSES & PERMITS		\$3,483,340
TOTAL FY07 BUDGETED REVENUE		\$2,450,670

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$2,259,445
OTHER ORDINARY MAINTENANCE	\$124,400
TRAVEL AND TRAINING	\$51,825
EXTRAORDINARY EXPENSES	\$15,000
TOTAL FY07 BUDGETED EXPENDITURES	\$2,450,670

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	28	28	27

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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**LICENSE COMMISSION/
CONSUMERS' COUNCIL**

\$589,900	\$682,880		\$658,720
<u>\$110,975</u>	<u>\$133,680</u>	LICENSE	<u>\$130,315</u>
\$700,875	\$816,560	CONSUMER	<u>\$789,035</u>

PURPOSE & OVERVIEW: The Board of License Commission was established in the early part of the last century. Since the Commission's inception, the

citizens of Cambridge have been served by a three-person public safety board charged with the responsibility of issuing licenses, setting policy, enforcing rules and regulations, local ordinances and state laws pertaining to numerous categories of licenses. These include, but are not limited to, alcohol, common victualer, entertainment, hackney driver and vehicle licenses, lodging houses, garages and gasoline stations. The Commission remains committed to educating both our licensees and the general public in an effort to reduce societal problems caused by binge drinking and other alcohol misuse.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Cambridge Alcohol Advisory Board (CLAB), with support from the License Commission, produced the third annual Taste of Cambridge event, which featured 44 Cambridge restaurants, was attended by over 1,800 guests and raised over \$40,000. A significant portion of event proceeds went to CASPAR (Cambridge and Somerville Program for Alcoholism and Drug Abuse Rehabilitation), the Dance Complex, and other local charities.
- The Accessible Cambridge Taxi (ACT) Program continued during its second year to serve elders and persons with disabilities in Cambridge and adjoining communities. Under this program, which is managed by Cambridge Cab, the number of persons served by the seven accessible cab vans doubled in the last half of 2005.
- Coordinated a committee to investigate allowing alcohol service on sidewalk patios for food-oriented restaurants and hotels and presented findings to the City Council, City Manager, Public Works Department, Zoning Board, the License Commission and the state Alcoholic Beverages Control Commission, which has approved allowing licensees to serve alcoholic beverages, along with food, on dedicated city sidewalk space.
- The Consumer Councils' Executive Director has been proactive in addressing consumer problems with credit, debt and bill collection by testifying at the State House on relevant legislation, participating in a conference at the Federal Reserve Bank, and conducting educational outreach to consumers.

- The Consumers' Council has remained involved in calling for both legislative action and consumer education to address identity-theft and privacy concerns, which continue as important issues to consumers.
- The Consumers' Council joined with other City departments at the Home and Energy Fair to present options for consumers to save energy and to learn how to be smart consumers when contracting for home improvement services.

LICENSING

Chapter 95 of the Acts of 1922 and its amendments “established in the City of Cambridge a board of license commissioners, to consist of the Chiefs of the Police and Fire departments and a third commissioner to be appointed for a term of three years.” In the years since its inception, regulatory authority has expanded to include other major licensing categories such as entertainment establishments, restaurants, shops and sales, taxicabs, livery and limousine vehicles, lodging houses and hotels. In addition, the Department is charged with enforcement of the City's Noise Ordinance.

The Pole and Conduit Commission, which is staffed by License Division personnel, has been an extremely active board during the past few years, greatly increasing the number of phone calls and walk-in customers served by our staff. The Commission processes and hears applications from local utility companies regarding poles, conduits and fiber optics.

One of the major tools developed by the City to assist in the regulation of all restaurants and pouring alcohol establishments is the License Commission's Task Force. Consisting of agents of the License Commission, Fire Department and Inspectional Services, this investigative unit inspects all establishments under its purview to ascertain compliance with City rules and regulations as well as building and fire codes.

FY07 GOALS

- *GOAL 1: Inspect all alcohol licenses in a proactive effort to reduce underage drinking in Cambridge and diminish any violation of local rules and regulations.*

Figure 1a. Annual Alcohol Licenses Issued

The following chart shows a breakdown of the 252 alcoholic beverage licenses, by category, that are issued by the License Commission during Fiscal Year 2006.

Type of License	Number Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.40%
Breweries*	3	1.19%
Educational Institute (Wine & Malt Beverage)	5	1.99%
Hotels (All Alcohol Beverage)	12	4.76%
Other Clubs (All Alcohol Beverage)	18	7.14%
Package Stores (Wine & Malt Beverage)	18	7.14%
Package Stores (All Alcohol Beverage)	22	8.73%
Restaurants (All Alcohol Beverage), 2am	38	15.08%
Restaurants (Wine & Malt Beverage)	49	19.44%
Restaurants (All Alcohol Beverage), 1am	86	34.13%
TOTAL	252	100.00%

*Breweries are allowed to produce their own beer product and sell it, along with selling other Alcoholic beverages, for on-premises consumption.

Figure 2a. Percentage of Alcohol Establishments Inspected by Task Force

The License Commission attempts to inspect as many alcohol establishments as possible each year, however, it should be noted that package stores are not subject to inspection by the Task Force.

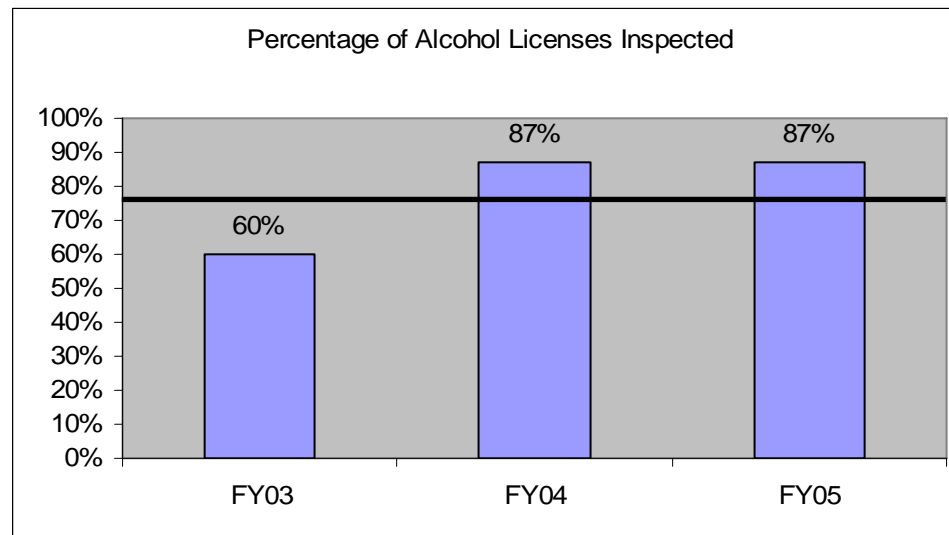


Figure 1b. Results of 9 Disciplinary Hearings held in FY05 (7/1/04 – 6/30/05) for alcoholic beverage establishments

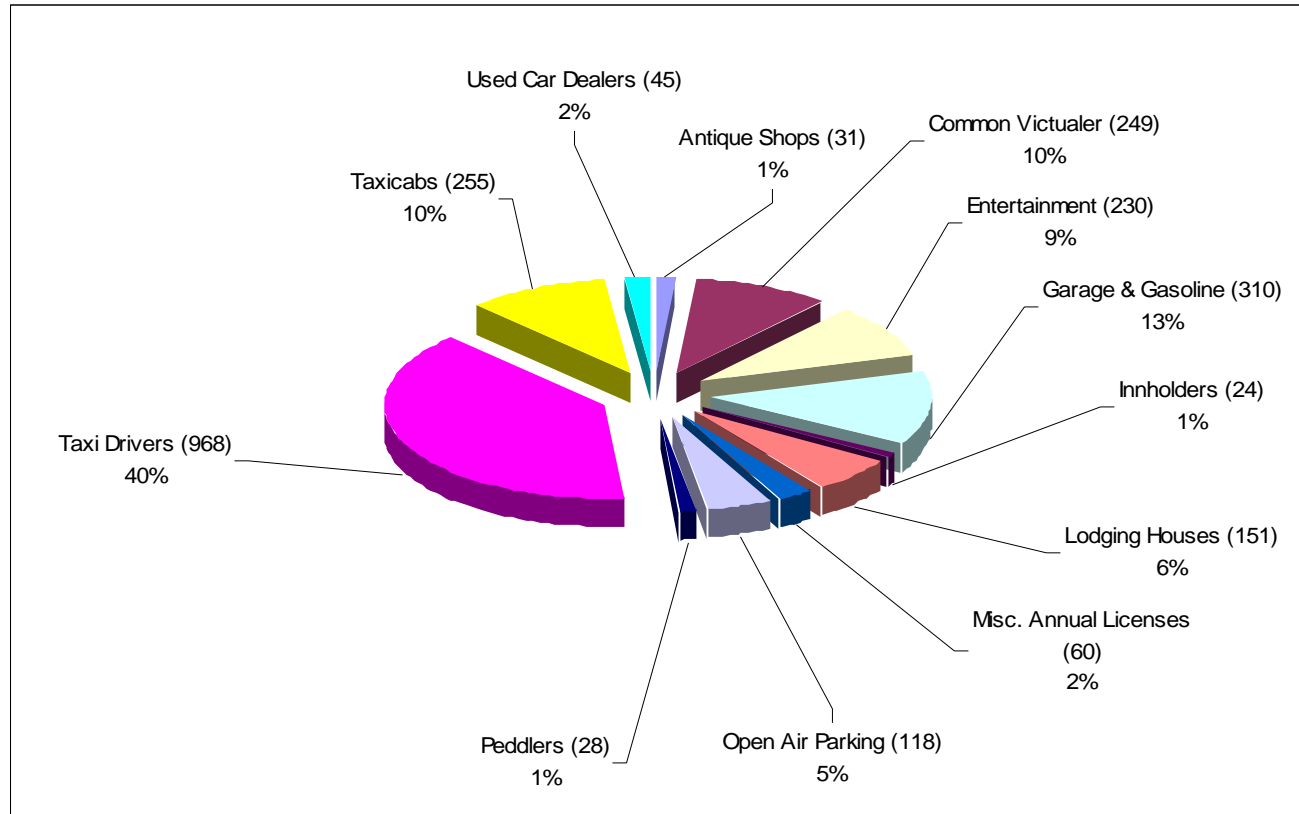
Form of Discipline	#
Licensee's Live Entertainment Hours Reduced.....	1
License Suspended for 5 Consecutive Days.....	1
Complaint Dismissed.....	1
License Reverted to Previous Owner.....	1
Warning Issued.....	1
*stipulating termination of a specific employee	
Written Warning Issued.....	4
Total.....	9

Figure 2b. Number of Alcohol Establishments Inspected

FY03	FY04	FY05	
120	179	190	Alcohol Licenses Inspected
200	206	219	Active On-Premises Licenses

Figure 3. Annual Licenses (Non-Alcohol)

The License Commission administers and regulates numerous categories of annual licenses. A total of 2,469 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2006.

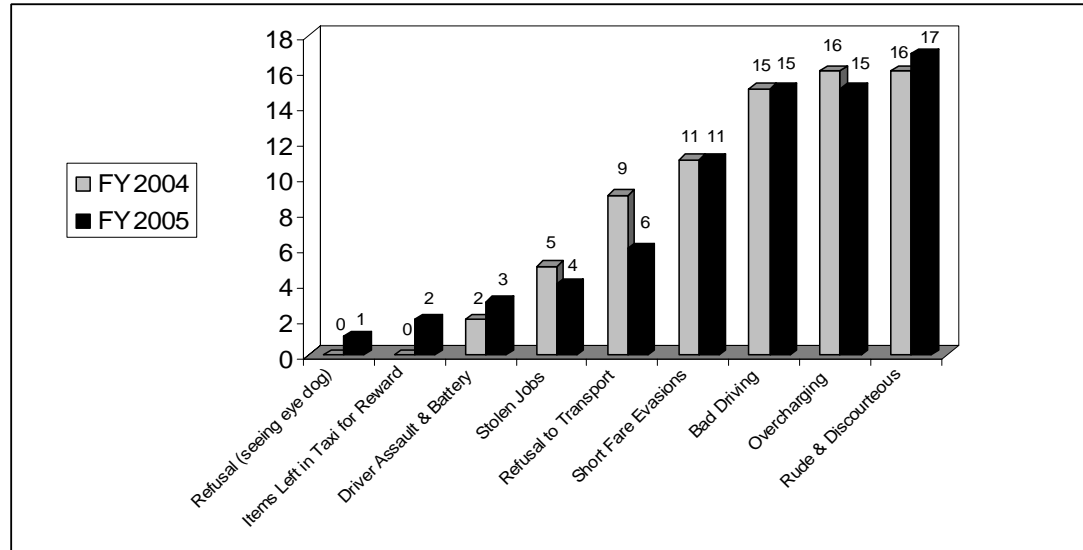


■ *GOAL 2: Investigate all violations of out of town taxicab pick-ups.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	13	25	15	15

Figure 4. Hackney Complaints

The License Commission’s Hackney Unit works to quickly resolve all written passenger and driver complaints. The Hackney Police Officer and Assistant Hackney Inspector resolved 74 complaints for both FY04 and FY05. Not reflected below are the illegal out of town pick-ups by cabs licensed in other cities and towns.



■ *GOAL 3: Promote social and cultural diversity and foster community.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	33	30	33	33
2. Number of hackney driver candidates who successfully complete the program at the Cambridge Taxicab School, Inc. and become licensed Cambridge taxicab drivers	97	100	90	100

CONSUMERS' COUNCIL

PURPOSE & OVERVIEW: The Council works in cooperation with the Attorney General of the Commonwealth. The primary activity is the mediation of individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff is also watchful for any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the expertise and information gained from the hundreds of individual complaints filed each year by area residents, the Council can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry. The Council provides educational information to consumers through a variety of media including its Web page, public workshops, distribution of consumer brochures and published articles. The Consumers' Council is a resource for, and works in partnership with, a variety of other City agencies to meet the diverse direct services needs of Cambridge residents.

Figure 5. Consumer Complaints

The primary work of the Consumers' Council is the mediation of individual consumer complaints filed by Cambridge residents or by consumers living elsewhere but having a dispute with a Cambridge-based business. The types of product or service involved in these complaints are reflected below.

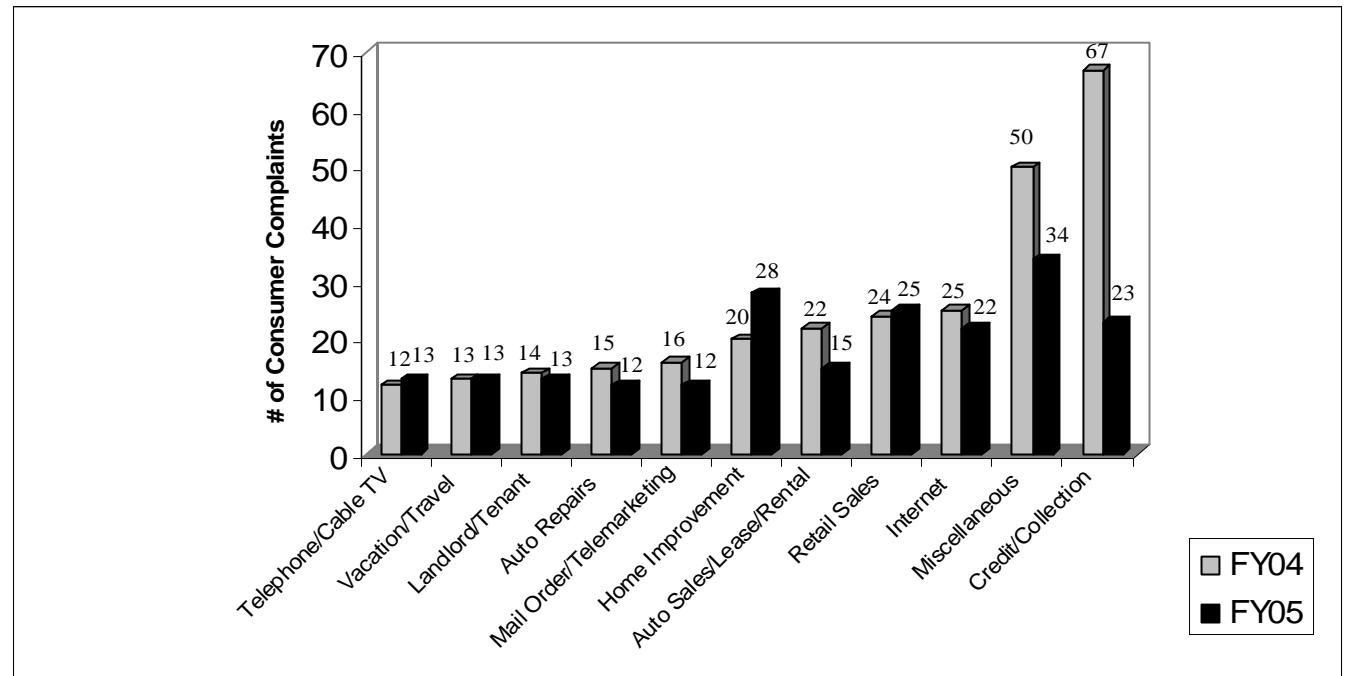


Figure 6. Complaint Resolution Process

The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY05 (7/1/04 - 6/30/05)		Consumer Business Disputes Resolved In FY06 (7/1/05 - 3/31/06)*	
Disputes Resolved in Mediation	128	Disputes Resolved in Mediation	75*
Disputes Resolved in Court	13	Disputes Resolved in Court	10*
Disputes Resolved by Other Means	88	Disputes Resolved by Other Means	43*
TOTAL	229	TOTAL	128*

- *GOAL 1: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Educational workshops or public forums held in Cambridge	3	3	2	3
2. Written articles, brochure/newsletter publication or significant Web page additions	17	15	12	15

- *GOAL 2: Partner with other City departments, state agencies or consumer organizations to provide either individual consumer assistance or to take action on behalf of groups of consumers or all consumers in general.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Joint efforts with other City agencies or non-profits	8	8	6	6
2. State-level activities on behalf of consumers	8	7	8	9
3. National consumer partnership efforts	5	4	5	5

TAXES		(\$1,086,560)
Real Estate Taxes	(\$1,086,560)	
CHARGES FOR SERVICE		\$25,600
Photocopy/Reproduction	\$600	
License Hearing/Advertising Fee	\$25,000	
LICENSES & PERMITS		\$1,810,995
Alcoholic Beverage	\$740,000	
Common Victualer	\$38,500	
Miscellaneous Licenses	\$21,000	
Lodging Houses	\$190,000	
Garage/Storage of Inflammable	\$291,000	
Shops & Sales	\$4,295	
Hackney Carriage/Drivers	\$75,575	
Motor Vehicle Related	\$81,000	
Hackney Application	\$6,500	
Entertainment Summary	\$188,000	
Pole & Conduit	\$166,000	
Disposal Company	\$2,375	
Property Use License	\$6,750	
INTERGOVERNMENTAL REVENUE		\$39,000
Consumer Commission (Attorney General)	\$39,000	
TOTAL FY07 BUDGETED REVENUE		\$789,035

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$719,145
OTHER ORDINARY MAINTENANCE	\$60,650
TRAVEL AND TRAINING	\$9,240
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$789,035

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	9	9	9

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	WEIGHTS & MEASURES
\$99,005	\$105,780	<p style="text-align: center;">WEIGHTS & MEASURES \$107,780</p> <p>PURPOSE & OVERVIEW: The Department of Weights and Measures is charged with the responsibility of ensuring that equity and fairness prevail in the marketplace between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments. These include taxi meters, gas station pumps, home heating oil truck meters, hospital and health clinic scales, truck scales, factory and pharmacy scales, and scales for the tipping of solid waste.</p> <p>It is the duty and function of the Department to enforce the Massachusetts General Laws and local ordinances and regulations relating to the accuracy of weighing and measuring devices that weigh, measure and count commodities offered for public sale. The Department seals or condemns devices tested, and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling as to weight, measures and extended prices. This office investigates complaints on measuring devices or those not conforming to legal standards, checks transient vendors for possession of licenses, and inspects weighing and measuring devices used by these vendors. The Department also advises merchants on the packaging and labeling of goods. As a result of the Consumer & Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights & Measures also performs biannual inspections of all stores with three or more scanners.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Continued outreach to business owners on local and state regulations and compliance. • Continued to maintain and update the City’s Web page for this department on a timely basis. • Attended several professional development sessions offered by federal state and local organizations. Training opportunities that were completed include: Weights and Measures Administration training, Small Capacity Scale Test training, Checking the Net Contents of Packaged Goods-Handbook133 training and New Devices and Technology of Testing these Devices training. • Worked with the License Commission to ensure that the changes to the taxicab rates were accurately reflected on taxi meters as part of annual inspection process. 		

FY07 GOALS

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Scales tested over 10,000 lbs.	6	6	6	6
2. Scales tested 5,000 to 10,000 lbs.	6	6	6	6
3. Scales tested 1,000 to 5,000 lbs.	7	7	7	7
4. Scales tested 100 to 1,000 lbs.	125	90	125	125
5. Scales tested 0 to 100 lbs.	575	500	575	590
6. Avoirdupois weights	130	120	120	120
7. Metric weights	210	200	200	200
8. Apothecary and Troy weights	195	200	200	200
9. Gasoline pumps	405	390	395	395
10. Vehicle oil tanks	26	24	20	20
11. Reverse vending machines	35	35	35	35

- *GOAL 2: Increase inspection of prepackaged food items and increase inspection of food and retail store scanner systems.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of prepackaged food inspections	1,800	2,200	2,000	2,000
2. Number of scanner system inspections	130	170	170	150

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of required inspections performed	255	255	255	255
2. Number of additional inspections	152	140	150	165

- *GOAL 4: Ensure equity and fairness in the marketplace through conduct of spot inspections on all devices, and through provision of educational materials to the general public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of spot inspections performed	110	125	125	125

- *GOAL 5: Monitor and update Web site for citizens' questions and complaints.*
- *GOAL 6: Implementation of an automated billing system for tracking of City revenues.*
- *GOAL 7: Utilize City TV-8 to produce a cable program on the activities of the Weight & Measures Department in order to provide outreach and education to consumers and business owners.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$63,355
Real Estate Taxes	\$63,355	
CHARGES FOR SERVICE		\$26,500
Sealing Fees	\$26,500	
INTERGOVERNMENTAL REVENUE		\$17,925
State Cherry Sheet Revenue	\$17,925	
TOTAL FY07 BUDGETED REVENUE		\$107,780

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$97,755
OTHER ORDINARY MAINTENANCE	\$8,280
TRAVEL AND TRAINING	\$1,745
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$107,780

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	1	1	1

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$219,595	\$212,840	ADMINISTRATION	\$247,830
\$212,380	\$207,940	SIGNAL MAINTENANCE	\$212,860
\$658,220	\$918,395	ELECTRICAL SERVICES	\$902,975
\$1,300,045	\$887,640	EXTERIOR LIGHTING	\$965,540
\$4,000	\$4,000	RADIO OPERATIONS	\$4,000
<u>\$10,000</u>	<u>\$10,000</u>	COMMUNICATIONS	<u>\$10,000</u>
\$2,404,240	\$2,240,815		\$2,343,205

ELECTRICAL

PURPOSE & OVERVIEW: The Electrical Department was established to oversee street lighting and the City fire alarm system in order to allow fire reporting directly from the public and from those buildings whose automated fire alarm systems signal directly to the

Fire Department. The Department also provides electrical maintenance and construction services to all municipal buildings, and provides lighting in all parks and outdoor recreational areas. In addition, the Department is charged with the installation and repair of communications systems such as departmental telephones, public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings, and cabling for local area data networks within City buildings. The Department also oversees the installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Electrical Budget includes an additional \$101,990 to cover the increased cost for exterior lighting. This amount is offset by the reduction of \$37,910 in one-time money allocated in FY06 for maintenance and repairs to the electrical shop located on Third Street. In addition, \$25,000 has been added to establish a vehicle replacement program for Electrical Department vehicles.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Installed new lighting in Gold Star Mothers Park; coordinated the installation of lighting, utility work and installed a security system for the field house at Russell Field; and installed emergency Call Boxes at each of these locations.
- Connected additional buildings to and upgraded cables within the municipal fire alarm system, upgraded the fire alarm systems in City Hall and 831 Mass Ave.
- Assisted departments with energy conservation for lighting utilizing the NSTAR energy program, for the First Street Parking Garage, Green Street Parking Garage, Harvard Square Parking Garage, and the Libraries.

- This is the first full year that the City has owned and maintained all of the streetlights which were purchased from NSTAR Electric; all of the streetlights in neighborhoods 1,2,3 and 4 have been relamped this year; responded to many calls from citizens for streetlight repairs and have patrolled the city to identify lights that require repair; have upgraded lighting in various locations including Central Square.
- Installation of new lighting has been completed in conjunction with roadway construction on Cambridge Street, North Point Roadways, CambridgePort Roadways, and the Porter Square redesign project.
- Installed holiday lighting in various locations of the city, including on street trees and temporary trees, and assisted with the installation of lighted banners in both Harvard and Central Squares.
- Completed the installation of local area networks in City buildings to facilitate data transmission. All City buildings intended to be connected to the Citywide Network have been wired internally to have this capability and the network will continue to be serviced as needed.

FY07 GOALS

- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of fire alarm street boxes	609	620	616	620
2. Number of fire alarm systems in municipal buildings	33	33	34	34
3. Number of Fire Alarm System tests performed in City buildings	6	66	33	66
4. Number of service calls for disconnection or reconnection of private buildings	10,829	12,000	12,000	12,000
5. Cost per test - street boxes*	\$20.48	\$20.48	\$20.48	\$23.83
6. Cost per disconnect/reconnect - street boxes*	\$20.48	\$20.48	\$20.48	\$23.83
*Excludes administrative overhead				

- *GOAL 2: The City will maintain street lighting and provide for optimum lighting in various neighborhoods and parks as a result of the purchase of streetlights from NSTAR Electric effective March 1, 2005.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of lights	7,202	7,211	7,428	7,514
2. Number of streetlights maintained	6,278	6,278	6,430	6,510
3. Total number of park lights maintained	924	924	998	1,004
4. Number of bulbs and photo devices changed each year (group re-lamping program)	0	950	1,075	900
5. Percent of defective streetlights repaired within 72 hours	0%	85%	85%	85%
6. Number of lights repaired each year* *The number of repairs will be reduced in FY07 due to the group re-lamping program	670	n/a	1,100	700

- *GOAL 3: Develop a master plan for future lighting which will address lighting levels, energy efficiency and dark sky issues.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,597,405
Real Estate Taxes	\$1,597,405	
CHARGES FOR SERVICE		\$512,000
Master Fire Alarm Box Fee	\$120,000	
Signal Maintenance Fee	\$380,000	
Cut-Out/Plug-Out Fee	\$12,000	
LICENSES & PERMITS		\$22,935
Street Obstruction Permits	\$22,935	
INTERGOVERNMENTAL REVENUE		\$207,865
State Cherry Sheet Revenue	\$207,865	
MISCELLANEOUS REVENUE		\$3,000
Telephone Commissions	\$3,000	
TOTAL FY07 BUDGETED REVENUE		\$2,343,205

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$1,274,830
OTHER ORDINARY MAINTENANCE	\$1,041,705
TRAVEL AND TRAINING	\$1,670
EXTRAORDINARY EXPENSES	\$25,000
TOTAL FY07 BUDGETED EXPENDITURES	\$2,343,205

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	15	14	14

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	EMERGENCY MANAGEMENT
\$142,870	\$151,735	EMERGENCY MANAGEMENT	\$160,205	<p>PURPOSE & OVERVIEW: The duty of this Department is contingency planning for natural and man-made disasters and the coordination of preparedness, mitigation, response to and recovery from such emergencies. An understanding of these terms and their application to the Department's duties will help in understanding the functions of this department.</p> <p>The Department works closely with its State counterpart, the Massachusetts Emergency Management Agency (MEMA), and will also be working in conjunction with the regional office of the Emergency Management Directorate of the Department of Homeland Security.</p> <p>Preparation for disaster involves preparing contingency plans for natural and technological disasters that could affect Cambridge and our community. The most important components of these plans are having the means to contact people who would respond to the City's needs and information about the resources that would be available to the City. Preparedness also includes educating the public as to risks and ways to plan for risks.</p> <p>If a disaster occurs in the City of Cambridge, the City, through its agencies, must respond to the needs of the public. A major disaster could easily present needs that exceed the capability of City agencies and would require that we obtain help from outside resources.</p> <p>In recovering after a disaster, the City of Cambridge must act to return the city to normal. When any serious disaster occurs affecting Cambridge, this Department serves as the lead department in gathering the information required for a presidential disaster declaration and preparing all documentation required in seeking reimbursement of our costs from the Emergency Preparedness and Response Directorate of the Department of Homeland Security. In addition, a very important function of the Department during the aftermath of a disaster is to ensure that all residents and local businesses are made aware of the various programs and resources that are available to assist them.</p> <p>After a disaster strikes, it is important to learn what can be done to reduce the consequences of similar disasters in the future. City agencies must learn what they can do to limit the effects of disasters. In addition, the Department makes information available to residents and businesses on what they can do to mitigate the effects of future disasters.</p>

The Cambridge Emergency Management Department operates on the philosophy that any fire, flood or other disaster that displaces a family from its home should be treated as a disaster by the City of Cambridge. The Director or a member of the Emergency Management staff responds to all fires that are reported by the Fire Department as fires displacing families. At the fire scene they advise victims on receiving assistance and about other resources. We work with both City agencies and private agencies to ensure that all victims receive any assistance they may need. During the past year, eight fires occurred which displaced residents needing assistance and 44 families were provided assistance by the American Red Cross. The Department has developed a 14-page brochure with advice about recovering from a house fire. This *After the Fire* brochure was also placed on the City of Cambridge Web site. It has proved very helpful to fire victims.

The Department continues to educate residents on how to prepare for emergency situations. If one prepares for these consequences by having flashlights, battery radios, water, non-perishable foods, basic sanitary and medical supplies, and needed prescription drugs on-hand, one can reduce the potential impact of any emergency situation. Most residents are much less anxious about these situations when they realize that they can at least make some preparations in advance.

The Emergency Management Department is responsible for updating the City's Computer Assisted Management of Emergency Operations (CAMEO) database with information submitted by local industries and institutions that are required to file inventories of hazardous chemicals by Superfund Amendment and Reauthorization Act (SARA). The CAMEO database tracks geographic information about hazardous materials, resources and special needs populations and plots this information on a computer map of the Cambridge area. The Department visits special needs population facilities such as daycare centers, schools and nursing homes to verify the information entered into CAMEO and other information required for emergency planning. The Emergency Management Department also collects information and maintains databases on over 170,000 chemicals.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Cambridge CEM Plan was re-written in FY02. Ordinarily a complete revision is performed on a four-year cycle. Due to many recent changes at the national level, the Massachusetts Emergency Management Agency (MEMA) is asking towns to participate in a new revision of the CEM plan which involves a Web-based plan (called "eCEM") and the maintenance of the plan on a MEMA server. Ultimately, the eCEM plan will be updated on a continual basis. The process of gathering data and inputting the data to the MEMA computer began in FY06.

- The Department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on issues of safety and security.
- The Department participated in the Unified Command Centers for the Boston/Cambridge 4th of July and the Head of the Charles Regatta.
- The merger of the Federal Emergency Management Agency (FEMA) into the Emergency Preparedness and Response Directorate of the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. Some programs that form part of Citizens Corps are: Community Emergency Response Team (CERT), Volunteers In Police Service (VIP'S) and the Medical Reserve Corps.
- The Director represents the City of Cambridge on the Metropolitan Mayors Coalition Emergency Planning Committee, the regional Hazard Mitigation Planning Committee and the Emergency Management Committee for the Urban Area Security Initiative (UASI). The UASI committee meets biweekly to coordinate the emergency planning in UASI communities. Work continues in the effort to identify regional hazards and explore ways in which these hazards could be mitigated.
- The Department continued to update its Web site as well as worked with the City's Public Information Officer and the IT Department staff on emergency public information improvements. The Director was trained to make changes in the Emergency Management homepage in case of an emergency. During FY06, the Department added special pages with information on the hurricanes in the Gulf Coast region. These pages include information on how to contact family members through agencies and links to Web sites posting casualty or survivor information.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills. The RACES volunteers use 2 meter and 6 meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. The High Frequency (HF) equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.
- During FY06, the Department initiated the Corporate Emergency Access System (CEAS) in Cambridge. This program is designed to ensure that Cambridge businesses and facilities are able to mitigate losses and recover rapidly from a disaster by providing access credentials and training to key personnel who are needed to preserve data and infrastructure in affected areas.

- During FY06, the Department initiated efforts to encourage residents to use the “ICE” system on their cellular telephones. The idea for the system originated in Cambridgeshire, UK in the spring of 2005 and is being replicated widely. Residents are encouraged to store the telephone numbers of relatives who should be notified in emergencies in the phone prefixed with the letters “ICE” (In Case of Emergency). The system allows paramedics and other medical personnel to contact family or friends of a sick or injured person to learn of a person’s relevant medical history.

FY07 GOALS

- *GOAL 1: A major goal is to increase public awareness and education about preparing for natural disasters, as well as those caused by deliberate acts.*
- *GOAL 2: Ensure that all hazardous material facilities covered by SARA file the appropriate information and include this information in the CAMEO database. This effort includes providing free software to facilities that prefer to file their hazardous material inventories electronically and providing training and technical support to facilities using the software.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Tier II inventories filed	54	60	55	55

- *GOAL 3: Continue planning for the disaster related needs of special needs facilities by arranging a site visit by a member of the Emergency Management staff to each special needs facility in Cambridge, including schools, daycare centers, healthcare facilities and the county jail.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of site visits	67	85	35	40

- **GOAL 4:** *Provide support to the Cambridge Auxiliary Fire Department, (CAFD) including equipment, vehicles and training. Members of the CAFD respond to all multiple alarm fires and most working fires in Cambridge. They also respond to major fires in surrounding communities and respond to other incidents upon request of other departments, including the Police Department, the Inspectional Services Department and the Water Department.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of members of CAFD	16	20	18	18
2. Number of fire responses*	15	-	8	-
3. Number of incidents involving police or other departments*	7	-	0	-
4. Number of training sessions	82	100	90	95
*FY06 Projected figures are actuals as of 3/31/06				

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$160,205
Real Estate Taxes	\$160,205	
TOTAL FY07 BUDGETED REVENUE		\$160,205

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$145,570
OTHER ORDINARY MAINTENANCE	\$14,535
TRAVEL AND TRAINING	\$100
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$160,205

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	2	2	2

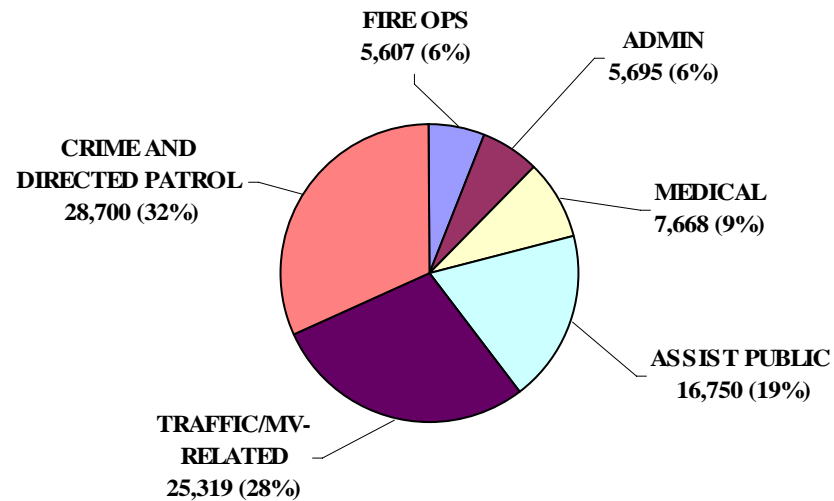
ACTUAL FY05	PROJECTED FY06		BUDGET FY07	EMERGENCY COMMUNICATIONS
\$3,123,860	\$3,350,125	<p data-bbox="646 207 1180 240">EMERGENCY COMMUNICATIONS</p> <p data-bbox="646 321 1207 573">Combined Emergency Communications and 911 Center (ECC). The ECC receives all calls for emergency service in the City and manages the coordinated dispatch of police, fire, EMS and other resources to meet any emergency that may occur. The Department also coordinates the automation of dispatching, police information, and fire information computer systems. The Department is responsible for the management of the City's radio systems, wireless phones, and public safety data networks. Finally, the Department participates in Emergency planning and homeland security matters with various City, state and federal agencies.</p> <p data-bbox="646 618 1942 1166">In the first six months of FY06, ECC dispatchers generated 47,814 police, fire and EMS dispatches, processed 15,058 enhanced 911 call pickups from wireline phones, handled 6,195 additional 911 wireless (cell) calls transferred from the state police wireless 911 center, answered approximately 120,000 non-emergency calls for the police and fire departments, received 756 fire box and City security alarm activations, recorded 5,713 firebox cutout transactions, and generated over 550,000 radio transmissions. In addition to this work load, dispatchers in the ECC performed many thousands of computer transactions on the state Criminal Justice Information System plus other computer systems in support of police officers seeking license, warrant, arrest history, and other information. They also managed daily tests of fire box alarms and circuits; made 1,662 special notifications of supporting City, state, federal, and private (e.g., utility) organizations; kept an up-to-date list of 3,977 businesses and a contact database listing emergency telephone numbers; handled over 9,000 towed vehicles; produced 130 tapes of 911 calls for the District Attorney, police, fire, and other requestors; made hundreds of calls to the language translation line on behalf of 911 and non-emergency callers who could not speak English; and performed a wide range of other tasks in support of the public safety needs of the City.</p> <p data-bbox="646 1203 1465 1230">FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="646 1268 1942 1450" style="list-style-type: none"> • Projected to answer over 43,000 emergency calls and dispatch to over 96,000 police, fire, and EMS incidents in the city. • Helped improve public safety communications and interoperability throughout the nine cities forming the Metro Boston Homeland Security Regional Communications Group. 	<p data-bbox="1255 207 1396 240">\$3,473,750</p>	<p data-bbox="1465 207 1942 313">PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's</p>

- Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events.
- Trained and certified all Emergency Communications Department staff in the National Incident Management System so that dispatchers can better work with local, state, and federal authorities in managing major incidents.
- Assisted in the creation of a statewide PSAP Training Fund that provides financial support to Cambridge and other municipal dispatchers to improve their skills through in-service training.
- Assisted in a major upgrade to the speed and capabilities of mobile computers in police, fire, and EMS vehicles so that responders can get critical incident, suspect, and premise information faster.
- Supported over 30 computerized systems and the computing needs of the Fire and Emergency Communications Departments as well as the wireless phone needs of all City departments.
- Used the Reverse 911 system to notify City residents of important events such as street cleaning and school program openings.
- Coordinated, assisted with, or programmed the Traffic Stop Reporting system, the Fire and Emergency Communications computerized scheduling and attendance tracking systems, the DA-Police Prosecution Management System, the Fire Department Inventory management system, and other computerized systems.
- Automated the Police Department's false alarm management and billing system to assist in false alarm activation reduction.
- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.
- Continued to increase readiness for the handling of terrorist-sponsored attacks occurring in or near the City by leading or coordinating projects to upgrade subway communications throughout the MBTA network, acquire and install satellite communications in police and fire dispatch centers and EOCs, and test a pilot high-speed, dedicated Boston area public safety fiber and microwave network to support police and fire operations during disasters.

Figure 1. Requests for Service

The ECC handles several categories of incidents including: Crime and Directed Patrol calls (crime and crime reports, minor criminal infractions, City violations, directed patrol assignments); Traffic/Motor Vehicle Related calls (motor vehicle stops by police, speeding, accidents, blocked drive, and various traffic control matters); Assist Public calls (unwanted persons, noise, disturbance, 911 hang-ups, checks of persons and property, and varied requests for routine assistance from both Police and Fire Departments); Administrative calls (summons, notifications, station assignments, and the service of various court documents); Fire Operations calls (fires, hazmat incidents, private alarm and City firebox activations, and miscellaneous fire apparatus assignments); and Medical calls.

**FY2005 ECC Incident Categories
89,739 Total Incidents Dispatched***



*Does not include 250,000 non-emergency, informational calls

This figure shows that the largest fraction of service requests involve crime and directed police patrol assignments (32%). Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 47% of service requests handled by ECC dispatchers.

Figure 2. Service Request Tracking (FY01 through FY05)

The total service requests handled has decreased over the last 5-year period, although most categories show a fluctuation in activity over the same period of time.

Category	FY01	FY02	FY03	FY04	FY05	% Change ('01-'05)
Fire Ops	6,620	6,205	6,277	6,082	5,607	-15.3%
Administrative	6,404	6,916	6,935	6,984	5,695	-11.1%
Medical	8,322	7,725	7,608	7,670	7,668	-7.9%
Assist Public	21,104	20,107	20,422	20,153	16,750	-20.6%
Traffic/MV-Related	23,700	24,605	21,970	22,898	25,319	6.8%
Crime and Directed Patrol	35,644	40,805	34,502	32,258	28,700	-19.5%
Total	101,794	106,363	97,714	96,045	89,739	-11.8%

Figure 3. Service Tracking (FY01 through FY05)

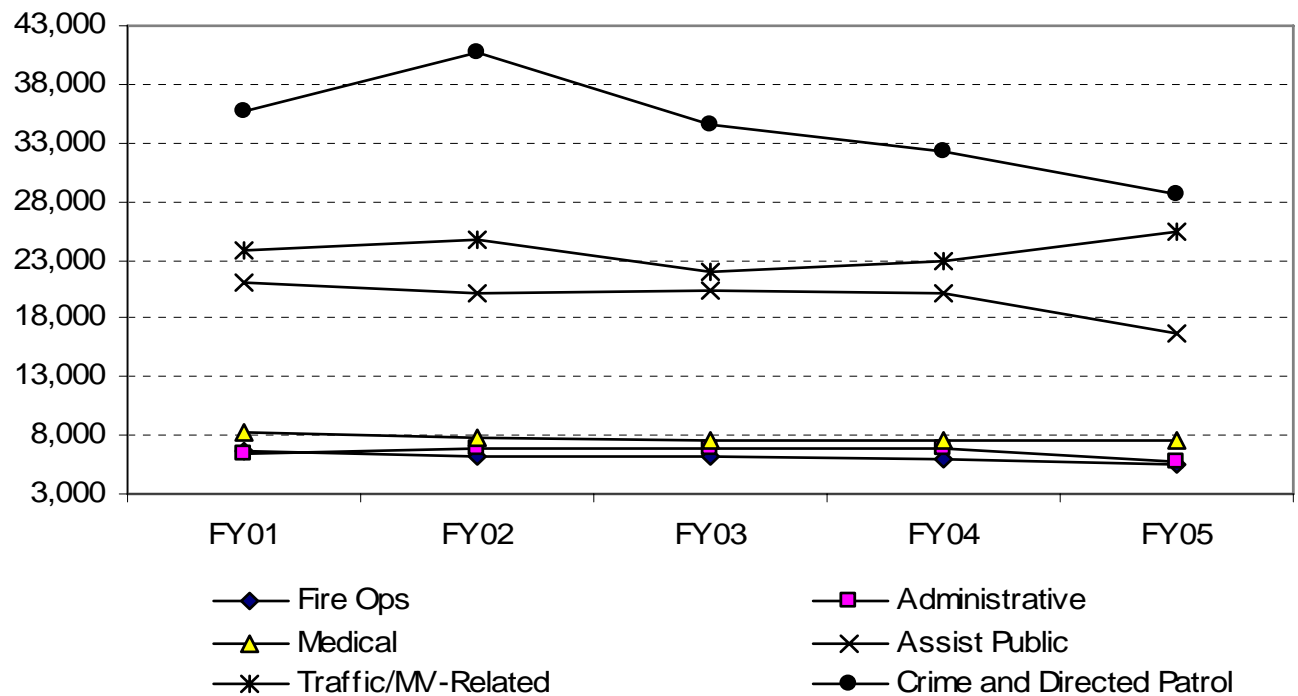
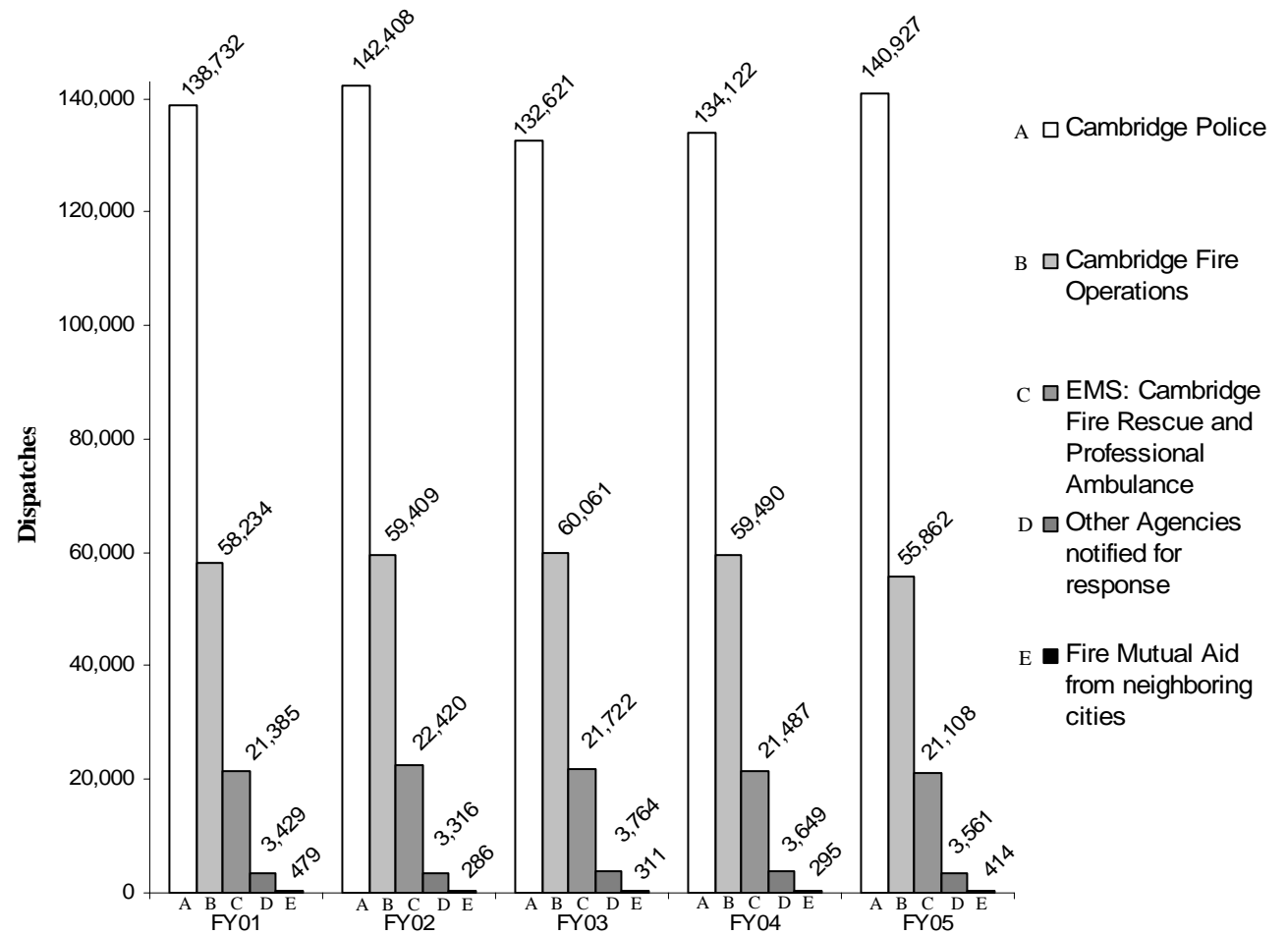


Figure 4. Dispatch Overview by Fiscal Year

The ECC dispatches units from the City's Police, Fire, contract EMS, and Animal Control units as well as notifies other dispatch centers to send units from State Police, MIT, Harvard University, and other public safety agencies that operate within the city. The chart and accompanying table below tracks the assignments made to police, fire and other unit types in response to service demands for the 5-year period FY01 through FY05.



- *GOAL 1: Efficiently process emergency calls and manage the dispatch of emergency units.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of 911 call pickups (land lines)	35,686	40,000	31,000	31,000
2. Number of 911 call pickups (cell phones)	n/a	6,000	13,000	15,000
3. Percent of 911 calls not answered by 6th ring	0.01%	0.01%	0.01%	0.01%

- *GOAL 2: Improve the skills of dispatchers in the Emergency Communications Center.*

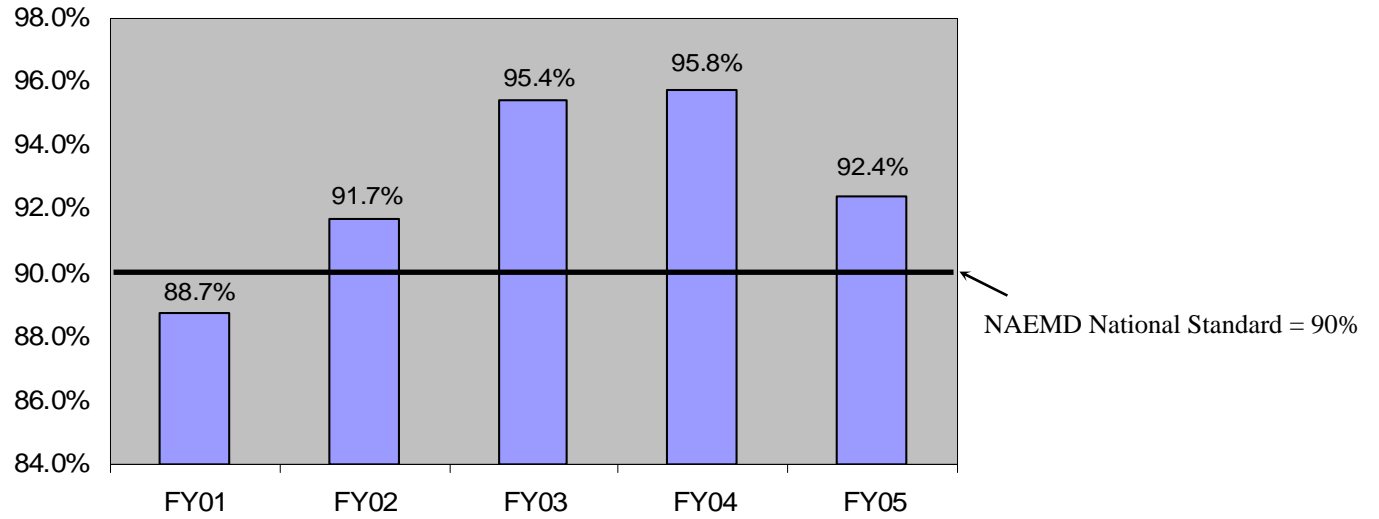
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of training classes attended	62	50	65	60
2. Percent of dispatchers fully cross-certified	17%	25%	20%	25%
3. Percent of dispatchers with 40 WPM typing speed	41%	50%	38%	40%

- *GOAL 3: Improve the handling of non-emergency calls for assistance.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of non-emergency calls processed	240,000	250,000	250,000	250,000
2. Number of community meetings attended	9	10	8	8
3. Percent of dispatchers reviewed annually in quality control program	100%	100%	100%	100%

Figure 5. Dispatching Using Efficient Protocols

The ECC uses two special protocols for emergency medical and in-progress crime calls. A sample of these calls are selected and reviewed by Communications Supervisors each month as part of the ECC’s Quality Control Program. The ECC’s goal for emergency medical calls is to reach and exceed the National Academy of Emergency Medical Dispatch (NAEMD) national standard of 90% compliance.



The above chart shows that in the last four-year period, the ECC has continued to remain above the national standard. This high level means that callers with medical emergencies are assured that they are receiving the best call handling assistance and pre-arrival instructions from Cambridge dispatchers.

■ *GOAL 4: Improve the use of Computer Aided Dispatch (CAD) and E911 Telephone Technology.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of laptops receiving CAD digital dispatch information	50	55	55	55
2. Number of dispatchers mastering CAD usage in major events	15	34	28	30

- **GOAL 5:** *Expand the use of computer technology in police and fire vehicles in order to enhance completion of incident reports in the field and improve ability to deliver community policing services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent implementation of in-car Police Incident Reporting and Detective Case Management systems	40%	100%	95%	100%
2. Percent Implementation of Mobile Office for Public Safety	n/a	50%	95%	100%

- **GOAL 6:** *Improve handling of emergency calls.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of EMS and Police In-Progress calls handled by protocol	100%	100%	100%	100%
2. Percent of EMS calls reviewed and rated	3%	5%	3%	3%
3. Percent of Highest Priority Medical calls processed within 60 seconds	n/a	90%	90%	90%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$3,473,750
Real Estate Taxes	\$3,473,750	
TOTAL FY07 BUDGETED REVENUE		\$3,473,750

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$3,279,890
OTHER ORDINARY MAINTENANCE	\$174,010
TRAVEL AND TRAINING	\$15,850
EXTRAORDINARY EXPENSES	\$4,000
TOTAL FY07 BUDGETED EXPENDITURES	\$3,473,750

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	39	39	39

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$24,484,455	\$25,442,765	Public Works	\$25,696,375
17,072,025	17,268,000	Water	17,195,045
4,305,355	4,496,480	Community Development	4,759,635
458,490	482,890	Historical	491,165
86,385	91,360	Conservation	93,935
75,265	80,375	Peace Commission	81,080
976,550	1,048,860	Cable T.V.	1,126,105
<u>23,951,215</u>	<u>28,417,850</u>	Debt Service	<u>33,069,585</u>
\$71,409,740	\$77,328,580		\$82,512,925

FINANCING PLAN	FY07 BUDGET
Taxes	\$38,244,170
Licenses & Permits	167,000
Fines & Forfeits	607,190
Charges for Service	32,583,220
Intergovernmental Revenue	8,375,130
Miscellaneous Revenue	<u>2,536,215</u>
	\$82,512,925

**PUBLIC WORKS
- Summary**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$2,027,745	\$2,065,875		
\$14,592,080	\$14,820,390	ADMINISTRATION	\$2,182,585
\$6,209,275	\$6,577,710	SERVICE PROGRAMS	\$14,668,235
<u>\$1,655,355</u>	<u>\$1,978,790</u>	SUPPORTING SERVICES	\$6,883,735
\$24,484,455	\$25,442,765	SEWER REHAB/MAINT.	<u>\$1,961,820</u>
			\$25,696,375

PURPOSE & OVERVIEW: The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality, and accessible service - maintaining, improving and expanding

a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response.

With 213 positions and a budget of \$25,696,375 for FY07, the DPW will continue to provide essential services to approximately 102,000 Cambridge citizens. The overall responsibilities of the DPW include maintaining over 125 miles of streets, 200 miles of sidewalks, 223 miles of sewer lines (consisting of 85 miles of sanitary sewers, 78 miles of combined sewers, and 60 miles of stormwater drain lines), maintenance of 25 sewer and stormwater pump stations, 127 parks, playgrounds and public squares, 34 public buildings (excluding schools, hospitals and libraries), and a 66-acre cemetery. Also included is the collection of 25,000 tons of household and commercial rubbish, overseeing the collection of 12,000 tons of recyclables, maintenance of vehicles and pieces of equipment, and care of 15,000 City trees. The DPW is also responsible for rapid response to all snow, ice and other weather emergencies including the response to flooding problems during significant storm events; enforcing litter, rubbish and sewer ordinances; maintaining curbside and drop-off recycling programs; engineering for City projects; public building construction and maintenance; 24-hour emergency services; providing assistance with State and Local elections; and providing assistance to approximately 150 special events throughout the year in Cambridge. The DPW also oversees a \$150 million capital improvement budget.

The DPW is organized into three units, each managed by an Assistant Commissioner: Engineering, Operations, and Administration. Within these units are 15 divisions: Administration, Business Services, Engineering, Street Maintenance, Street Cleaning, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance, Off-Hours and Sewer Maintenance.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Public Works Budget includes the reduction of a turf and landscape project manager and a laborer position. These salary savings and reallocations within the Public Works Budget partially cover the cost increases of \$809,195 for services and materials that include: street sweeping contract, solid waste collection contract, curbside recycling contract, field maintenance, HVAC and elevator repair and maintenance services, vehicle maintenance and supplies, building insurance and energy costs.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Became a partner in the Commonwealth's Rebuild Massachusetts program to leverage state and federal assistance in managing energy consumption. This program, administered locally by the Massachusetts Division of Energy Resources, is part of the U.S Department of Energy (DOE) *Rebuild America* program which provides technical assistance to partners to plan and carry out activities that improve their buildings while reducing energy consumption. Began the development of an Energy Information System (EIS) to track and manage energy consumption in City buildings in partnership with Rebuild Massachusetts.
- Joined the PowerOptions program, managed by the Massachusetts Health and Education Financing Authority, to purchase natural gas at competitive market prices. This PowerOptions program combines the purchasing power of 350 local governments, higher education and nonprofit institutions to purchase energy.
- Designed high-efficiency heating, ventilation and air conditioning (HVAC) upgrades for installation at City Hall, the Senior Center and the Coffon Building. Facilitated the relationship with NSTAR to promote the installation of high-efficiency light fixtures at the Central Square Library, Danehy Park building, Area 4 Youth Center, Traffic Meter and Maintenance Office, First Street Garage, and other City buildings.
- Adopted pollution prevention measures and good housekeeping controls intended to ensure that City operations and activities conducted at City-owned facilities do not contribute to pollution of the Charles River and Alewife Brook, in accordance with our National Pollutant Discharge Elimination System (NPDES) Phase II Permit. A Good Housekeeping Manual was developed to provide standard operating procedures for typical municipal operations and facility activities to reduce and eliminate contamination that may enter the City's stormwater drainage system. Over 50 municipal facilities were inspected and approximately 70 municipal employees, including department heads and staff from the Fire, Police, School, Traffic, Water, Library, Human Services and Public Works Departments, were trained on *Best Management Practices*.

- Worked with the City Manager and City Council on changes to the Refuse and Litter Ordinance, in order to further strengthen our efforts to control rodents and keep the City clean. Effective April 3, 2006, trash placed on the curb the night before collection must be in rodent resistant barrels with tight fitting lids. Trash in plastic bags can only be placed at the curb no later than 7:00 am. on the day of collection.
- Completed public area recycling improvements in Porter Square thereby increasing public access to recycled cans and bottles. Began planning similar improvements in Central Square and finalizing improvements for Harvard Square.
- Procured two state grants from the Department of Environmental Protection to work with the City's business recycling hauler, to offer collection of food waste for composting to area businesses including supermarkets, hotels, hospital cafeterias, assisted living homes, restaurants, bars, florists and coffee shops. This service will also be made available to the four public schools participating in CitySprouts: Peabody, King Open, Haggerty and Morse.
- Awarded an Idling Reduction grant through the Department of Environmental Protection. This grant will target city-owned vehicles, including school vehicles, in working towards cleaner air and a healthier environment through reduced vehicle idling.
- Managed construction of the Porter Square Improvement Project, which included drainage improvements to minimize flooding in this area and major surface improvements (reconstructed sidewalks and roadway paving, a new pedestrian plaza, and new traffic patterns, pavement markings, signage and signals). In collaboration with the Massachusetts Highway Department, managed construction on the Cambridgeport Roadways Project, which included substantial utility, roadway, traffic calming and sidewalk work, a new connector roadway, and a new traffic signal.
- Completed the design for the upcoming Bishop Allen Drive Stormwater Management Project which will help alleviate flooding in the area of Bishop Allen Drive and Columbia Street. Construction is scheduled to begin on this project this summer. Completed the construction of storm drain improvements in Lafayette Square and Sidney Street that will allow for the construction of a new stormwater pump station and holding tank at Parking Lot #6 on Bishop Allen Drive.

- Separated 25 common manholes in the Cambridgeport and Concord Avenue areas in an effort to meet stormwater quality objectives set by the U.S. Environmental Protection Agency and Massachusetts Department of Environmental Protection.
- Completed roadway paving on Garden Street (from Massachusetts Avenue to Concord Avenue), Clifton Street (including traffic calming at Russell Field), Harvey Street, Irving Street (from Cambridge to Kirkland), Lawrence Street, Raymond Street (from Linnaean to Upland), Valentine Street, and Watson Street. Worked with Harvard University to ensure completion of their paving obligations on Cambridge Street (Prescott to Felton), Irving Terrace, Oxford Street (between Wendell and Everett including traffic calming at Wendell and Garfield) Prescott Street (Broadway to Cambridge) and Sumner Road.
- Mapped approximately 12,000 street trees on the Geographic Information System (GIS) using Arc Pad technology. Achieved a 95% completion rate of the Comprehensive Street Tree Inventory Project, a project jointly supported by the City and a Planning and Education grant from the Division of Conservation and Recreation in the Executive Office of Environmental Affairs.
- Completed the historic restoration of the Cambridge Cemetery wrought iron fence along Coolidge Avenue. Completed the exterior façade repointing at the Cemetery chapel, which included the replacement of several steel carrying beams and rebuilding the buttresses. Both of these projects received funding from the Community Preservation Act.
- Completed the exterior façade, repointing and balcony repairs of the Coffon Building at 51 Inman Street, as well as the renovation of a handicapped accessible bathroom. Completed the roof repairs and the sealing of the penthouse walls at the Lombardi Building at 831 Massachusetts Avenue, and the roof ridge repair at City Hall.
- Provided in-house training opportunities for employees: trained over 50 employees in preventing workplace violence; conducted safety meetings in operating divisions; provided defensive driving instruction; conducted monthly forums for all Public Works supervisors; and provided hands-on training on the operation of salters, and other large vehicles requiring a Commercial Driver's License or Hoisting License. Trained 20 staff members on financial procedures and recent upgrades to PeopleSoft Financial systems.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$19,243,735
Real Estate Taxes	\$19,243,375	
CHARGES FOR SERVICE		\$3,351,145
Water Usage Charge	\$300,000	
Parking Fund Parking Usage	\$671,460	
Sewer Service Charge	\$1,961,820	
Sewer Connection Fee	\$25,000	
Rubbish Tickets	\$40,000	
Cemetery Fees	\$310,000	
Document Sales	\$5,200	
White Goods	\$35,000	
Sale of Recycling Bins	\$2,665	
LICENSES & PERMITS		\$112,000
Public Works Street Permit	\$100,000	
Newspaper Boxes	\$12,000	
FINES & FORFEITS		\$400,000
Parking Fines	\$400,000	
INTERGOVERNMENTAL REVENUE		\$2,281,130
State Cherry Sheet Revenue	\$2,281,130	
MISCELLANEOUS REVENUE		\$308,365
Rent of City Property	\$68,365	
Interest on Perpetual Care	\$45,000	
Sale of Lots and Graves	\$70,000	
Recycling Revenue	\$125,000	
TOTAL FY07 BUDGETED REVENUE		\$25,696,375

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$15,514,445
OTHER ORDINARY MAINTENANCE	\$9,679,845
TRAVEL AND TRAINING	\$102,085
EXTRAORDINARY EXPENSES	\$400,000
TOTAL FY07 BUDGETED EXPENDITURES	\$25,696,375

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	219	215	213

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$914,070	\$907,405		
\$529,810	\$547,005	ADMINISTRATION	\$994,165
\$583,865	\$611,465	BUSINESS SERVICE	\$542,815
<u>\$2,027,745</u>	<u>\$2,065,875</u>	ENGINEERING	<u>\$645,605</u>
			<u>\$2,182,585</u>

**PUBLIC WORKS
- Administration**

ADMINISTRATION

PURPOSE & OVERVIEW: This division supports the general management and administrative activities necessary to make the

Department of Public Works function as a cohesive organization. The Administration Division is responsible for policy development, human resource and fiscal administration, budgeting, payroll, community relations, information systems, and most importantly, responding to the needs of the residents and businesses of Cambridge. The overall responsibilities and direction of the Department fall under the guidance of the Commissioner of Public Works.

In addition to the Commissioner, two Assistant Commissioners are in this division: an Assistant Commissioner for Administration, responsible for Administration, Business Services, Information Technology, Human Resources, Labor Relations, Community Relations, Public Information and the Operations Center; and an Assistant Commissioner for Operations, who has direct oversight of the operational functions of the Department: Streets and Sidewalks, Parks and Urban Forestry, the Cambridge Cemetery, Buildings, Sewer Maintenance, Vehicle Maintenance, Solid Waste, Off-Hours and Snow and Ice operations.

The Human Resources unit, under the direction of a Human Resources Manager, provides on-site human resource support and services for the DPW workforce regarding recruitment, employee relations, Equal Employment Opportunity (EEO) requirements, benefits, payroll administration, training, and employee programs for career development.

The Information Systems unit, under the direction of the Information Systems Manager, provides DPW users with full computer and information services support. Included in the responsibilities of the Information Systems Manager are: analyzing new business applications and matching business needs to computerized applications; and the daily support of PC hardware, software and computerized applications. In addition, the Information Systems unit is also responsible for the support of the Cambridge Request System, a customer service, work order tracking and asset management system.

FY07 GOALS

- *GOAL 1: Expand the capacity and efficiency of the workforce through training programs in technical, safety, professional development and customer service skills.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of training programs fully implemented	50	52	52	54
2. Number of in-house safety training programs	22	16	16	22
3. Number of in-house computer literacy training classes	10	18	18	18
4. Number of individuals trained in customer relations	6	6	6	8
5. Number of professional/technical licensing classes offered	21	20	20	22
6. Percentage of employees receiving a minimum of 4 hours of training per year	39.5%	45%	45%	45%

- *GOAL 2: Continue the implementation of computerized customer service, work management and asset management tracking processes.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of divisions using work order management program	7	9	9	9
2. Number of pieces of equipment on scheduled preventative maintenance program	62	130	212	212

- *GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of service requests received and responded to via the DPW Web page	491	450	450	450

- *GOAL 4: Improve productivity of the workforce by reducing sick time and non-snow overtime.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Average paid sick days per employee	8.5	7.0	7.6	7.5
2. Number of employees with no sick days every 6 months	139	94	94	100

- *GOAL 5: Ensure a safe working environment for employees.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Average number of employees on worker's compensation	9	6	9	9
2. Number of DPW vehicle accidents	28	35	35	30

BUSINESS SERVICES

PURPOSE & OVERVIEW: The Business Services division oversees the financial operations of the Department of Public Works. Responsibilities include budgeting, bill payment, contract administration and grants management. The Division is also responsible for the fiscal management and accounting for capital projects, and reconciliation of departmental revenue. The division is continually striving to ensure that vendors are paid promptly, customers are well served, and that all business transactions operate as efficiently as possible.

FY07 GOALS

- *GOAL 1: Implement measures to enhance financial operations*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of individual and group training sessions on fiscal procedures, procurement laws, PeopleSoft Financial System and contract administration	n/a	n/a	n/a	20
2. Develop system to track and manage contracts more efficiently, percent complete	n/a	n/a	n/a	75%

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division, under the direction of the Assistant Commissioner for Engineering/City Engineer, is responsible for the development and maintenance of construction and operating standards as they apply to construction work in the public right of way; similarly, it defines the standards for construction and utilization of the City’s stormwater drains and sewer systems. The Division develops both the permitting and inspection procedures to facilitate adherence to these standards.

The Engineering Division provides project management to road and utility reconstruction projects. This function includes planning, preparation of bid documents, construction management and “as constructed” drawing development services. The Division also provides engineering overview to major sewer and storm system construction projects; specifically, to sewer separation projects and to the storm system enhancement projects.

The Engineering Division is responsible for upgrading and maintaining records as they apply to defining the public right of way, easements, and City and private property lines. The Division is further responsible for the collation of all utility, water, sewer and storm locations and corridors throughout the City and the importation of them into the City GIS and hard copy systems. The Engineering Division provides customer research services with regard to such information.

FY07 GOALS

- *GOAL 1: Improve sidewalk conditions and roadway surfaces to improve pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Miles of sidewalk replaced	5.78	6.5	6.5	6.5
2. Lane miles of roadway re-paved	22.5	16.0	24.0	17.0
3. Traffic calming projects completed	34	12	34	12
4. Access ramps upgraded	191	150	200	150

- *GOAL 2: Develop a comprehensive citywide street reconstruction schedule, which integrates the street condition monitoring system and is available via the Web.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Implement a GIS based street condition survey, percent complete	n/a	n/a	n/a	100%
2. Develop a street reconstruction schedule, percent complete	n/a	n/a	10%	50%
3. Provide street reconstruction status via the Web, percent complete	n/a	n/a	n/a	20%

- *GOAL 3: Implement a comprehensive stormwater management program, in accordance with the Environmental Protection Agency's (EPA) Phase II requirements under the Clean Water Act. The following four goals outline the program elements.*

- *GOAL 4: Develop a public education/public participation program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. New brochures with stormwater information	2	n/a	2	2
2. Stormwater Web page updates	n/a	n/a	n/a	10

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Catchbasins with new curbmarkers	n/a	n/a	40	40
4. Stormwater public meetings attended	n/a	n/a	6	4

■ *GOAL 5: Continue to implement an illicit discharge detection and elimination program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Samples taken at Cambridge outfalls	n/a	n/a	80	80
2. Eliminate illicit connections in drainage system	4	n/a	0	4
3. Develop comprehensive regulations prohibiting illegal discharges to stormwater system, percent complete	n/a	n/a	30%	60%

■ *GOAL 6: Develop a construction and post construction site runoff program.*

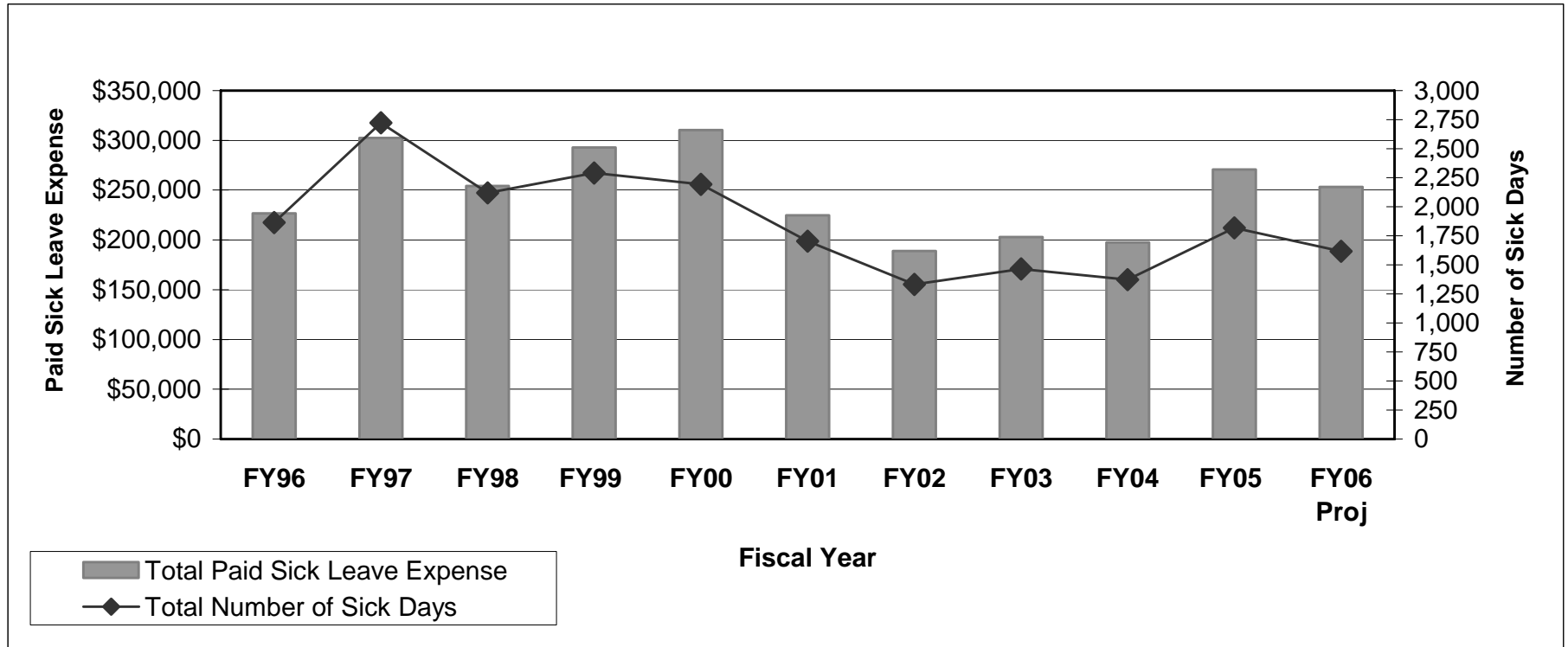
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop educational brochure for site development concerning erosion/ sediment control, percent complete	n/a	n/a	n/a	100%
2. Develop regulation/ordinance protecting stormwater with respect to construction site activities, percent complete	n/a	n/a	30%	60%
3. Revise existing sewer use regulations to address stormwater management issues, percent complete	n/a	n/a	30%	60%
4. Number of building permits reviewed	64	40	50	50
5. Develop guidelines for new development on stormwater management, percent complete	60%	n/a	65%	100%

- *GOAL 7: Implement pollution prevention and good housekeeping procedures at all municipal facilities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop Operations and Maintenance Program for each municipal facility, percent complete	60%	n/a	75%	100%

Figure 1. Paid Sick Leave FY96 through FY06 Projected

This chart shows the DPW sick leave trend in days and expense.

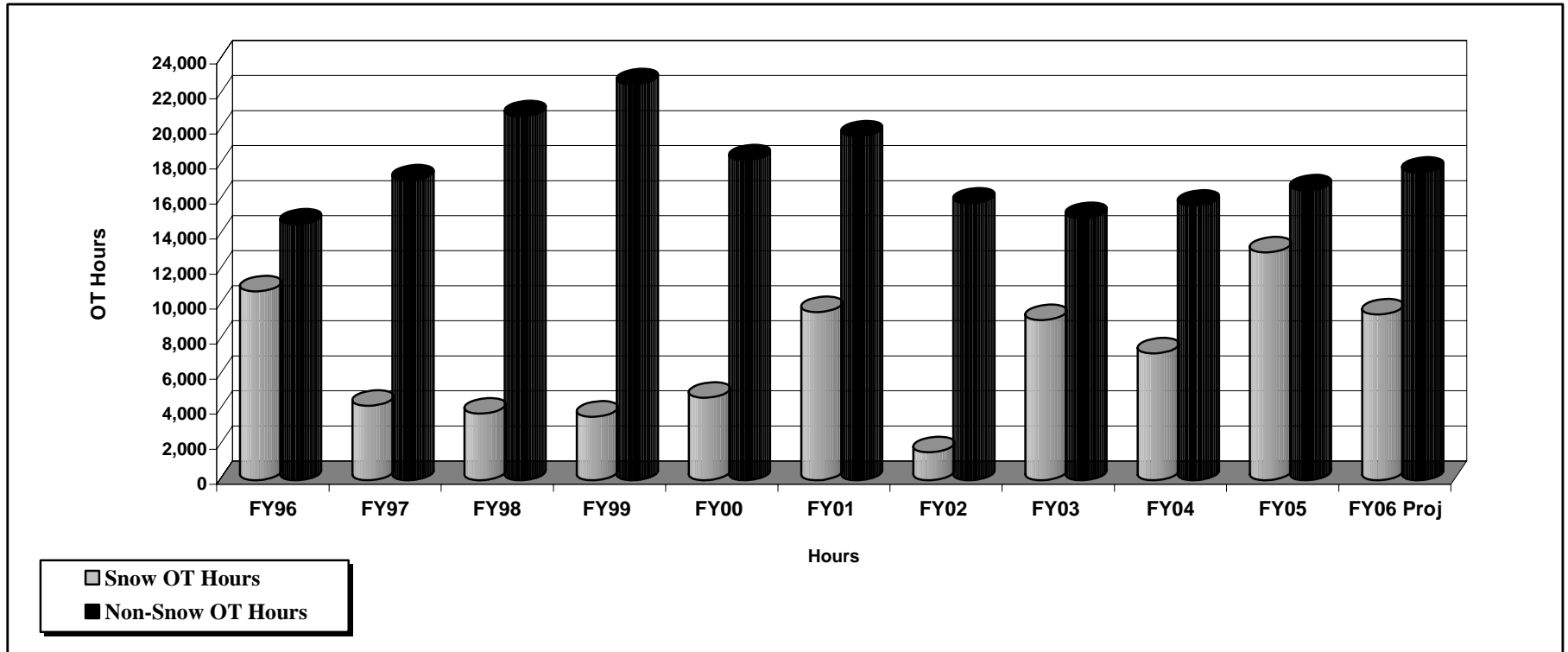


	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06 Proj
Total Paid Sick Leave Expense	\$226,707	\$302,497	\$254,377	\$293,008	\$310,284	\$224,825	\$188,850	\$202,966	\$197,523	\$270,825	\$253,320
Total Number of Sick Days	1,864	2,724	2,119	2,292	2,193	1,703	1,331	1,466	1,373	1,819	1,616
Avg Sick Days Per Employee	9.3	13.6	10.9	12.7	11.8	8.9	7.3	7.5	7.3	8.5	7.6

*Note: Excludes personnel who were out in excess of 30 or more straight paid sick time which is considered long-term or extended illness.

Figure 2. Snow and Non-Snow Overtime (OT) FY96 through FY06 Projected

This chart shows DPW Overtime hours worked.



	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06 Proj
Snow OT Hours	10,794	4,250	3,815	3,634	4,715	9,609	1,600	9,155	7,241	13,012	9,468
Non-Snow OT Hours	14,609	17,120	20,780	22,607	18,278	19,634	15,799	14,973	15,678	16,547	17,568
Total OT Hours	25,403	21,370	24,595	26,241	22,993	29,243	17,399	24,128	22,919	29,559	27,036
Number of Positions	219	216	214	214	212	214	223	223	220	219	215

PUBLIC WORKS
- Service Programs/Public Ways

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
\$1,684,670	\$1,890,550	STREET MAINTENANCE \$1,851,040
\$1,203,220	\$1,216,930	STREET CLEANING \$1,425,240
<u>\$996,580</u>	<u>\$855,115</u>	SNOW AND ICE <u>\$322,000</u>
\$3,884,470	\$3,962,595	\$3,598,280

STREET MAINTENANCE

PURPOSE & OVERVIEW: The Street Maintenance Division is responsible for the maintenance and accessibility of City streets, sidewalks,

curbs and drainage structures. This is achieved by focusing on creative aspects of pavement management along with permitting, inspection and restoration of street openings. The Division installs new curb cuts, repairs streets and sidewalks and addresses sidewalk vertical displacement. The Division is responsible for the maintenance of sidewalk ramps, tree wells, and manhole and catch basin castings. In addition to responding to the "pothole information line," Division employees are involved in initial spill containment response as well. The Division has broadened its focus to include a wide spectrum of pedestrian needs, including pedestrian access through work sites, enforcement of the newsrack ordinance and implementation of ADA requirements. All contribute to improving the environment for pedestrians. In FY05, the Department also enhanced its sidewalk inspection and minor repair program. The Superintendent of Streets, a Public Works Supervisor and two Utility Construction Inspectors are responsible for the permitting and inspection of utility companies' work completed within public ways.

FY07 GOALS

- *GOAL 1: Improve response time for service requests, including sidewalk and street repairs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of service requests	699	800	800	800
2. Average number of days to close request	16.42	7.3	16	15

- *GOAL 2: Develop and implement a pedestrian and employee work zone safety program based on the Manual on Uniform Traffic Control Devices standards.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Division safety meetings	12	12	12	12

■ **GOAL 3:** *Maintain permit compliance program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Excavation permits issued to utility companies	998	800	1,135	1,200
2. Excavations inspected by utility construction inspectors	687	560	817	900
3. Sidewalk obstruction permits issued	636	750	650	700
4. Sidewalk obstruction permits inspected for compliance	367	525	445	490
5. Total newsracks in City	768	770	550	550
6. Newsrack vendors with compliance certificates	28	28	28	28
7. Non-compliance violations issued for newsracks	305	325	200	200
8. Research condo box options for newsracks; percent complete	n/a	n/a	n/a	100%

STREET CLEANING

PURPOSE & OVERVIEW:

The Street Cleaning Division is responsible for maintaining clean public ways through contractual street sweeping, which runs from April through December each year. This operation is augmented by the Division’s own workforce consisting of 16 full-time positions. Two contract sweepers are used to clean both residential streets and major City squares. Currently, approximately 12,000 street miles are cleaned each year with over 5,000 tons of street refuse collected and disposed. At the end of each month, the sweepers also clean the industrial areas of Cambridge. This Division also utilizes the services of approximately 12-15 temporary employees throughout the year who help with litter pickup and assist the street cleaning crews.

Three street-cleaning crews, fully equipped with several pieces of equipment, clean the streets and squares of Cambridge on a daily basis, weather permitting. This Division has added a third “Green Machine” for picking up trash on sidewalks and along street curbs. These sidewalk vacuums have been well received for their versatility in picking up trash in difficult areas and dampening and disinfecting the street or sidewalk.

City squares are cleaned seven days per week between 7:00 a.m. to 3:00 p.m. Monday through Friday, as well as between 4:00 a.m. to 8:00 a.m. (street sweeping) and 6:00 a.m. to 10:00 a.m. (hand-cleaning crew) Saturday, Sunday and Holidays. This Division also has a small rubbish packer used by both Street Cleaning and Off-Hours Divisions in order to collect litter twice daily from the City squares during the week and three times daily on weekends.

FY07 GOALS

- *GOAL 1: Provide high quality cleaning of streets, sidewalks, and squares.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. From April through December sweep each City street at least once per month	87%	95%	84%	95%
2. Scheduled street cleaning days between April and December	228	228	228	228
3. Days street cleaning occurred (M-F)	199	217	192	217
4. Street miles cleaned between April and December (M-F)	10,633	12,071	9,224	12,071
5. Weekly litter pickups in Cambridge squares	16	16	16	16
6. "Green Machines" for sidewalk sweeping in operation daily	2	3	3	3

SNOW AND ICE

PURPOSE & OVERVIEW: The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. The snow and ice control program includes salting, plowing, and limited removal of snow from 125 miles of streets and public areas. The snow operation is organized on an emergency basis with snow plowing crews, salting and hand-clearing crews. The DPW sends out 14 salting trucks immediately during light snow and ice conditions and 17 truck-mounted plows during heavier snow conditions. In addition, trucks from other City Departments help to supplement DPW plowing. When snow and ice begins to accumulate on the street surfaces in quantities of a ½ inch or more, salting of main arteries and streets takes place to prevent the buildup. Plowing begins when the snow accumulates 1½ to 3 inches. When the snow depth exceeds the DPW’s capabilities, private contractors augment the DPW’s snow clearing efforts. Hand-clearing crews are dispatched as necessary to clear school sidewalks, crosswalks, public buildings, high volume bus stops, parks and other areas.

During the winter season, DPW managers work with the Parking Control Officers in the Traffic Department regarding the enforcement of City ordinances related to clearing of snow and ice from sidewalks. This ensures sidewalks throughout the City are safe and passable.

FY07 GOALS

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Overtime expense/snow bonuses*	\$427,764	-	\$225,531	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*	\$354,781	-	\$231,640	-
3. Outside plowing services*	\$611,345	-	\$253,774	-
4. Total expense*	\$1,393,890	-	\$710,745	-
5. Recorded snowfall (inches)*	88"	-	25"	-
*FY06 Projected represent actual values as of 3/31/06				

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$4,420,915	\$4,410,795		
<u>\$1,484,785</u>	<u>\$1,683,895</u>	RUBBISH REMOVAL	\$4,573,725
\$5,905,700	\$6,094,690	RECYCLING	<u>\$1,793,440</u>
			\$6,367,165

PUBLIC WORKS
- Service Programs/Solid Waste

RUBBISH REMOVAL

PURPOSE & OVERVIEW: The Department of Public Works' solid waste disposal program is responsible for the weekly curbside pickup of solid waste from residential areas, public buildings, schools and commercial accounts. For public health and aesthetic reasons, prompt rubbish collection is essential. The DPW picks up for 62 commercial establishments who pay a semi-annual fee for this service. Once payment is received, a pre-numbered, color-coded sticker is issued and placed on the front door or front window of the establishment. Fees are based on amounts of trash collected.

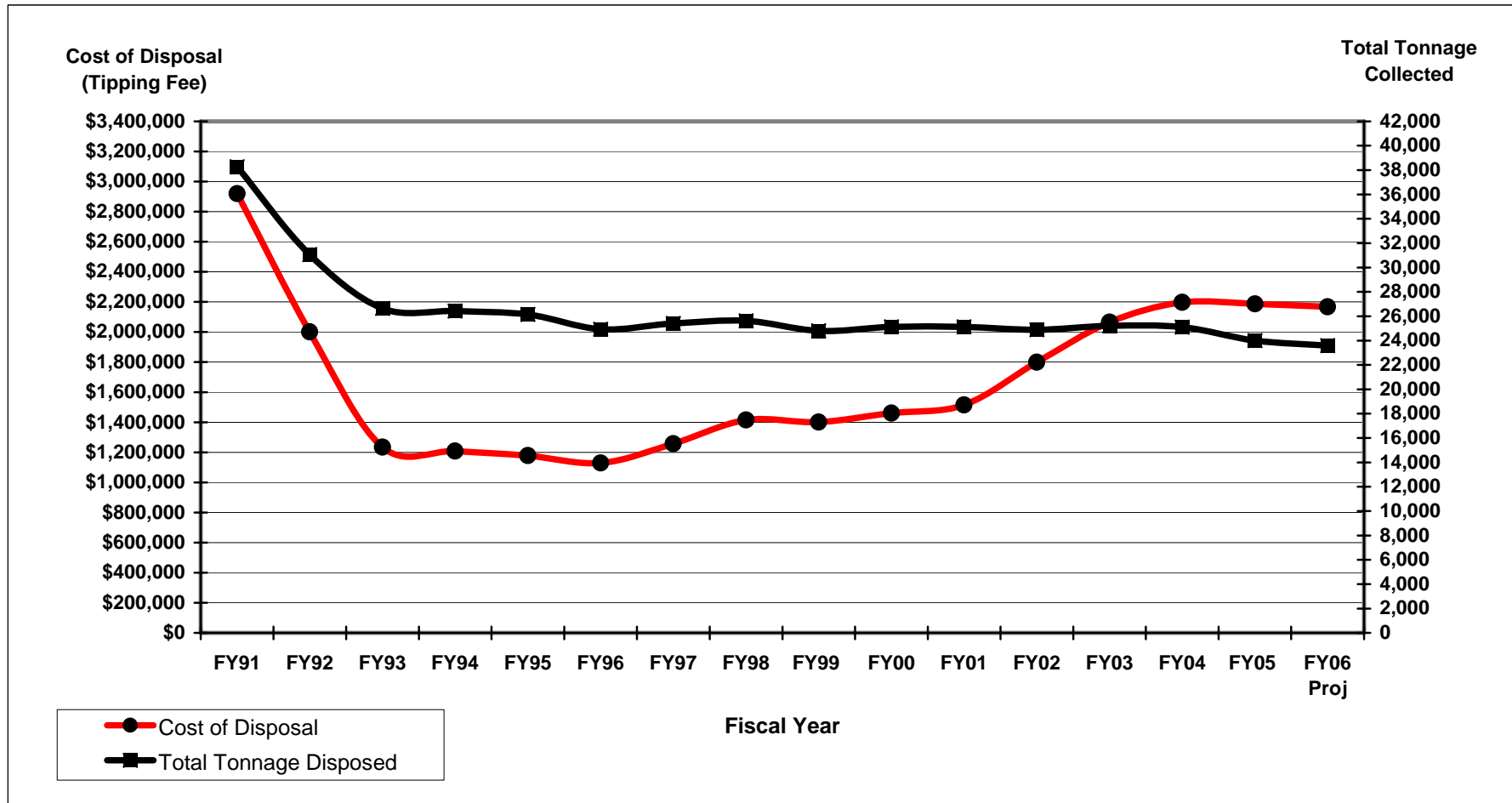
The DPW's enforcement unit is responsible for enforcing the City's refuse and litter ordinance. This ordinance requires that trash placed on the curb the night before collection must be in rodent resistant barrels with tight fitting lids. Trash in plastic bags can only be placed at the curb on the day of collection, no later than 7:00 a.m. and empty trash barrels and recycling containers be removed from the curb no later than 6:00 p.m. on the day of scheduled collection. The enforcement unit is also responsible for ensuring that every owner or occupant of private property bordering a street or walkway maintains the sidewalk or walkway up to the center of the street free of litter.

The white goods (large appliances) pickup program operates on a weekly basis. Residents are charged \$20.00 per pickup per appliance (\$15.00 for senior citizens) and receive an orange-colored sticker to affix to the appliance. White goods are picked up each Wednesday and brought back to DPW for the removal of Chlorofluorocarbons (CFCs), if necessary. The appliances are subsequently brought to a scrap metal disposal facility where they are recycled.

Regular weekday rubbish collection is carried out by eight rubbish packers, each staffed by a driver and two laborers. Additional solid waste is collected from other operations such as street cleaning, construction, litter pickup and urban forestry.

Figure 3. Rubbish Tonnage and Disposal Cost FY91 through FY06 Projected

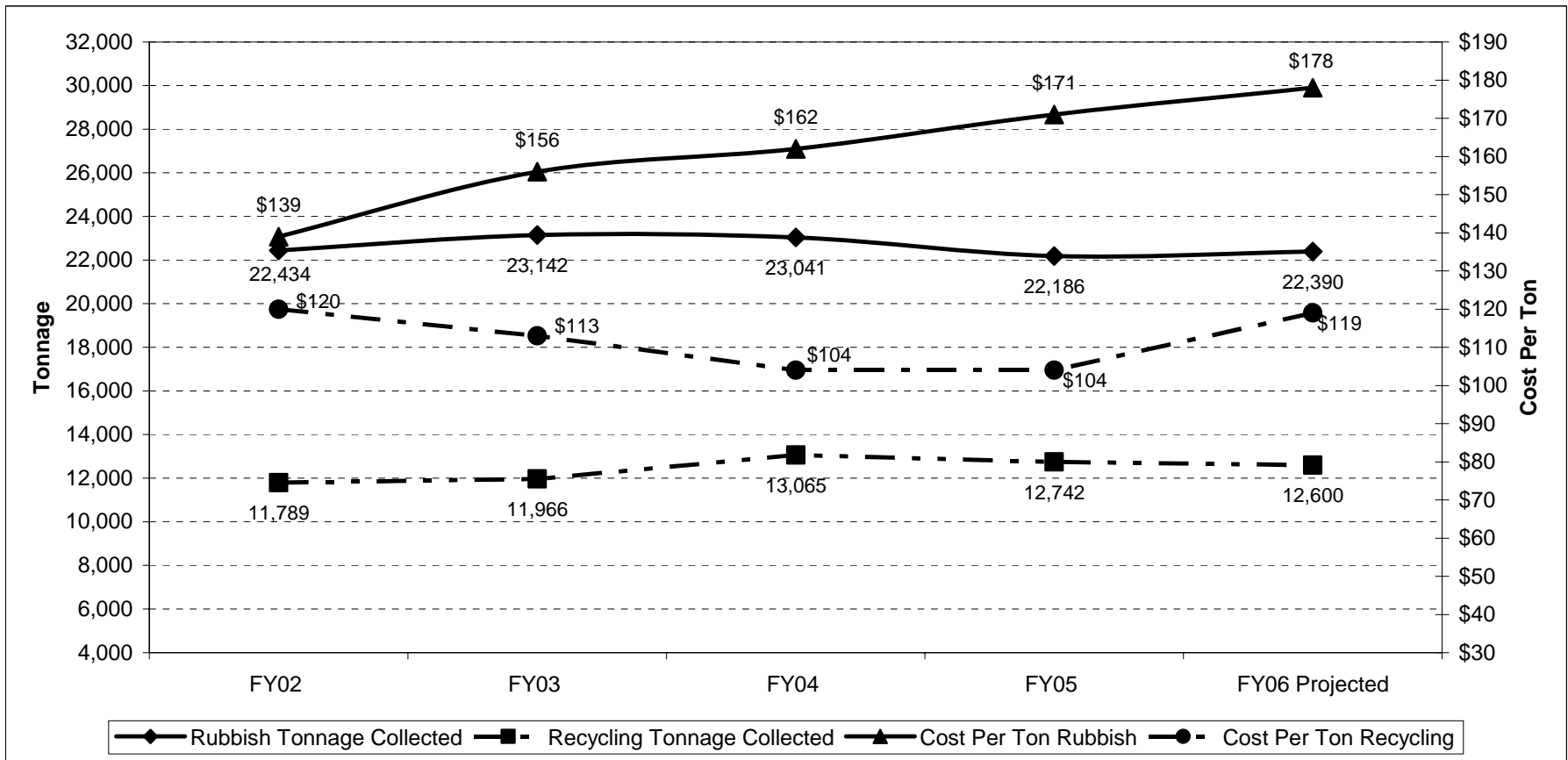
This chart shows the total tonnage collected and disposed and the related disposal cost (total tipping expense) by fiscal year.



	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06 Proj
Disposal Cost	\$2,919,893	\$2,001,104	\$1,234,040	\$1,208,857	\$1,178,123	\$1,128,460	\$1,256,807	\$1,415,351	\$1,400,411	\$1,459,846	\$1,515,290	\$1,799,247	\$2,065,599	\$2,197,816	\$2,186,722	\$2,167,620
Total Tonnage	38,281	31,062	26,635	26,430	26,151	24,929	25,403	25,624	24,798	25,127	25,119	24,893	25,223	25,104	23,993	23,587

Figure 4. Rubbish and Recycling Tonnage and Cost Per Ton FY02 through FY06 Projected

This chart shows tonnage of rubbish and recycling collected and disposed and the cost per ton for each.



	FY02	FY03	FY04	FY05	FY06 Projected
Rubbish Tonnage Collected and Disposed	22,434	23,142	23,041	22,186	22,390
Cost per Ton Rubbish	\$139	\$156	\$162	\$171	\$178
Recycling Tonnage Collected and Disposed	11,789	11,966	13,065	12,742	12,600
Cost per Ton Recycling	\$120	\$113	\$104	\$104	\$119
Total Solid Waste Tonnage	34,223	35,108	36,106	34,928	34,990

RECYCLING

PURPOSE & OVERVIEW: The Recycling Division’s mission is to encourage people to consume less, reuse and donate materials, and recycle what cannot be eliminated or re-used.

The Recycling Division plans, implements and maintains cost-effective recycling, toxics and waste prevention programs that are characterized by good communication, good customer service and high participation and recovery rates. The Division maintains and monitors the curbside recycling program and a Drop-Off Center open to Cambridge residents and Cambridge businesses and non-profits with 50 or fewer employees. The Division also maintains and monitors recycling in City buildings, schools, public areas, at festivals, and helps businesses and institutions plan and implement effective recycling and waste reduction programs.

With support from the Recycling Advisory Committee, the Division works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City’s Climate Protection Plan and the Massachusetts Solid Waste Master Plan. By reducing natural resource waste and supporting the purchase of products with recycled content, we can improve the health of our environment and economy for generations to come.

FY07 GOALS

- *GOAL 1: Maximize efficiency and effectiveness of curbside solid waste collection.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Complete assessment and evaluation of the rubbish routes	0%	n/a	20%	90%
2. Explore semi-automated pilot for rubbish collection	0%	n/a	0%	10%
3. Number of rubbish service requests received and responded to	132	n/a	250	250
4. Number of recycling service requests received and responded, excluding bin requests.	2,616	n/a	2,700	3,200
5. Number of warnings/citations issued for solid waste violations	1,036	n/a	750	1,150

- *GOAL 2: Increase the city's recycling rate and reduce the number of tons disposed.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. City recycling rate	32%	40%	33%	34%
2. Tons of rubbish collected by DPW from households, schools and City buildings	22,186	23,078	22,390	22,390
3. Tons of recyclables collected from households, schools, and City buildings	12,742	n/a	12,600	12,940
4. Cost per ton for rubbish	\$171	n/a	\$178	\$181
5. Cost per ton for recycling	\$104	n/a	\$119	\$127

- *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash land filled or incinerated.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of white goods (appliances) collected	2,039	n/a	2,150	2,100
2. Pounds of CFC's extracted from appliances	457	450	487	450
3. Pounds of computer monitors, TVs and other electronic waste collected	259,240	n/a	250,000	250,000
4. Pounds of hazardous batteries collected	2,535	2,000	1,800	1,800
5. Number of fluorescent bulbs collected	6,740	4,500	4,500	4,500
6. Number of pounds of mercury-containing devices collected	110	20	24	20
7. Gallons of motor oil collected	1,339	1,800	1,350	1,200
8. Gallons of paint collected	5,807	5,000	5,000	5,000

■ **GOAL 4:** Expand the citywide recycling participation program.

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of large residential buildings with comprehensive programs	n/a	n/a	271	281
2. Percentage of large residential buildings with comprehensive programs	n/a	n/a	78%	81%
3. Number of buildings receiving comprehensive technical assistance	n/a	n/a	10	15
4. Number of service requests received and responded to for recycling bins and totes	1,611	n/a	1,930	2,000

Figures 5A and 5B. Total Waste Stream with Percentage of Major Recyclables

These charts depict the major recyclables by category contained within the total waste stream. “Other*” includes all rubbish as well as clothing, batteries, mixed media, mixed plastics and Xmas trees also diverted for recycling.

Figure 5A. Total Waste Stream with Percentages of Major Recyclables for FY05

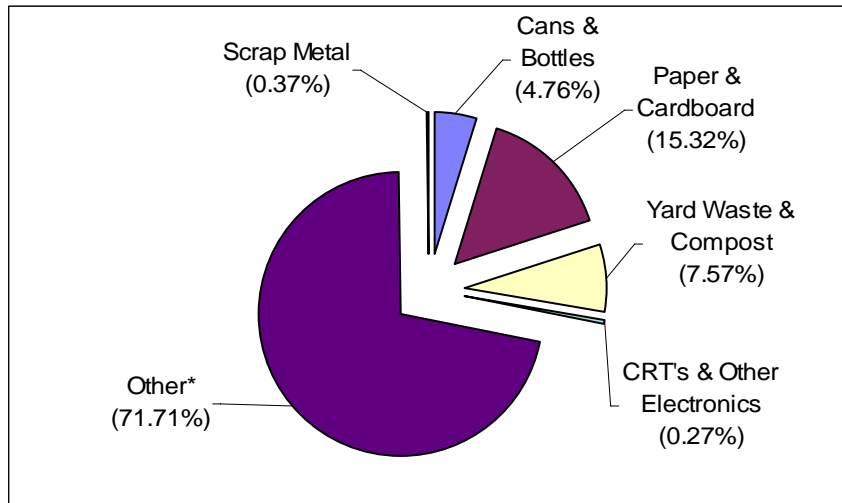
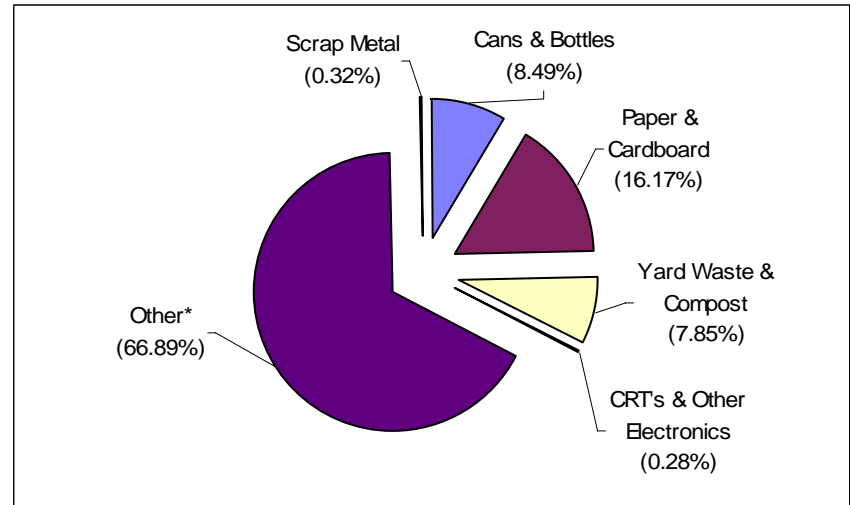


Figure 5B. Total Waste Stream with Percentages of Major Recyclables for first 6 Months of FY06



ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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PUBLIC WORKS
- Service Programs/Public Grounds

\$3,981,885	\$3,985,095
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PARKS & URBAN FORESTRY \$3,882,175 **PURPOSE & OVERVIEW:** This Division is responsible for the maintenance and care of over 127 municipal and school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and approximately 3,000 trees in parks and cemeteries.

The Parks System is divided into three City districts with their own respective crews, ensuring that both routine and preventative maintenance continues to be assertive and comprehensive. Seasonal beautification plans are now implemented at over 30 sites throughout the city.

The cyclical pruning of public street trees continues, and has reduced the number of emergency calls and resultant property damage due to falling limbs. The pruning of parks and cemetery trees is now in its fifth year. Based on the same cyclical concept as the street tree pruning program, the initiative features more crown thinning and reduction techniques intended to enhance tree health.

FY07 GOALS

- *GOAL 1: Maintain a commitment to customer service.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of service requests - Parks and Urban Forestry	591	600	600	600
2. Number of primary response service requests (requiring prompt response)	133	150	150	150
3. Average number of days to close request	12	7.0	7	7
4. Number of secondary response requests (scheduled work over 30 days)	458	450	450	460
5. Average number of days to close secondary request	100	80	80	70

- *GOAL 2: Continue to provide a quality park maintenance program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of sites on contract, including parks, schools, islands	43	37	50	50
2. Number of overall sites maintained	101	102	102	102
3. Number of irrigation systems maintained	56	57	58	58

- *GOAL 3: Implement a scheduled preventative maintenance program for pruning all trees citywide.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of City street trees pruned annually	3,000	3,000	3,000	3,000
2. Number of park/cemetery trees pruned annually	700	700	700	500

- *GOAL 4: Continue to manage the Client Tree Program, Commemorative Tree Program, and the City's tree replacement/planting program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of new City trees planted by DPW	300	300	343	300
2. Number of commemorative/client trees purchased	26	5	25	25
3. Number of tree removals	102	100	99	100

- *GOAL 5: Promote public awareness of the urban forest and of proper tree care.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Cambridge School and community presentations	10	10	10	10
2. Number of volunteer events (tree planting, tree well maintenance)	2	2	2	2
3. Number of neighborhood tree walks	2	2	2	2

- *GOAL 6: Enhance the commitment to community landscaping with an increase in seasonal plantings and a wider diversity of plant choices.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of planting sites	n/a	n/a	n/a	33
2. Number of three season displays	12	n/a	14	14

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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**PUBLIC WORKS
- Service Programs/Cemetery**

\$820,025	\$778,010
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CEMETERY

\$820,615

PURPOSE & OVERVIEW: The Cemetery Division is responsible for grave site preparation and other

burial services with a grounds and maintenance program on the cemetery's 66 acre site located on Coolidge Avenue in Cambridge. Ongoing work at the cemetery includes flower and tree planting, landscaping hilly terrains, resurfacing of cemetery roads, improvements to the drainage system, repair of historical monuments and development of selected areas for conversion to burial space. The Cambridge Cemetery is a resting place for some prominent literary figures including Henry and William James, William Dean Howells; baseball Hall of Famers John Clarkson and Timothy Keefe; as well as other notable Cantabrigians.

Over the past few years, the Cambridge Cemetery has implemented a specimen tree and perennial island program. The goal of these two programs is to add a pastoral beauty to the open space in the Cambridge Cemetery. Customer service continues to be an important goal of the Cambridge Cemetery - whether the need is for immediate burial or genealogical information. To meet the need for enhanced customer service, there are ongoing improvements in the computerization of Cemetery records. Also, Cemetery signage is continually being upgraded.

FY07 GOALS

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of interments	376	400	400	400
2. Number of maintenance requests received	51	50	52	60
3. Average number of days to complete maintenance requests	3.5	4	4	4

- *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of new cemetery signs installed	32	40	35	40
2. Update Cemetery grave lot map, percent complete	30%	60%	40%	50%

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of unique specimen trees planted at Cemetery	27	31	30	32
2. Number of new perennial islands created	1	1	1	1
3. Number of bulbs planted	2,500	1,500	1,500	1,500
4. Number of Cemetery trees pruned annually	250	100	100	100
5. Number of acres slice seeded at the Cambridge Cemetery	4	5	5	5

- *GOAL 4: Implement Cambridge Cemetery Master Plan to create additional space for traditional burial and cremation, while respecting the aesthetic and historic attributes of the Cemetery.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of new spaces for burial created	167	88	88	80
2. Develop design for columbarium, percent complete	n/a	n/a	n/a	50%

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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PUBLIC WORKS
- Supporting Serv./Public Bldgs.

\$1,356,715	\$1,523,510
\$1,389,660	\$1,370,200
<u>\$336,340</u>	<u>\$338,015</u>
\$3,082,715	\$3,231,725

OPERATION	\$1,412,470
MAINTENANCE	\$1,393,275
ADMINISTRATION	<u>\$379,665</u>
	\$3,185,410

BUILDING OPERATIONS

PURPOSE & OVERVIEW: The Building Operations Division is responsible for supplying custodial

services to 11 municipal buildings, including City Hall, the McCusker Center at 344 Broadway, Coffon Building, Police Headquarters, Lombardi Building, Area IV Youth Center, Frisoli Youth Center, Moore Youth Center, Gately Youth Center, and the DPW Administration Building. In addition, the Cambridge Senior Center at 806 Massachusetts Avenue is under a cleaning contract; however, it is serviced during the day by in-house staff. The Buildings Operations division has two shifts: 6:00 a.m. – 2:00 p.m. and a smaller crew in the evenings between 2:00 p.m. and 10:00 p.m. The Division uses environmentally preferred cleaning products, including but not limited to the use of HEPA filtered vacuum cleaners, to clean all public buildings.

FY07 GOALS

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of buildings for which DPW holds user group meetings	11	11	11	11
2. Number of total meetings held for all buildings	68	72	72	72

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of service requests	117	200	100	100
2. Average number of days to close requests	7.0	5.0	7.0	5.0

BUILDING MAINTENANCE

PURPOSE & OVERVIEW: The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair, and the fabrication of signs for public announcements, street postings, commemorative plaques and monuments. The employees in this division provide services to many departments throughout the City. In addition, this Division provides service for parades, public functions and public celebrations, and responds to the need for temporary street signing for emergency snow plowing and street sweeping.

In addition to the many assigned duties performed by this division, employees respond to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems throughout the City. This division also makes provisions (e.g., setting up staging and public address systems) for approximately 75 special events each year.

FY07 GOALS

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of work requests (Operations & Maintenance)	1,233	1,200	1,200	1,200
2. Average number of days to close request	19.0	5.5	5.5	5.5

PUBLIC BUILDING ADMINISTRATION

PURPOSE & OVERVIEW: The Public Building Administration Division is responsible for all aspects of construction, renovation and maintenance of the City’s public buildings. The Division works under the guidance of the Superintendent of Buildings, who is responsible for supervising and directing the overall operation of the Building Operations and Building Maintenance Divisions. The Superintendent of Buildings is also responsible for the design and execution of new construction, renovations and extensive repair projects to all City buildings, assisting with the selection of design professionals, compilation of specifications and bid documents, and construction contract management. This Division performs ongoing field inspection and approval until the repair, construction or renovation is completed.

FY07 GOALS

- *GOAL 1: Develop and implement the MotorUp Program, a comprehensive program designed to work with staff and vendors to encourage the purchase of premium efficiency motors.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of premium efficiency motors installed	0	3	3	3

- *GOAL 2: Manage energy consumption through the implementation of energy management systems, where feasible.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of buildings with computerized system	1	n/a	2	3
2. Assess options for expansion, percent complete	n/a	n/a	10%	50%

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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**PUBLIC WORKS
- Supporting Serv./Vehicle Maint.**

\$1,365,895	\$1,291,715
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**VEHICLE & EQUIPMENT
MAINTENANCE**

\$1,330,795

PURPOSE & OVERVIEW: The Vehicle Maintenance Division is responsible for the scheduled

maintenance, repair, and emergency service of over 300 City-owned vehicles and pieces of equipment. The vehicles include cars, pickup trucks, heavy equipment trucks (e.g., dump trucks, pay loaders), rubbish packers, construction equipment, power lawnmowers and snow blowers. The Division also develops written specifications for the purchase of new vehicles and equipment.

Each April, the Division conducts a City taxi inspection at the DPW garage, inspecting over 250 taxis. In addition, the Vehicle Maintenance Division issues 150 State Inspection stickers each year for DPW vehicles.

The Division is headed by a Master Mechanic who, in addition to his supervisory and mechanical duties, also conducts in-house Commercial Driver's License (CDL) training. This training prepares employees to take the Registry of Motor Vehicles Driver's License examination for heavy equipment operation. In FY06, the Division will focus on developing a fully automated inventory and preventative maintenance system.

FY07 GOALS

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of working hours that vehicles are available (not out of service) for Fleet as a whole	99%	95%	95%	95%
2. Percentage of working hours that vehicles are available for Medium/heavy trucks	98%	95%	95%	95%
3. Percentage of working hours that vehicles are available for Light-duty units	99%	96%	96%	96%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
4. Number of preventative maintenance service orders	202	325	325	325
5. Number of emergency breakdowns	81	100	120	100

■ *GOAL 2: Provide complete and accurate work history and cost accounting for each DPW vehicle.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of vehicles with computerized work history complete with repair and maintenance costs	190	213	213	220

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	PUBLIC WORKS - Supporting Serv./Off-Hour Serv.
\$702,335	\$714,420	OFF-HOUR SERVICES	\$755,560	<p>PURPOSE & OVERVIEW: This Division provides the DPW with continuous 24-hour response on a regular and emergency basis. Off-hours employees respond to a variety of emergencies: initial after-hours sewer complaints, fallen trees and tree limbs, litter pickup, building security, storm-related cleanup, and coordination with Cambridge Police and Fire Departments in response to accidents and other emergencies. The importance of this division is highlighted by the ability of its personnel to respond rapidly to the many and varied citywide emergencies. There are three off-hour shifts: early evening, Monday through Friday (3:00 p.m. - 11:00 p.m.); late evening/early morning, Sunday through Friday (11:00 p.m. - 7:00 a.m.); and the weekend shift. This schedule ensures that DPW personnel will be available at all times to respond to City emergencies.</p>

PUBLIC WORKS
- Supporting Services/Energy

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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\$1,058,330

\$1,339,850

ENERGY \$1,611,970

ENERGY CONSUMPTION. The Department of Public Works pays utility and fuel expenses for 24 buildings, 50

parks, 20 pump stations, and pays for gasoline and diesel for more than 300 City vehicles that obtain fuel at the Public Works yard. Costs are supported by this budgetary allotment plus reimbursements from other City departments. In 2003, the City Manager created an interdepartmental Energy Management Task Force chaired by the Department of Public Works to coordinate energy management and efficiency improvements.

The charts below show the energy costs paid in FY05 and FY06. The table illustrates the dramatic increases in unit prices that have occurred over the past two years.

Figure 6A.
FY05 Energy Costs (\$1,300,660)

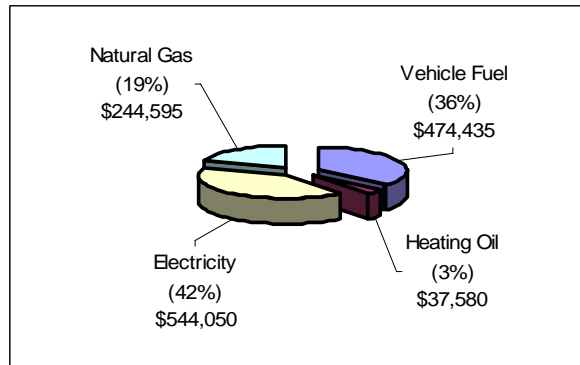


Figure 6B.
FY06 Projected Energy Costs (\$1,731,275)

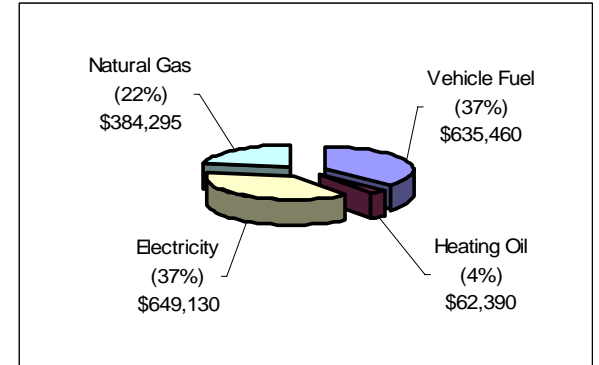


Table 1. Historical Energy Price Breakdown by Source of Energy FY04 through FY06*

Source of Energy	FY04	FY05	FY06	Percentage Increase (FY04-FY06)
Unleaded gas (price/gallon)	\$1.09	\$1.47	\$1.96	80%
Biodiesel/diesel (price/gallon)	\$1.36	\$1.99	\$2.05	51%
Heating oil (price/gallon)	\$0.88	\$1.14	\$1.92	118%
Electricity (price/kilowatt-hour)	\$0.10	\$0.11	\$0.12	20%
Natural Gas (price/gallon)	\$1.11	\$1.21	\$1.64	48%

*Note: Prices are fiscal year averages

- *GOAL 1: Develop an Energy Information System in collaboration with the Rebuild Massachusetts program to track and manage the City's energy consumption.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Complete the system and import consumption data	15%	n/a	20%	50%
2. Create a reporting system to provide regular feedback on energy consumption	0%	n/a	0%	75%

- *GOAL 2: Implement energy efficiency measures at City buildings by assessing, improving or upgrading building systems such as lighting and heating, ventilating and air conditioning (HVAC) systems.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of City buildings at which energy audits are performed	14	n/a	11	8
2. Number of City buildings in which lighting, mechanical systems are upgraded or replaced with high efficiency equipment	3	n/a	8	5

■ **GOAL 3:** Continue to implement policies and procedures that increase energy efficiency.

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop energy efficiency operation and maintenance guidelines for City buildings	25%	n/a	25%	80%
2. Develop standard bid specifications for energy efficiency in City purchase and service contracts, and train managers to implement these specifications	25%	n/a	50%	80%

Table 2. Energy Consumption (Calendar Year 2005 Expenditures)

The table shows calendar year 2004 and 2005 energy consumption for properties managed by the Department of Public Works.

	Electricity Consumption		Natural Gas Consumption		Heating Oil Consumption		Total Cost
	Electricity (kWh)	Cost	Gas (therms)	Cost	Oil (gallons)	Cost	Energy (all sources)
Buildings							
Coffon Building	299,840	\$34,768	13,457	\$17,881	0	\$0	\$52,649
Cemetery (three buildings)	89,401	\$11,981	10,932	\$14,297	0	\$0	\$26,278
City Hall	759,240	\$78,388	29,752	\$46,439	0	\$0	\$124,827
DPW Complex	432,312	\$42,805	80,423	\$103,263	0	\$0	\$146,068
Lombardi Building	259,200	\$30,691	7,642	\$9,771	0	\$0	\$40,462
Senior Center	567,780	\$63,226	21,194	\$29,510	0	\$0	\$92,736
Area 4 Youth Center	215,120	\$25,162	15,713	\$20,398	0	\$0	\$45,560
Frisoli Youth Center	248,200	\$26,145	8,972	\$11,701	0	\$0	\$37,846
Moore Youth Center	51,126	\$6,340	6,323	\$8,773	0	\$0	\$15,113
City Hall Annex	544,840	\$53,767	0	\$0	0	\$0	\$53,767
Gately Youth Center ¹	73,439	\$8,483	0	\$0	0	\$0	\$8,483
Corporal Burns Shelter	52,732	\$6,158	0	\$0	0	\$0	\$6,158
Danehy Park Office	60,623	\$6,647	0	\$0	0	\$0	\$6,647
Traffic Meter and Maintenance Shop	38,625	\$4,778	0	\$0	0	\$0	\$4,778
Police Station ²	n/a	n/a	2,901	\$3,729	34,843	\$47,642	\$51,371
2005 Totals:	3,692,478	\$399,339	197,309	\$265,762	34,843	\$47,642	\$712,743
2004 Totals:	3,763,267	\$393,679	182,884	\$207,838	27,815	\$26,547	\$628,064

¹ Heat supplied through the Peabody School

² Electricity bills paid by Police Department

Table 3. Energy Usage in City Buildings Compared to Nationwide Averages

This table compares energy usage in key City buildings to a national average, which helps identify buildings that are good candidates for energy efficiency improvements.

City of Cambridge Buildings	2005 consumption per sq ft			2005 cost per sq ft		
	Electric (kWh)	Gas (cubic ft)	Total (kBtu)	Electricity	Gas	Total
Frisoli Youth Center	9.5	34.3	66.6	\$1.04	\$0.47	\$1.51
Lombardi Bldg	12.3	36.1	77.9	\$1.35	\$0.49	\$1.84
City Hall Annex	16.8	0.0	57.4	\$1.85	\$0.00	\$1.85
All Commercial Buildings (National Average) ¹	13.8	44.4	91.5	\$1.52	\$0.60	\$2.12
DPW Complex (four buildings)	5.9	109.1	129.1	\$0.65	\$1.48	\$2.13
Coffon Building	12.5	56.1	98.7	\$1.37	\$0.76	\$2.13
Area 4 Youth Center	10.2	74.7	109.6	\$1.13	\$1.02	\$2.15
Moore Youth Center	6.5	113.9	136.1	\$0.71	\$1.55	\$2.26
City Hall	15.4	60.5	113.1	\$1.70	\$0.82	\$2.52
Senior Center	20.4	76.3	146.1	\$2.25	\$1.04	\$3.29
Cemetery (three buildings)	17.4	213.0	272.5	\$1.92	\$2.90	\$4.82

¹ Source: U.S. Department of Energy, Energy Information Administration (EIA), 1999 Commercial Building Energy Consumption Survey. Cost per square foot based on 2005 average Boston rates.

Table 4. Status of Energy Efficiency Upgrades as of March 2006

This chart lists energy efficiency projects completed or planned by the City. These projects will reduce energy costs and greenhouse gas emissions, assisting the City in meeting its Climate Protection goals.

Description of Upgrade	Electricity Saved (kWh/yr)	Natural Gas Saved (therms/yr)	CO2 reduction (lbs/yr)	Annual Energy Savings
City Hall Boiler Replacement	n/a	8,301	97,952	\$14,112
Senior Center HVAC improvements	55,413	8,400	178,361	\$21,816
Central Square Library lights	54,785	n/a	78,343	\$7,451
Lombardi Building Air Conditioning	17,004	n/a	24,316	\$2,313
Vending Miser Pilots	4,881	n/a	6,980	\$664
Danehy Park Building lights	1,567	n/a	2,241	\$213
Area 4 Youth Center lights	18,218	n/a	26,052	\$2,478
Russell Field House green building	86,909	n/a	124,280	\$11,820
Traffic Meter & Maintenance Office lights	5,391	n/a	7,709	\$733
First Street Garage lights	263,964	n/a	377,468	\$35,899
LED Traffic Signals	749,136	n/a	1,071,264	\$82,668
Green Street Garage lights	53,310	n/a	76,233	\$7,250
Parking Lot #2 (Harvard Square) lights	9,784	n/a	13,991	\$1,331
Totals:	1,320,362	16,701	2,085,190	\$188,748

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	PUBLIC WORKS - Sewers
\$1,655,355	\$1,978,790	SEWER MAINTENANCE	\$1,961,820	<p>PURPOSE & OVERVIEW: Sewer Division responsibilities include maintenance and repair of the City's wastewater collection system, including 223 miles of sewer lines, over 4,000 catch basins and 25 sewer and stormwater pump stations. The maintenance program includes responding to plugged sewer lines, cleaning catch basins on a regularly scheduled basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. The Sewer Division reviews all applications for sewer use before they are sent to Massachusetts Water Resources Authority (MWRA) for final approval, and discusses the extent of sewer needs and capacity with new building developers. This Division also develops and manages critical projects such as stormwater management, inflow and infiltration studies; MWRA flow verification; combined sewer overflow metering; overseeing the sewer separation program (converting the combined sewer systems into separate sanitary and stormwater drains); and monitoring the Fats, Oils, and Grease (FOG) program, which captures all information related to any type of fat, oil or grease that is being put into the City's collection system from establishments that prepare or handle food.</p> <p>The Sewer Maintenance Division is also working with the Massachusetts Department of Environmental Protection and the U.S. Environmental Protection Agency to make the Charles River swimmable and fishable by submitting regular reports of maintenance and investigative activities performed which could affect the Charles River.</p> <p>An important part of the Sewer Division's duties is to meet with citizen groups and individual homeowners to advise them on methods to avoid damaging backups and to define the responsibility of the City and the homeowner regarding sewer connections. Public meetings are also held regarding ongoing sewer construction projects throughout the city.</p>

FY07 GOALS

- *GOAL 1: Maintain rapid response time for requests for services, such as cleaning of blockages in sewer mains, emergency repairs of catch basins and pipes, and responding to odor complaints.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of service requests	280	300	556	400
2. Average number of days to close requests	2.5	2.5	2.5	2.5
3. Number of emergency service requests	65	50	60	50
4. Number of days to close emergency requests	0.3	0.3	0.3	0.3
5. Number of requests for structural repairs	n/a	n/a	80	65

- *GOAL 2: Identify capacity or structural deficiencies in the sanitary and stormwater systems throughout the city to reduce flooding and backup.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of meters installed to collect data	12	20	13	15
2. Number of reports for MWRA, DEP, EPA based on data from meters	15	15	15	15

- *GOAL 3: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of common manholes removed	23	20	25	20
2. Number of common manholes separated in Normandy Terrace Area	0	n/a	8	8
3. Construct Bishop Allen Drive Stormwater Mgmt. Project	0%	n/a	0%	50%
4. Design common manhole, contract 6, Brookline St./Central Square area	0%	n/a	0%	50%

- *GOAL 4: Incorporate Best Management Practices in all construction projects and remove illicit connections to improve water quality to the Charles River and Alewife Brook.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Linear feet of new stormwater drains installed	1,200	1,500	1,300	1,600
2. Linear feet of new sanitary sewer installed	850	1,000	1,145	1,000
3. Number of new catchbasins installed with deep sumps and hoods	42	40	67	50
4. Number of hoods replaced	0	15	20	15
5. Number of grit chambers constructed	1	2	2	2
6. Number of illicit connections removed	4	5	5	5

- *GOAL 5: Improve function and capacity of sewers and stormwater drains through improved maintenance.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of catch basins cleaned	1,330	2,000	2,100	2,000
2. Number of linear feet of pipe cleaned	46,000	40,000	55,000	50,000
3. Linear feet of pipe televised	46,000	40,000	49,000	45,000
4. Linear feet of pipe repaired	1,100	2,000	2,279	2,000
5. Number of structures connected to SCADA system telemetry	6	7	5	3

- *GOAL 6: Maintain a grease control program for sanitary system to reduce sewerage backups caused by fats, oils, grease (FOG).*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of business seminars	0	6	2	2
2. Number of pamphlets developed/ distributed	2	4	2	2
3. Number of inspections performed	25	50	58	60

- *GOAL 7: Improve stormwater and sanitary system conveyance by developing discharge standards and parameters for private development.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of site plans reviewed	70	50	85	50
2. Number of best management practices incorporated by new developers	20	25	38	25

**WATER
- Summary**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
<p>\$10,525,875 \$4,402,365 <u>\$2,143,785</u> \$17,072,025</p>	<p>\$10,627,380 \$4,493,625 <u>\$2,146,995</u> \$17,268,000</p>	<p style="text-align: center;">ADMINISTRATION SOURCE OF SUPPLY DISTRIBUTION</p>	<p style="text-align: center;">\$9,985,135 \$4,850,890 <u>\$2,359,020</u> \$17,195,045</p>

PURPOSE & OVERVIEW: The Cambridge Water Department (CWD) is a municipally owned and operated water utility servicing approximately 102,000 residents. The CWD operates under the general direction of the City Manager. Five members comprise the Water Board, all of whom are appointed by the City Manager and serve in an advisory capacity to the City Manager and the Managing Director of the Water Department. The CWD is regulated by Federal and State drinking water codes and is comprised of three divisions: Administration; Source of Supply; and Transmission & Distribution. The mission of the Department is to provide a safe, adequate and uninterrupted water supply of the highest quality to the citizens of Cambridge.

In keeping with this mission, the CWD has begun implementing a long-term strategic plan with the goal of ensuring integrity and functionality well into the 21st century. The systems that comprise the Water Department are: the watershed and its related facilities such as gatehouses, dams, spillways and valves; the Stony Brook conduit and associated valving; the Fresh Pond Reservoir; the treatment plant; the Payson Park finished reservoir; the Payson transmission lines and associated valving; the distribution system; and three Massachusetts Water Resource Authority (MWRA) emergency interconnects. These interconnects serve as an emergency back-up supply. The Fresh Pond Master Plan provides the mechanism for enhanced source water protection, which is a vital first step in water treatment; the plan also provides for the overall stewardship of the reservation. Over the next several years, there will be continued emphasis on completing the full implementation of the Automatic Meter Reading (AMR) System, revitalizing the water distribution system, completing upgrades and restoration improvements to the Fresh Pond Reservation, the Stony Brook Conduit, Payson Park force and supply lines and treatment plant process optimization to improve the water quantity and quality delivered to our customers. Opportunities to perform water main infrastructure improvements in partnership with others performing utility work, such as sewer separation and Chapter 90 roadway work, will be pursued so as to optimize cost and to minimize disruptions to the public.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued the implementation of the Automatic Meter Reading (AMR) Program by installing an additional 7,900 AMR systems that included the replacement of another 3,800 meters during FY06. Completed over 98% of the AMR installations.
- Successfully produced over 5.4 billion gallons of high quality potable water to serve all of the City of Cambridge's needs.
- Completed certain key improvements as recommended by the Vulnerability Assessment (VA). Have proposed further improvements to the City Manager for inclusion in the FY07 capital budget. Additionally, working to obtain Homeland Security funding for VA recommended improvements.
- Provided over 90 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education process the staff has presented information about the Water Department at four Massachusetts and New England Water Works Association meetings.
- Continued cooperative infrastructure projects such as Cambridgeport Roadways, citywide storm water management plan, common manhole replacement, City irrigation projects, and Chapter 90 surface enhancement projects.
- Distributed 2005 annual "Consumer Confidence Report" on drinking water quality via direct mail and through the Department Web page.
- Completed rehabilitation of over 800 feet of water mains; replaced over 140 lead water services; eliminated 5,600 feet of parallel old 6" cast iron pipe; and maintained a 99.8 percent in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring which resulted in over 55,000 tests. Maintained and expanded (added four metals, one organic compound and one bacteria) certifications of the Laboratory for a variety of drinking water parameters. Purchased and installed replacement equipment (gas chromatograph and detector system) for the Laboratory.

- Adjusted the fees on certain services to reflect the actual cost to perform them.
- Initiated implementation of new USEPA drinking water regulations. The new regulations are 1) Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR) and 2) Stage 2 Disinfection Byproduct Rule (Stage2DBPR). This monitoring effort will continue over a two-year period to quantify Cryptosporidium levels in the raw water.
- Completed the 9th round of Lead and Copper Rule Monitoring. This effort includes the collection and testing of 60 household samples to determine the level of lead and copper in tap water. The Department has tested below the limits since their inception in 1992 and has recently been at one-half of the limit for lead in our drinking water.
- Implemented additional service agreements to maintain various specialized processes and equipment to ensure optimal operation of the treatment facility.
- Maintained and expanded the Department's Web page.
- Transitioned an additional 25,000 linear feet of water main into the new Water Department GIS system.
- In conjunction with the Fire Department, maintained a Class 1 fire rating for the City of Cambridge.
- Completed the "in-house" design of 500 feet of water main rehabilitation work.
- Reviewed and monitored over 70 development and site remediation projects throughout the 24-square mile watershed.
- Responded to and repaired over 60 water main or service leaks throughout the water distribution system.
- Completed all of the required backflow prevention device testing, re-testing and surveying.
- Initiated both the North East Sector and Little Fresh Pond Shoreline Projects at the Fresh Pond Reservation. These projects include the rehabilitation of over 25 acres of the Fresh Pond

Reservation and are being partially funded through the use of Community Preservation Act (CPA) funds.

- Completed the “early warning water quality monitoring system” for the Stony Brook Reservoir, the new “hazardous material response atlas” for the Cambridge watershed and the “source water assessment maps” per DEP regulations.
- Filled five key positions to maintain the level of service provided to Cambridge (Mechanic, 2nd Ranger, Plant Operator and two Water System Maintenance Craftpersons).

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICE		\$16,127,790
Water Usage Charge	\$14,427,790	
Service Renewal	\$10,000	
Misc Water Charges	\$100,000	
Cross Connection Fee	\$440,000	
Retained Earnings/Water Fund	\$1,150,000	
INTERGOVERNMENTAL REVENUE		\$1,067,255
Mwpat Loan Program	\$1,067,255	
TOTAL FY07 BUDGETED REVENUE		\$17,195,045

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$5,282,290
OTHER ORDINARY MAINTENANCE	\$3,360,305
TRAVEL AND TRAINING	\$28,855
EXTRAORDINARY EXPENSES	\$8,523,595
TOTAL FY07 BUDGETED EXPENDITURES	\$17,195,045

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	65	63	63

**WATER
- Administration**

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$881,620	\$1,115,640	ADMINISTRATIVE ENGINEERING & CROSS CONNECTION DEBT SERVICE	\$1,010,205 \$576,335 \$8,398,595 \$9,985,135
\$497,020	\$603,030		
<u>\$9,147,235</u>	<u>\$8,908,710</u>		
\$10,525,875	\$10,627,380		

PURPOSE & OVERVIEW: The Administration Division is responsible for performing administrative, personnel, financial, metering and customer relations functions. The Division also assists in the quarterly processing of

water bills for the 14,868 metered accounts in the City and is responsible for making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY07 GOALS

- *GOAL 1: Improve customer relations through the development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. General Tours/Open Houses	33	18	20	20
2. School and Community Activities	42	50	50	50
3. Professional Development Activities	50	24	30	25
4. Update and maintain the Department Web page (number of updates)	n/a	12	12	12

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Meters replaced	3,384	1,500	3,800	350
2. Develop and implement a system that alerts customers in a timely manner so as to minimize the cost of an internal facility leak and also helps save water	n/a	40%	40%	100%

- *GOAL 3: Provide professional growth and development opportunities for all employees with an emphasis on meeting regulatory training requirements and implementing uniform work practices.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of staff receiving required DEP training	100%	100%	100%	100%
2. Department training contact hours obtained	540	550	550	550

ENGINEERING & PROGRAM DEVELOPMENT

PURPOSE & OVERVIEW: The Engineering Division is responsible for providing technical services to support the Department and developing and implementing new and existing programs; planning and overseeing capital improvements; maintaining maps/records; and coordinating water projects with other City departments.

FY07 GOALS

- *GOAL 1: Develop, implement and maintain 5, 10 and 20-year capital plans.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Perform update of capital plans	100%	100%	100%	100%

- *GOAL 2: Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	6,172	5,800	5,800	6,000
2. Cross connection control surveys performed (number of establishments)	25	50	50	50

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Implement the Automatic Meter Reading (AMR) Program	n/a	85%	98%	100%
4. Install AMR system - number of existing accounts transitioned	6,750	6,800	7,900	300

■ *GOAL 3: Ensure that safe drinking water is provided during various constuction, fire safety and industrial process activities by issuing water work permits in a timely manner, pursuant to citywide permit guidelines.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percent of permits issued within two weeks	95%	95%	95%	95%
2. Number of construction permits	96	110	100	100
3. Number of hydrant rental permits	25	30	30	25
4. Number of fire pump test permits	219	150	175	200
5. Number of cross connection device permits	36	75	40	40

■ *GOAL 4: Improve the management of records and mapping.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Using ArcGIS create electronic distribution system maps (e.g. pipes, valves) that reflect current conditions	60%	100%	90%	100%
2. Organize and maintain all water system as-built drawings	100%	100%	100%	100%

**WATER
- Source of Supply**

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
\$824,385	\$863,965	\$831,765
\$3,533,000	\$3,583,250	\$3,972,715
<u>\$44,980</u>	<u>\$46,410</u>	<u>\$46,410</u>
\$4,402,365	\$4,493,625	\$4,850,890

**WATERSHED
WATER TREATMENT OPERATION
DEP ASSESSMENT**

PURPOSE & OVERVIEW: The Watershed division is responsible for the management and operation of the City's four reservoirs located in Cambridge, Belmont, Lexington, Waltham, Lincoln

and Weston. The Hobbs Brook and Stony Brook reservoirs are the primary source of water for our system. The total capacity of the two up-country reservoirs is 3,445 million gallons. The water is transferred to the terminal reservoir, Fresh Pond, via the Stony Brook Conduit. The Fresh Pond Reservoir has an additional 1,308 million gallons of water storage. The watersheds serving the three reservoirs total 24 square miles. The Division works to develop and implement intricate watershed protection plans and hazardous materials response plans, seeking partnerships where appropriate; conducts environmental and raw water quality monitoring; manages the grounds at the Fresh Pond Reservation (Cambridge's largest open space) and at the up-country reservoirs; implements the Fresh Pond Master Plan recommendations; performs and documents site activities; and works with all the stakeholders in the watersheds to ensure long-term protection of the City's drinking water supply.

FY07 GOALS

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Review, monitor and document site development and remediation projects throughout the watershed	65	70	70	70
2. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols	60%	70%	70%	80%
3. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%
4. Develop, implement and maintain a watershed land acquisition plan	50%	60%	60%	70%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
5. Continue to develop the Watershed Stormwater Management Plan	n/a	n/a	10%	20%

■ *GOAL 2: Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Implement the Dog Management Plan	35%	60%	60%	70%
2. Implement Kingsley Park soils stabilization program	50%	50%	50%	60%
3. Implement Fresh Pond signage and pilot path studies	75%	90%	90%	100%
4. Develop a Fresh Pond landscape maintenance/management plan	70%	80%	80%	90%
5. Develop a watershed/reservoir facilities maintenance/management plan	40%	70%	70%	80%
6. Implement the Northeast Sector Lands Restoration Project	n/a	50%	50%	75%
7. Develop a plan for the Little Fresh Pond Watershed Restoration	n/a	n/a	n/a	25%
8. Implement Black's Nook landscape restoration program	25%	35%	35%	50%

WATER TREATMENT OPERATIONS

PURPOSE & OVERVIEW: The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the treatment facility, this division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).

FY07 GOALS

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Update and maintain maintenance and preventive maintenance programs	100%	100%	100%	100%

- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	56,718	50,000	55,000	55,000
3. Water treatment plant tests performed	49,564	45,100	50,100	50,100
4. Watershed tests performed	2,754	2,000	2,000	2,000
5. Transmission and Distribution tests performed	4,400	4,100	4,100	4,100
6. Update and maintain quality and process controls	100%	100%	100%	100%
7. Perform annual certification performance testing	100%	100%	100%	100%

DEP ASSESSMENT

PURPOSE & OVERVIEW: The City is assessed by the Massachusetts Department of Environmental Protection (DEP) for the cost of administering the Safe Drinking Water Act (SDWA) in Massachusetts. This assessment is collected from all users of public water systems. The assessment makes up the difference between costs of administering the SDWA and the funds available through federal grant and state appropriations. The rate for FY07 is estimated at \$8.50 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY06 is projected to be 5.4 billion gallons of water. The major benefit to public water suppliers from this assessment will be to enhance services provided by DEP (e.g., enhanced education and outreach programs, streamlining of existing programs, reduced permit review time and additional one-on-one assistance).

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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**WATER
- Transmission & Distribution**

\$2,143,785	\$2,146,995
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TRANSMISSION & DISTRIBUTION **\$2,359,020**

PURPOSE & OVERVIEW: The Transmission and Distribution Division is primarily responsible for the maintenance of the piping systems. The transmission system, which connects the up-country reservoirs to Fresh Pond, consists of 10.5 miles of pipe ranging in size from 30 to 63 inches. The distribution system which connects the purified water to all of the users consists of 180 miles of pipe, 14,057 services, 4,447 valves, 1,669 fire hydrants, and 18,306 valve and service boxes. This division regularly performs leak detection and preventative maintenance, provides effective emergency response for leaks and low pressure situations and provides assistance and support to customers and other City departments. A partnership is maintained with the Fire Department to ensure the high degree of reliability of fire hydrants throughout the city.

FY07 GOALS

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	5,180	3,000	2,000	2,000
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	5,200	1,500	1,500	1,000
3. Number of lead services eliminated	106	350	250	200

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of in-service hydrants	99.8%	99.8%	99.8%	99.8%
2. Number of fire hydrants replaced	23	30	30	30
3. Fire hydrants tested	100%	100%	100%	100%

- **GOAL 3:** *Expand and enhance the operation and maintenance of the water infrastructure to minimize the duration of water outages as a result of water main breaks and/or planned shutdowns to facilitate construction activities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Valves replaced/repaired	56	30	25	30
2. Water mark-outs performed	2,391	3,000	3,000	3,000
3. Inspections performed	357	200	300	300
4. Water leaks found and repaired	105	75	65	75
5. Number of new water services installed	8	15	20	15
6. Number of work orders completed	258	300	300	325

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**COMMUNITY DEVELOPMENT
- Summary**

<p>\$1,093,205 \$3,212,150 <u> \$0</u> \$4,305,355</p>	<p>\$1,128,585 \$3,367,895 <u> \$0</u> \$4,496,480</p>	<p>ADMINISTRATION PLANNING CONTINGENCY</p>	<p>\$1,160,205 \$3,530,630 <u> \$68,800</u> \$4,759,635</p>
<p>The Department works with the residential and business communities to improve the quality of life of the city by supporting sustainable growth that contributes to the tax base, expands job opportunities for residents and ensures a high level of services. In addition, the Department seeks to strengthen communication among and between the City, its residents, the business community and major institutions.</p> <p>To support the city’s diverse population, the Department creates and preserves affordable rental and ownership housing; works to maintain the character of the city’s 13 neighborhoods by undertaking comprehensive planning efforts and conducts reviews of large projects; retains and attracts businesses, strengthens the vitality of the city’s commercial districts and provides assistance to the city’s businesses, particularly small, women- and minority-owned businesses; plans transportation infrastructure that encourages walking, cycling and public transportation, enhances safety, and implements the City’s vehicle trip reduction goals; renovates neighborhood parks and playgrounds; and protects and enhances the environment through encouragement of environmentally safe and renewable practices.</p> <p>As the Community Development Department works to attain these goals, a broad array of interests and viewpoints are represented, including those of the Planning Board, the Affordable Housing Trust, citizen and community groups, non-profit organizations, private developers, the business community and other government agencies. The Department provides direct support to a number of standing committees, boards and commissions, and citizens’ organizations, which include the Planning Board, the Affordable Housing Trust, the Pedestrian Committee, the Bicycle Committee, the Climate Protection Action Committee, and the interdepartmental open space and transportation committees.</p> <p>The Department works to advance a variety of community initiatives with the assistance of ad hoc advisory committees including the Agassiz Working Group, Concord-Alewife Committee, and various neighborhood study committees that focus on their immediate locales. The Department also closely cooperates with many committees of the City Council including Ordinance, Housing, Economic Development, Training and Employment, Neighborhood and Long Term Planning, Health and</p>			

PURPOSE & OVERVIEW: The Community Development Department is responsible for planning and managing physical change in a manner that best supports the overall diversity of the City.



| Environment, and Transportation, Traffic and Parking.

A large portion of the Department's work is funded through federal programs including Community Development Block Grant (CDBG), HOME and the Lead Hazard Control Grant.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Worked with Planning Board to update *Towards a Sustainable Future*, the Cambridge Growth Policy document, to reflect major zoning changes of 2001 and the recent residential building boom as well as policy advances in areas such as housing, land use, and transportation.
- Worked closely with the City Council to assess a zoning petition based on the recommendations of the Concord Alewife Planning Study, which received recognition under the 2005 Governor's Smart Growth Innovation program. Commenced planning study of the Prospect Street corridor to improve the streetscape and develop urban design recommendations.
- Completed park improvements at Charles Park in East Cambridge. Commenced construction at Gold Star Mothers Park and the Alden Playground at the Baldwin School. Completed the community design process for the Father Callanan Playground at the Tobin School and for the new open space at Trolley Square.
- Completed neighborhood study process and published reports for Neighborhood 10 and the East Cambridge Neighborhood. Initiated study of Strawberry Hill neighborhood.
- Conducted design review of development projects citywide, including the Mt. Auburn Hospital, housing at 7 Cambridge Center (the Broad Institute), Harvard University's Northwest Science Building on Oxford Street, Blessed Sacrament Church conversion to housing, and several large housing development proposals, including Water Street in North Point.
- Completed the sale of more than 45 homeownership units to first-time homebuyers. These units were acquired through the City's first-time homebuyer financial assistance program, the non-profit housing development program, and the City's inclusionary housing program.
- Worked with local non-profit housing developers to create more than 60 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. These new projects include the former print shop on Harvard Street in Area IV, a site on Columbia Street at Broadway, a 6 family building on Howard Street in Riverside, which will be rehabilitated and made permanently affordable, as well as SRO units in Neighborhood 10. Construction of 63 units continued at Trolley Square, VFW, and 2495 Mass. Ave. Construction was completed this year on 6 homeownership units on Bolton Street, 8 homeownership units on Rindge Avenue, and 6 rental

units on Cambridge Street in East Cambridge. Finally, work was completed on the final phase of renovation of 65 rental units at Lancaster Street.

- Worked with private developers to create more than 144 new affordable units through the City's Inclusionary Housing Program. Units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.
- Educated more than 475 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 150 individuals, increasing access to homeownership opportunities for Cambridge residents. Translators were available on request to serve speakers of Spanish, Portuguese, and Haitian Creole. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and multi-family homeownership.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Hoops 'n' Health, and Riverfest.
- Assisted over 50 households through the City's low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs and stabilize the residency of low and moderate income homeowners.
- Held a public meeting to discuss the retail mix in Harvard Square and developed specific recommendations to enhance the Square. Conducted survey of retailers citywide and, based on the results, offered new workshop on retail marketing. Assisted more than 40 Cambridge retailers through the Best Retail Practices Program.
- Through the Façade Improvement Program, provided matching grants for 20 commercial storefronts and provided architectural design services to 20 additional businesses.
- Offered five educational workshops to support personal and business financial growth including "Making Your Money Work," "Starting Your Own Business," and "Minding Your Own Business." These activities enhanced small business development; educated low-moderate residents on the importance of credit repair, budgeting and saving; and created forums for the exchange of sound business ideas and solutions for starting and growing a business.
- Supported 38 Cambridge residents to upgrade their skills in preparation for jobs in the health care and bio-medical sectors, in collaboration with Just-A-Start and the Cambridge Health Alliance.

- Promoted minority - and women - owned businesses by publishing a new edition of the *Cambridge Minority & Women-owned Business Directory* to help market these businesses. Sponsored two SOMBWA certification workshops aimed at increasing business for Cambridge companies by creating opportunities to sell goods and services to the City, state agencies and large businesses.
- Provided technical assistance to neighborhood-based business associations, including web site development, independent retail promotions, safety and security protocol information and planning for events such as “Shop Inman by Moonlight.”
- Completed the Cambridgeport Roadways project and construction of roadway and streetscape improvements in Porter Square. Continued construction of the Yerxa Road railroad underpass and began construction of the Harvard Square improvement project.
- Designed and oversaw construction of traffic calming projects on Mount Auburn Street, Huron Avenue, Upland Road, and Lakeview Avenue. Working with the Town of Belmont and residents from both communities, began construction of traffic calming measures between Concord Avenue and Brighton Street.
- Continuing the City’s innovative work on climate change, launched the Climate Leader program to engage local businesses and organizations in meeting the goals of the City’s Climate Protection Plan. Under the program, participants become more energy efficient, engage in use of renewable resources, and work to recycle and use alternative transportation modes. Participants ranged from large biotech companies to small retail establishments. Held two large energy fairs, involving hundreds of residents in efforts to save energy and invest in renewable energy, and initiated a study of how the City can increase its use of renewable energy.
- Produced a new edition of the popular How to Get Around in Cambridge map and implemented a pedestrian wayfinding pilot project in Porter Square. Oversaw the installation of 30 new bus shelters at high-boarding locations throughout the city. Approved several new transportation demand management plans for development projects subject to the Parking and Transportation Demand Management ordinance.
- Continued marketing efforts for the EZ Ride shuttle service which exceeded its initial goal of carrying 1,000 passengers per day and is now funded entirely by membership fees and farebox revenue. Responded to requests for information from 40 local businesses regarding sustainable transportation options for employees and customers.

- Deleted and preserved the affordability of 54 residential units occupied by low or moderate income families, reaching a total of 683 units deleted since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$3,115,050
Real Estate Taxes	\$3,115,050	
CHARGES FOR SERVICE		\$281,895
Water Usage Charge	\$30,000	
Parking Fund Parking Usage	\$221,895	
Sewer Service Charge	\$30,000	
LICENSES & PERMITS		\$55,000
Plan Review Permit (Com Dev)	\$55,000	
FINES & FORFEITS		\$50,000
Parking Fines	\$50,000	
INTERGOVERNMENTAL REVENUE		\$1,092,690
Federal Grants	\$33,160	
C.D.B.G.	\$1,043,345	
State Cherry Sheet Revenue	\$16,185	
MISCELLANEOUS REVENUE		\$165,000
Interest Earnings	\$150,000	
Bus Shelter Advertising	\$15,000	
TOTAL FY07 BUDGETED REVENUE		\$4,759,635

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$4,106,545
OTHER ORDINARY MAINTENANCE	\$563,790
TRAVEL AND TRAINING	\$20,500
EXTRAORDINARY EXPENSES	\$68,800
TOTAL FY07 BUDGETED EXPENDITURES	\$4,759,635

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	45	45	45

**COMMUNITY DEVELOPMENT
- Administration**

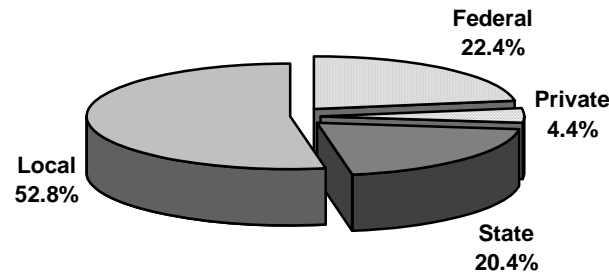
ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$475,960	\$489,615	GENERAL MANAGEMENT	\$498,595
\$149,745	\$162,005	CDBG	\$170,980
\$300,020	\$304,085	FISCAL	\$313,465
<u>\$167,480</u>	<u>\$172,880</u>	CLERICAL	<u>\$177,165</u>
\$1,093,205	\$1,128,585		\$1,160,205

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, regulatory and operational support to the Department. The Administration Division provides policy direction for staff and coordination with other

City departments and state and federal agencies. A major priority of this division continues to be provision of professional development opportunities to support staff retention and professional growth. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation, and training activities. In addition to leadership, the Division consists of general management, fiscal management, Community Development Block Grant (CDBG) program management, and clerical functions.

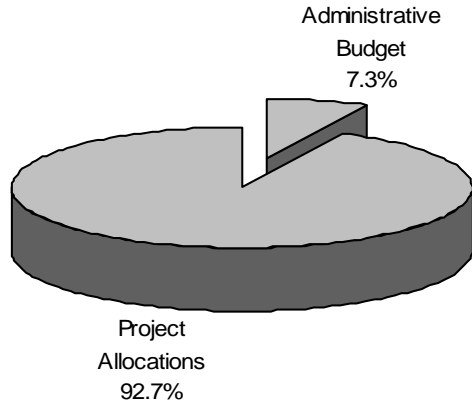
The Administration Division manages programs and activities which total \$66,315,000 (as of January 1, 2006) from various sources. In addition to direct program support, these funds may be used to leverage the acquisition of additional state, federal and private funds to supplement local funds. These funds are allocated to achieve the highest levels of service delivery and infrastructure improvement output.

SOURCES OF FUNDS (1/1/06):



Local	\$34,998,000
Federal	\$14,838,000
Private	\$ 2,920,000
State	<u>\$13,559,000</u>
TOTAL:	\$66,315,000

ALLOCATION OF AVAILABLE FUNDS (1/1/06):



Administrative Budget	\$ 4,818,000
Project Allocations	<u>\$61,497,000</u>
TOTAL:	\$66,315,000

FY07 GOALS

- *GOAL 1: Strongly advocate for improvements in state and federal legislation, regulation and funding for community development programs, particularly CDBG and HOME funding. Provide high quality technical assistance to the Community Development Department staff and the City regarding the best use of CDBG funds to support City objectives.*
- *GOAL 2: Provide administrative and operational support for all department operations, including document preparation, administrative assistance in personnel and operational matters, telephone support, and providing information to the public.*
- *GOAL 3: Continue ongoing staff performance management and evaluation process.*
- *GOAL 4: Provide ongoing skills development with particular emphasis on project management, negotiation, public communication, and personnel and customer service.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of staff receiving at least four hours of training in project management, negotiation, public communication, or personnel and customer service	38	40	40	40

**COMMUNITY DEVELOPMENT
- Community Planning**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$1,160,400	\$1,204,535	PLANNING & DESIGN SERVICES	\$1,218,510
\$512,595	\$531,145	HOUSING PLNG. & PROGRAM DEV.	\$640,185
\$214,470	\$247,595	MULTI-FAMILY REHAB	\$251,120
\$93,160	\$95,995	JUST-A-START	\$98,520
\$362,070	\$389,930	ECONOMIC & EMPLOYMENT PLNG.	\$414,290
		ENVIRONMENTAL/ TRANSPORTATION	\$908,005
<u>\$869,455</u>	<u>\$898,695</u>		<u>\$3,530,630</u>
\$3,212,150	\$3,367,895		

PURPOSE & OVERVIEW: The goal of the Community Planning Division is to enhance the living environment for Cambridge's highly diverse population by providing professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, data/geographic information and graphics.

This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, and providing information and technical assistance to the City's residents, property owners, developers and neighborhood groups. The Division works with the Planning Board to provide planning information and to facilitate public participation, urban design review, and analysis of special permit applications and proposed zoning ordinance amendments.

These planning activities are coordinated with City departments and other institutional, state and federal agency participants. Such planning requires a set of preliminary assessments and strategies to ensure that all participants, especially low and moderate-income residents, are involved in the process, from setting goals and priorities through implementation. Projects may be initiated by the City, neighborhood groups or non-profit organizations in response to identified needs of the neighborhood. Planning work may also involve integrating into the City's plans the goals of other entities, such as developers, institutions or other government agencies.

FY07 GOALS

- *GOAL 1: Provide planning information and assistance to the general public, property owners and project developers. Provide interpretation of the zoning ordinance and information on the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information on the City or on current planning policy. Provide information on status of zoning amendments before the City Council and on zoning-related services provided by the Department or the City.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases (number of responses)	2,197	1,400	1,650	1,650
2. Act as City Liaison to neighborhood/citywide committees (number of meetings)	74	100	100	100

- *GOAL 2: Review urban design improvements and master plans. Work with residents, property owners, developers and appropriate local, state, and federal agencies to ensure that all public improvements or private development represents high quality urban design.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Provide urban design and master planning services for a variety of projects and development areas throughout the City (number of projects reviewed)	34	24	40	30

- *GOAL 3: Staff and assist the Planning Board in conducting its duties as it approves special permits. Research and develop appropriate amendments to the Zoning Ordinance.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	15	12	12	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	10	6	6	6
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, public notice and minutes	23	26	26	24
4. Identify sections of the Zoning Ordinance text requiring modification for technical reasons (number of zoning proposals)	2	3	3	3

- *GOAL 4: Provide park and open space planning, design and construction supervision services for City parks and other open space initiatives. Work with residents and Open Space Committee to determine appropriate design. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the city.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Value of construction contracts under supervision	\$1.4M	\$2.1M	\$1.25M	\$2M
2. Number of park renovations in design or construction phase	6	5	5	4
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	8	6	6	6

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
4. Work with Open Space Committee, residents and public on open space initiatives such as seeking grant funding and enhancing online open space information (number of initiatives)	3	3	3	3

■ *GOAL 5: Conduct planning studies with residents, businesses and other affected parties to address significant planning issues such as zoning, urban design, housing, economic development, and open space. Working with the participants, develop recommendations and action plans. Conduct regular meetings on planning goals and progress on implementation.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	2	3	3	3
2. Continue to work with Agassiz Working Group on the Harvard and Lesley University plans for Mass. Ave./Everett Street area (percent complete)	65%	100%	65%	100%
3. Work with neighborhoods bordering Prospect Street to address issues related to land use and zoning in the area (percent complete)	n/a	75%	75%	100%
4. Work with neighborhoods bordering Charles River to develop recommendations for River Basin area or commence similar neighborhood study effort (% complete)	n/a	n/a	n/a	30%

- **GOAL 6:** *Continue to increase the quality and availability of planning-related information to Department staff, other City departments, residents, property owners, developers, state and federal agencies. Conduct research and analysis for Department on economic development, housing and zoning. Provide graphic design services for the Community Development Department and other City departments.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	205	200	200	200
2. Number of public information materials and reports designed in support of Department's public outreach	80	90	75	90
3. Provide research and analysis for major Department initiatives (number of projects)	11	5	5	5
4. Enhance Department Web site to provide improved public information and outreach (number of major programs and projects added or significantly updated)	3	3	3	12
5. Analyze and present demographic, land use, and other information to City staff, elected officials and others (number of presentations)	2	4	4	4

HOUSING

PURPOSE & OVERVIEW: The Housing Division promotes and finances the development of affordable rental and homeownership housing; creates new opportunities for first-time homebuyers through education, counseling, and financial assistance; preserves and monitors the long-term affordability of existing affordable housing; improves the City's housing stock through low-interest loans to owners; develops and implements initiatives designed to increase access to affordable housing such as the inclusionary and incentive zoning programs; supports nonprofits in the development and management of affordable housing; coordinates with the federal and state governments to leverage additional housing resources; and provides planning assistance and public information related to housing issues. The Housing Division will continue its significant efforts by planning the City's response to high housing costs and proposing new initiatives.

FY07 GOALS

- *GOAL 1: Increase and preserve the supply of affordable housing by financing the acquisition and rehabilitation of rental and homeownership units; administering the inclusionary zoning ordinance; preserving units with expiring use restrictions; providing low-interest home improvement loans to owners; promoting affordable unit set-asides from private owners under the Multifamily Rehab Program; and creating new programs to increase the supply of affordable housing in Cambridge.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of affordable multi-family rental units under development	6	40	40	40
2. Number of affordable homeownership units under development	28	20	20	20
3. Number of units in 1-4 family owner occupied buildings rehabbed (HIP program)	29	40	40	40
4. Number of privately-owned units set aside under multifamily rehab program (CNAHS)	3	10	10	10
5. Number of affordable units created through inclusionary zoning ordinance	92	60	144	100
6. Number of Harvard loan fund-assisted units	15	10	14	10

- *GOAL 2: Improve first-time buyer services by providing first-time homebuyer classes and individual counseling. Continue to offer and expand the availability of purchaser financial assistance such as soft second mortgage loans, and assist homebuyers in purchasing units.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of four-session First Time Homebuyer classes offered	11	10	10	10

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, second language)	3	3	3	3
3. Number of course participants	522	475	475	475
4. Number of Cambridge residents receiving individual counseling	173	150	150	150
5. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	14	6	45	30
6. Number of units purchased by first-time homebuyers with assistance from the Financial Assistance Program	6	5	5	8

■ *GOAL 3: Improve information, referral and outreach services to Cambridge residents; maintain mailing list and notify residents about affordable rental and homeownership opportunities; and attend community events to publicize housing opportunities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of responses to requests for information and referral services	4,675	3,000	4,000	3,600
2. Number of households added to database/ mailing list	640	400	450	400
3. Number of community outreach and educational events participated in	5	5	5	6
4. Number of projects provided with technical assistance for inclusionary zoning	13	10	10	10

- GOAL 4:** *Maximize the use of City housing funds, including the Cambridge Affordable Housing Trust, Community Preservation Act (CPA), CDBG, HOME, and Harvard Loan funds. Efficiently manage ongoing housing programs, including: affordable rental and homeownership programs, Home Improvement Program (HIP); Cambridge Neighborhood Apartment Housing Services (CNAHS); Rehab Assistance Program (RAP); and Housing Services Program. Provide effective loan management and construction management services to development projects.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Value of construction contracts managed by City rehab staff	\$17.6M	\$12M	\$18M	\$15M
2. Number of youths trained via Rehab Assistance Program (RAP)	187	125	165	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	362	400	400	400
4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated)	17	15	15	15

- GOAL 5:** *Develop new housing initiatives to meet the need for affordable housing and the goal of maintaining a diverse population, including preparation of plans and reports for federal, state, and other funders (Consolidated Housing and Community Development Plan, the One Year Action Plan, Fair Housing Plan, and Executive Order 418 Housing Certification).*

- **GOAL 6:** *Establish and maintain asset management function for Trust, CDBG, HOME, DHCD, Inclusionary Zoning, and Harvard loan portfolio. Manage and monitor compliance with loan terms and deed restrictions on first-time homebuyer units and nonprofit-owned rental developments.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored)	801	400	500	650
2. Number of units marketed by CDD, including Inclusionary Zoning, resale units, etc.	18	10	36	60
3. Number of applications processed for units marketed by CDD	314	200	350	400

ECONOMIC DEVELOPMENT

PURPOSE & OVERVIEW: The Economic Development Division provides support to the Cambridge business community through a variety of programs and activities. A healthy business climate not only benefits individual enterprises, but also generates jobs, tax revenue, and supports an array of goods and services. The Division provides services in the following areas: commercial district revitalization (including the popular Façade Improvement Program); technical assistance to existing and start-up entrepreneurs; support for women - and minority - owned businesses; programs to encourage workforce development, especially in the biotech and health care fields; and real estate information in support of the City’s development districts and neighborhood retail areas.

FY07 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women - and minority - owned businesses.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of business development events sponsored or organized in collaboration with other agencies and business organizations	3	4	4	4
2. Total number of small, minority - and women - owned businesses provided with business development services, including loan packaging, referrals to alternate capital sources, start-up feasibility analyses, and business plan assistance	151	100	100	125
3. Promote and distribute Minority and Women-owned Business Directory (number distributed)	250	600	600	400
4. Total number of low-moderate income participants in pre-business and business planning workshops, and financial literacy programs supported by the City in collaboration with non-profit agencies	70	75	75	75
5. Publish electronic bulletin for Cambridge small businesses that includes information on programs and services, economic data, and business resources (number of electronic communications sent)	n/a	n/a	3	4

■ **GOAL 2:** *Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of facade or signage and lighting improvements completed	10	10	20	12
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing, and working with contractors	28	20	20	20
3. Number of small businesses served by Best Retail Practices program workshops and individual consultations	45	35	45	45
4. Number of small businesses provided with Best Retail Practices program grants to implement design and other improvements	11	10	10	10
5. Provide technical assistance to Cambridge business associations, organizations, and neighborhood groups (number of initiatives)	8	12	13	12
6. Work collaboratively with neighborhood and business groups to identify vacancies and gaps in the retail mix, and solicit targeted businesses to complement the mix (number of contacts initiated)	18	25	25	25
7. Provide workshops to assist retailers with new marketing initiatives such as e-commerce, niche marketing, and joint marketing and promotions (number of businesses assisted)	n/a	n/a	n/a	18

- *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Work with partners to connect residents with opportunities to obtain education and skills needed for jobs in Cambridge (number of residents affected)	n/a	n/a	n/a	25
2. Support Just A Start and Cambridge Health Alliance biomedical training and healthcare career advancement programs (number of participants enrolled in programs)	30	30	38	30

- *GOAL 4: Monitor changes and trends in the Cambridge real estate market. Promote a real estate market that offers a diverse array of options for the development and leasing of business properties of different sizes, use categories and price ranges.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Maintain a database to track available commercial space and assist with site searches to promote vacant commercial properties and optimize commercial mix (number of businesses seeking information)	45	25	38	35
2. Maintain and publish a development log of projects to facilitate communication with other City departments (number of logs)	5	4	4	4

■ *GOAL 5: Market Cambridge as a location for business.*

PERFORMANCE MEASURES	FY04 ACTUAL	FY05 BUDGET	FY05 PROJECTED	FY06 PROPOSED
1. Number of brochures distributed to highlight Cambridge's biotech cluster and market the advantages of Cambridge as a business location	760	1,000	1,000	1,000
2. Participate in collaborative effort to attract and retain targeted businesses to Cambridge (number of contacts initiated)	8	10	10	10

■ *GOAL 6: Maintain a supportive business climate.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of new local businesses provided with information regarding economic development services available through the City	193	120	400	300
2. Number of brochures distributed to market economic development programs	362	400	600	400
3. Number of contacts with Cambridge companies to increase communication with the business community, promote economic development and encourage good corporate citizenship	3	5	5	12

ENVIRONMENTAL AND TRANSPORTATION PLANNING

PURPOSE & OVERVIEW: The Environmental and Transportation Planning Division plans transportation infrastructure projects with a special emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; reviews development proposals to ensure that the city's neighborhoods are protected and appropriate mitigation measures are implemented; promotes activities that increase the availability and use of renewable energy and other practices in support of the City's Climate Protection Plan; and prevents childhood lead poisoning by removing lead paint from residential structures and yards.

FY07 GOALS

- *GOAL 1: Educate residents about the health and community benefits of travel by means other than single occupancy vehicles; provide information about travel safety, emphasizing tips for respecting all road users; and assist residents seeking to use alternatives.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of publications distributed	15,000	16,000	16,000	16,000
2. Number of transportation educational/promotional initiatives organized or participated in	14	10	10	10

- *GOAL 2: Reduce congestion and air pollution caused by motor vehicles through planning efforts to implement Transportation Demand Management (TDM) program measures, promote alternative fuel and low-emissions vehicles, analyze cumulative traffic impacts and review proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of employers and large residential property owners consulted on implementing TDM program elements	39	36	36	40
2. Number of PTDM plans and special permits reviewed and/or monitored for compliance	34	32	32	40
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	434	500	550	600
4. Number of traffic impact studies, site plans, and park plans reviewed to ensure that they further the City's transportation goals	10	10	10	10

- *GOAL 3: Plan, advocate for, and implement improvements to enhance safety and encourage walking, bicycling, and public transportation use.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of traffic calming projects designed	4	4	4	4
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	4	3	3	3
3. Number of projects undertaken or involved in to support and enhance conditions for bicycling (including installation of bike racks), walking, and/or use of public transportation	8	6	6	6
4. Number of regional transportation planning projects or processes participated in	13	10	10	10

- *GOAL 4: Protect natural resources, reduce potential human exposure to toxic substances and reduce energy use and greenhouse gas emissions in Cambridge.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of major projects and sites requiring environmental review or management worked on	9	10	10	10
2. Number of initiatives undertaken to implement or monitor results of Climate Protection Plan	7	6	6	6

- *GOAL 5: Work with representatives from the community, state agencies and other City departments to design and implement major transportation planning projects.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of infrastructure projects under design	2	3	3	3
2. Number of construction projects where CDD assists in design oversight provided, including Lafayette Square/Massachusetts Ave., Yerxa Rd. underpass, Harvard Square and Brookline St.	7	5	5	5

- *GOAL 6: Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of public meetings hosted/staffed with standing committees	42	40	40	34
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	43	20	24	20

- **GOAL 7:** *Continue to create lead-safe, affordable housing in the City of Cambridge through Lead-Safe Cambridge (LSC) financial, technical, relocation, and medical assistance, and prevent childhood lead poisoning through outreach and education.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of private, residential affordable units delead	43	52	52	60
2. Number of private, residential affordable units receiving landscaping services to treat lead soil	42	21	21	27
3. Number of eligible LSC delead units monitored for compliance with affordable housing covenant	240	375	375	425
4. Number of community events sponsored or participated in	44	40	40	40
5. Number of individuals contacted at community events, trainings, and workshops	6,185	5,000	5,000	5,000


**COMMUNITY DEVELOPMENT
- Development Activities**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$0	\$0	CONTINGENCY	\$68,800
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This allotment represents the Community Development Block Grant (CDBG) contingency for FY07 and is reserved principally for unforeseen overruns in already funded projects. This \$68,800 appropriation will be used to ensure the realization of affordable housing, neighborhood business development and open space projects undertaken during the fiscal year since estimated costs are frequently lower than the actual cost of completing a project.

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	HISTORICAL COMMISSION
\$458,490	\$482,890	HISTORICAL COMMISSION	\$491,165	<p>PURPOSE & OVERVIEW: Established in 1963, the Cambridge Historical Commission (CHC) administers comprehensive historic preservation programs that protect more than 3,000 buildings in two historic and five neighborhood conservation districts, 25 individual landmarks, and 38 properties covered by preservation restrictions. In addition, the Commission is responsible for reviewing demolition applications for buildings over 50 years old and can protect significant buildings for a limited time to seek preservation alternatives. Restoration of historic public areas, such as Longfellow Park, the Revolutionary-era Fort Washington, and the Old Burying Ground, is an ongoing responsibility. The Commission also maintains City monuments and statues and installs historic markers at sites throughout the city. In direct outreach to the community, the staff meets with homeowners, developers, and local groups to encourage preservation options and offer technical advice on restoration and historic paint colors. The Commission also offers preservation grants to low- and moderate-income families, affordable housing agencies, and non-profit organizations that own historically or architecturally significant buildings. Community Preservation Act (CPA) funds continue to have a beneficial impact on this program by greatly increasing both the number and amount of grants available. The Commission’s educational and informational programs benefit children and adults in local schools and community groups. The Commission maintains an archive of the City’s architectural and social history, including information on every building in the city, historic photographs and maps, and biographical material on many Cambridge individuals. The Commission’s publications program includes histories of the architecture and development of Cambridge neighborhoods and an ongoing oral history program.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Conducted design review of several large projects in neighborhoods throughout Cambridge, including: 23 Berkeley, 114 Brattle, 25 Craigie, 40 Highland, 257 Mount Auburn, 239 Prospect, and 25 Willard streets, and 19 Highland Avenue. • Completed a report on the Five Year Status of the Harvard Square Conservation District. The City Council approved the recommendation that the district continue to be administered by the Historical Commission, without amendments to the original designation order.

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- Community Preservation Act funds provided approximately \$140,000 for exterior restoration of five affordable housing projects; supported plans to restore City-owned historic structures and landscapes, including the floor at City Hall (\$100,000), the tower and clock at the club house at Fresh Pond (\$40,000), and accessibility improvements at the Collins Branch Library (\$100,000); and provided approximately \$225,000 for restoration of historically or architecturally significant buildings owned by non-profit organizations. Projects included roof and masonry repair at First Baptist Church, 5 Magazine Street; roof and balustrade restoration of the Hooper-Lee-Nichols House/Cambridge Historical Society, 159 Brattle Street; and improving accessibility at Massachusetts Avenue Baptist Church, 146 Hampshire Street; and St. Peter's Episcopal Church, 838 Massachusetts Avenue.
 - Completed the designation as a landmark of the Riverside Bindery complex at 233-249 Putnam Avenue and 19-23 Blackstone Street, the last intact industrial complex associated with the book publishing industry in Cambridge.
 - Completed the Lower Common Neighborhood Conservation District study and submitted a report and recommendation to the Historical Commission.
 - Initiated an Avon Hill Neighborhood Conservation District study to explore the boundaries and administration of the district.
 - Completed the first phases of the World War II oral history project: led discussions at 25 organizations and senior housing residences; interviewed 40 veterans and home front participants; and submitted 20 interviews to the Library of Congress's Veterans Oral History Project.
 - Conducted a training seminar for members of the Cambridge Historical Commission and Neighborhood Conservation District Commissions, including presentations on due process, conflict of interest, hearing department, and architectural design review.
 - Processed and created a research aid for the Neighborhood Ten Association collection. The collection comprises letters, newspaper articles, and photographs chronicling the struggle to preserve the character of Harvard Square in the early 1980s in the face of pressure for economic growth.
 - Helped organize and present *Cambridge Discovery Walks*, a series of free walking tours on July 3 and 9, 2005, on a variety of topics in neighborhoods throughout the city. Led by more than 20 volunteer guides, the tours attracted over 750 participants. The walks were sponsored by the

Historic Cambridge Collaborative, an informal group of non-profit institutions organized to develop public programs that promote an appreciation of Cambridge history.

FY07 GOALS

- *GOAL 1: Enhance the diversity of Cambridge's built environment by administering historic districts, neighborhood conservation districts, landmarks, and protected buildings through public hearings and staff review. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of applications reviewed by staff	461	300	325	350
2. Number resolved administratively	296	200	225	235
3. Number requiring public hearing	165	100	100	115

- *GOAL 2: Protect significant 50+ year old buildings important to Cambridge's social and architectural history through review of demolition permit applications. The volume of applications is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of applications reviewed by staff	41	42	42	40
2. Number resolved administratively	23	24	24	26
3. Number requiring public hearing	18	18	18	14

- **GOAL 3:** *Protect significant buildings through landmark designations and easement donations. Landmark designations protect buildings by order of the City Council; easement donations accomplish the same goal, with additional benefits to the property owner. Landmark designation studies often result in the donation of an easement.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of buildings protected as landmarks	24	27	27	29
2. Total number of buildings protected by easements	37	42	39	41

- **GOAL 4:** *Support neighborhood preservation by working with area residents to establish new historic and neighborhood conservation districts (NCD). Complete studies for petitioned Lower Common NCD, Avon Hill boundary lines, and possible consolidation of Half Crown and Marsh NCDs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Complete study committee reports	75%	100%	85%	100%
2. Number of public meetings	15	18	35	35
3. Estimated attendance at meetings (cumulative)	165	162	341	350

- **GOAL 5:** *Promote excellence in historic preservation practices through continuing technical assistance to homeowners, institutions, public agencies, and commercial property owners. Assist homeowners in choosing historically appropriate paint colors.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies, and businesses	152	155	155	160
2. Number of paint consultations	45	25	45	40

- *GOAL 6: Monitor adverse impacts on historic resources by participating in state and federal review procedures. The volume of reviews is subject to economic conditions and activity in the real estate market.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of environmental assessments and number of Sec. 106 reviews under Historic Preservation Act of 1966, including reviews for Lead Safe Cambridge	10	22	22	25

- *GOAL 7: Support affordable housing programs by providing financial assistance for exterior restoration to low- and moderate-income homeowners and housing rehab agencies. Community Preservation Act funds now allow grants of up to \$15,000 for homeowners and up to \$50,000 for agencies.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of grants to affordable housing agencies	6	8	6	8

- *GOAL 8: Support municipal and non-profit owners of historically or architecturally significant buildings by providing financial assistance for exterior restoration through Community Preservation Act funds.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of grants to City-owned buildings/landscapes	3	4	5	5
2. Number of grants to buildings owned by non-profit agencies	13	8	6	8

- *GOAL 9: Maintain an active publications program to foster community awareness of Cambridge history.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. CHC selecting photographs and maps and writing captions. Publisher to design and print books* *Manuscript of "Building Old Cambridge" has been submitted to the publisher.	100%	100%	80%	100%

- *GOAL 10: Initiate an oral history of World War II and the homefront in Cambridge in collaboration with the Veteran's History Project at the Library of Congress/American Folklife Center.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of meetings with veterans groups, Gold Star families, and City officials to locate interview subjects (also meet with seniors in public housing and assisted living facilities)	n/a	20	50	10
2. Number of interviews with Cambridge veterans, medical personnel, and others involved in the war effort	n/a	75	75	75
3. Edit oral history transcripts for publication* *150 oral histories are collected (80-100 are used for publication)	n/a	n/a	n/a	50

- *GOAL 11: Provide learning opportunities to Cambridge residents and visitors through presentations about the City's architectural and social history in schools, to neighborhood groups, and at public meetings. Continue to support neighborhood vitality through the placement of historic site markers.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of programs	46	72	60	70
2. Estimated audience	2,256	2,025	2,250	2,500
3. Total number of historic site markers	8	132	129	131

- *GOAL 12: Assist members of the public using the Commission's archive of Cambridge architectural and social history.*

- *GOAL 13: Enhance department Web site to provide improved public information and outreach.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of major functional or content additions	n/a	18	18	18
2. Number of hits to C.H.C. Web site	343,067	300,000	325,000	350,000

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$476,165
Real Estate Taxes	\$476,165	
INTERGOVERNMENTAL REVENUE		\$5,000
C.D.B.G.	\$5,000	
MISCELLANEOUS REVENUE		\$10,000
Royalties	\$10,000	
TOTAL FY07 BUDGETED REVENUE		\$491,165

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$462,985
OTHER ORDINARY MAINTENANCE	\$27,380
TRAVEL AND TRAINING	\$800

EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$491,165

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	5	5	5

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	CONSERVATION COMMISSION
\$86,385	\$91,630	<p>CONSERVATION</p>	<p>\$93,935</p>	<p>PURPOSE & OVERVIEW: The Conservation Commission's purpose is to protect and enhance the City's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, by reviewing, permitting, and inspecting projects proposed in or near Cambridge's wetlands, floodplains and water bodies. Related to this, the Commission plays an important role in the implementation of the Massachusetts Stormwater Management Policy and Standards for development projects located near sensitive natural resources. The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments and local advocacy groups on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 14 community gardens which serve approximately 460 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • The Director of the Commission was appointed by the City Manager to serve on the ABC Stormwater Flooding Board along with other representatives from Cambridge and the towns of Arlington and Belmont. The purpose of the Board is to develop and implement cooperative strategies aimed at reducing flooding and the impacts of flooding in the Alewife Brook Watershed. In FY05, the Executive Office of Environmental Affairs approved a Joint-Powers Agreement between the three municipalities. Subsequently, in the Fall of 2005 the Board entered into a contract with the United States Geologic Service to install a flow meter and staff gauge along the Alewife Brook to collect data associated with the flooding problems. • Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff. Coordinated the purchase of the Watson Street Community Garden using available Community Preservation Act Open Space Funds.

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Advisory Board. This Board was established by the City Manager for the long-term management of the water quality, natural landscapes and recreational resources in the Fresh Pond Reservation.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) on efforts to make the Charles River “fishable and swimmable.”
- Served on the Metro-Region Conservation Agents Association (MRCAA) with representatives from the City of Boston Arlington, Somerville and Medford. The purpose of the Committee is to ensure consistent implementation of the Wetlands Protection Act and management of contiguous watersheds.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager’s Office, Community Development, Recreation, Department of Public Works, and Electrical Department. The purpose of the Committee is to guide open space projects and develop open lines of communication between City departments.
- Educated other City departments about the Conservation Commission’s permitting process and requirements.

FY07 GOALS

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of public meetings/ hearings	38	32	32	32
2. Number of permits issued	25	15	15	15
3. Number of site inspections	107	100	102	100

- *GOAL 2: Administer and enhance the Community Gardens Program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of gardens on public land	6	7	7	7
2. Number of gardens on private land	7	7	7	7
3. Number of estimated gardeners	450	460	460	460

- *GOAL 3: Assist with implementation of the Fresh Pond Master Plan through continued work with the Fresh Pond Master Plan Advisory Board and coordination with Water Department staff.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of public meetings	n/a	9	9	9
2. Number of projects being administered	n/a	3	3	4
3. Number of site inspections	n/a	15	25	25

- *GOAL 4: Work with the IT Department to update the Conservation Commission Web page. The Web page includes agendas, meeting minutes, and function to address the questions and concerns of the Cambridge community.*

- *GOAL 5: Assist the City Manager's Office with the administration of the Open Space Community Preservation Act resources.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$69,305
Real Estate Taxes	\$69,305	
CHARGES FOR SERVICE		\$24,630
Water Usage Charge	\$23,130	
Conservation Comm	\$1,500	
TOTAL FY07 BUDGETED REVENUE		\$93,935

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$89,185
OTHER ORDINARY MAINTENANCE	\$3,865
TRAVEL AND TRAINING	\$885
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$93,935

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	1	1	1

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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PEACE COMMISSION

\$75,265	\$80,375	<p>PEACE COMMISSION \$81,080</p> <p>PURPOSE & OVERVIEW: The Cambridge Peace Commission's mission is to promote peacemaking within Cambridge at the personal, neighborhood and citywide level. Originally established in 1982 to confront the concerns of nuclear war, the Commission has expanded its mission to challenge local forms of discrimination that foster violence and to promote ideas and programs that affirm diversity and build community within our City. Dedicated to the concept of thinking globally and acting locally, the Commission connects international issues with Cambridge. The Commission pays special attention to the concerns of young people and the schools by collaborating with others to design creative programs that might prevent further violence. The Commission acts as a link between peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <p>The Commission has addressed violence and promoted peace and justice in schools through:</p> <ul style="list-style-type: none"> • Working with the Peaceable Schools Group to organize a summer Institute for educators and community workers with tools and relationships to foster inclusive communities and equitable, high-achieving democratic school climates. • Working with School Department administrators, teachers, City officials and community agencies to create educational materials, non-violent communication workshops, networking opportunities and programs that provide multicultural awareness, resources and exchange possibilities and explore global understanding. • Cooperating with CRLS administrators and the School Committee to support a unanimous policy and distribute materials advising CRLS students and parents of their rights to opt out of contact from military recruiters and alternatives for full student “choice.” • Coordinating a Youth Peace and Justice Corps (PJC) series, a project of diverse CRLS students with skills, relationships, awareness and action for self-esteem, social justice and peace through meetings, reunions, retreats and creating opportunities for education and networking among youth. 	
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- Presenting a series of workshops with CRLS STARS on roots of violence and restorative justice.

The Commission has worked to promote peace and justice locally as alternatives to violence by:

- Working with community, City, school and agency participation to begin a Restorative Justice Initiative with three community-based introductory workshops, peace-making circle trainings and networking to promote alternative methods for addressing community harm.
- Collaborating with faith-based and peace educators, along with community participation, to sponsor a series of videotaped forums and a teacher workshop on Forgiveness and Reconciliation.
- Working with veterans, peace organizations and inter-faith communities to organize a large public event on the Cambridge Common welcoming the caravan of military and Gold Star Families for Peace, including Cindy Sheehan.
- Collaborating with Centro Presente, neighborhoods, youth, schools and peace organizations to offer presentations with “prisoner of conscience” Camilo Mejia.
- Chairing the Violence Prevention Task Force bringing together community agencies, Cambridge Public School Department personnel, the Police Department and violence prevention workers to share information and policies to address violence.
- Presenting workshops and supporting Community Crisis Response Team (CCRT) of the Cambridge Health Alliance, a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.

In the community, the Commission has fostered peace through building bridges:

- Celebrating the 9th annual Peace and Justice Awards Evening with more than 250 Cambridge residents honoring a diverse selection of local contributors to the community, featuring a performance by Jimmy Tingle.
- Working with communities of faith, school personnel and City staff to chair the Cambridge committee for the annual Holocaust Program with music, remembrances and reflections.
- Collaborating with local artists to organize a citywide event for Martin Luther King’s birthday, with a vigil, community gathering and performances to celebrate peace making in a time of war.

- Networking with neighborhood groups, human rights and peace organizations, and the City to host a press conference and evening honoring the 1000 Women for the Nobel Peace prize.
- Sponsoring educational events with an Australian peace activist and Liberian, Nepalese and Iraqi Human Rights speaker and co-sponsoring a monthly video series at the library on themes of militarism, social justice, peace and women.
- Authoring a column “Peace Matters” in the Cambridge Chronicle.
- Working with faith-based and economic justice organizations, as well as unions, to support a series of hearings, meetings, research and resolutions to document purchasing practices for the City and develop a fair trade climate for the City.

The Commission has acted locally for global concerns and globally for the community by:

- Celebrating the 20th anniversary of Cambridge’s Salvadoran Sister City by supporting a series of educational events, three delegations with City officials, teachers, youth and community members, and working with Latino students and organizations on issues of culture, immigration and globalization.
- Participating in the International Peace Messenger City Assembly through a September delegation to Slovenia and a June delegation in Vancouver to support recognition of the 60th Anniversary of Hiroshima bombings, and work on nuclear weapons and the Non-proliferation Treaty.
- Supporting local resolution and Congressional delegation on the “Department of Peace” initiative.

FY07 GOALS

- *GOAL 1: Respond to school violence and create school peace by creating programs, workshops and institutes for public school teachers and staff to enable them to more effectively resolve conflicts, appreciate diversity and promote peace-making in the classroom. Support model programs that foster Cambridge youth reaching out to peers across neighborhoods and racial/ethnic identity on issues of violence and social justice.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of community/school partnerships	5	4	7	7

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
2. Number of students receiving multicultural/violence prevention programming	100	100	100	100
3. Number of youth involved in leadership development and peace-making efforts	30	30	30	30
4. Number of youth reached for peace-making and educational efforts	200	200	150	200
5. Number of teachers and staff receiving multicultural, violence prevention, or peaceable schools training/education	n/a	75	175	75

■ *GOAL 2: Build peace-oriented alternatives to violence in the community. Support City, community and school collaborations to sustain violence prevention, diversity and peace initiatives and explore models of restorative justice and community mediation. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of community members reached on violence prevention efforts	n/a	200	550	250
2. Number of community-based events or networking opportunities addressing issues of violence	n/a	7	11	7

- **GOAL 3:** *Value and support Cambridge's diversity and bridge community divisions by creating, supporting and recognizing programs and groups that promote community building, peace and justice, and decrease violence. Sponsor forums, recognition, and educational and networking events that address issues of class, race and gender and build support for social justice and community issues.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of events for networking	9	5	15	9
2. Number of participants at community cultural and recognition events	900	350	700	450

- **GOAL 4:** *Thinking globally, acting locally by disseminating information relevant to Cambridge's diverse communities and linking cultural programming with social/ political action for peace. Initiatives include ongoing response to current global issues through Sister City efforts; initiating municipal resolutions and policies of support for countries facing unwarranted injustices; creating public forums on issues of global concern; acting as a resource center for collaborative efforts among community, school, university, and local peace and justice organizations.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$57,630
Real Estate Taxes	\$57,630	
INTERGOVERNMENTAL REVENUE		\$23,450
State Cherry Sheet Revenue	\$23,450	
TOTAL FY07 BUDGETED REVENUE		\$81,080

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$68,950
OTHER ORDINARY MAINTENANCE	\$10,780
TRAVEL AND TRAINING	\$1,350
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$81,080

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	1	1	1

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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<p>\$403,715 <u>\$572,835</u> \$976,550</p>	<p>\$460,900 <u>\$587,960</u> \$1,048,860</p>	<p style="text-align: center;">CABLE TELEVISION/CITY TV-8</p> <p style="text-align: center;">CCTV</p>	<p style="text-align: right;">\$540,240 <u>\$585,865</u> \$1,126,105</p>
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PURPOSE & OVERVIEW: The Office of Cable Television/City TV-8 is responsible for the television production needs related to the programming

on the City of Cambridge Municipal Television Channel. *City TV-8*, operating within the Cambridge broadcast footprint, is a resource that provides both original and acquired programming drawn from and relating to the City of Cambridge. The Municipal Channel strives to provide its viewers with a sense of the overall vitality that is associated with the City in the areas including, but not limited to, education, culture, arts, health and human services and history.

As we move through the 21st century, *City TV-8* will play an increasingly important role in forging community understanding as it builds upon its legacy of presenting both public and cultural affairs programming. The Office of Cable Television, in its upcoming season, will continue to partner with a number of City departments and agencies to produce and broadcast programs and specials.

In what has now become a regular focus for the Office of Cable Television, *City TV-8* will continue to produce original programming. Cambridge, with its important contributions to the local, national and international arena, is a stimulating environment for the production and dissemination of information and ideas. With the advancements and accomplishments being made in the areas of education, science, intellectual thought, politics and governmental leadership to name a few, there is a wealth of opportunity to develop programming to stimulate and serve our viewing audience.

City TV-8 also works with and develops programming specifically for City departments and agencies. This includes time-sensitive announcements to the public regarding snowstorms, school closures, and other important notifications. In covering and broadcasting City Council and subcommittee meetings and hearings, one of its primary responsibilities, the office will continue to strive to improve the production value of its presentations.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- In conjunction with the Cambridge Public Schools, opened the Media Arts Studio, a broadcast production studio facility that features two studios and houses the staffs of *CITY TV-8*, Cambridge Educational Access and the television production program of the Rindge School of Technical Arts.

- Premiered the talk-show *Wired Up!*, a monthly program by, for and about Cambridge teens. *Wired Up!* provides an opportunity for young people to discuss issues of importance to their lives and communities.
- Revamped the *CITY TV-8* programming schedule to accommodate a longer broadcast day that now covers every day of the week.
- Developed a partnership with the Cambridge based Improv Boston Theatre to create an in-studio comedy series that will premiere in the spring of 2006.
- Produced an informative long-form PSA promoting a greater understanding of property taxes.
- Continued to cover and broadcast important community events and celebrations, including the Memorial Day Parade, Veteran’s Day and Patriot’s Day observances, the annual Dance Party and Danehy Park Family Day.
- We also continue to re-stock our acquired titles and series in order to provide CITY TV-8 viewers with a viable alternative for educational, artistic and cultural programming.

FY07 GOALS

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of departments utilizing services	30	30	30	30
2. Number of department related studio based programs	n/a	3	4	12
3. Number of bulletin and informational on-screen text messages generated	n/a	50	100	500

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Hours per week of programming	50	57	100	100
2. Programs per week	40	40	45	45
3. Number of in-house programs produced	42	40	32	35
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	107/172	100/200	90/200	100/200
5. Number of live events covered/rebroadcast (CRLS Graduation, Memorial Day Parade, Dance Party)	n/a	3	3	3
6. Number of sports programs covered/rebroadcast (CityRun Road Race and Mayor's Cup Baseball Tournament)	n/a	3	2	2

- *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Public Service Announcements produced	3	3	3	3

- *GOAL 4: Form a collaboration between the City TV-8 staff and Cambridge High School students to develop regular youth programming that will be produced at the new Media Arts Studio.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of WIRED UP! programs produced	n/a	n/a	4	12

FINANCING PLAN	DETAIL	SUMMARY
TAXES		(\$630)
Real Estate Taxes	(\$630)	
CHARGES FOR SERVICE		\$1,126,435
Municipal Access Fee	\$1,126,435	
MISCELLANEOUS REVENUE		\$300
Sale of City Video Tapes	\$300	
TOTAL FY07 BUDGETED REVENUE		\$1,126,105

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$489,340
OTHER ORDINARY MAINTENANCE	\$633,315
TRAVEL AND TRAINING	\$3,450
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$1,126,105

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	6	6	6

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$18,403,135	\$20,952,770	MATURING BONDED DEBT INTEREST ON BONDS SANDERS TEMPERANCE FUND DOWSE INSTITUTE FUND BOND SALE FEES	\$24,756,125
\$5,333,745	\$7,247,880		\$8,096,260
\$0	\$600		\$600
\$600	\$600		\$600
<u>\$213,735</u>	<u>\$216,000</u>		<u>\$216,000</u>
<u>\$23,951,215</u>	<u>\$28,417,850</u>		<u>\$33,069,585</u>

DEBT SERVICE

PURPOSE & OVERVIEW: The primary purpose of this allotment is to finance the debt service on all City bonds with the exception of Water and School issues. Funds to cover the debt service on all issues related to improvements to the water system, including the construction of

a new water treatment plant and installation of an automated meter reading system, are included in the Water budget, and principal and interest payments on School issues are included in the School budget. Debt service on the one remaining Cambridge Health Alliance (CHA) issue, the construction of a new Ambulatory Care Center at the Cambridge Hospital, is included in this budget with reimbursements from the CHA included as a revenue to offset these costs. The allocations shown above, as well as the amount for debt service included in the Water budget, include the gross debt service on the loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) for sewer reconstruction projects and the construction of a new water treatment plant. Approximately 12% of the total debt service on sewer loans and 13% on water loans from MWPAT are covered by subsidies from the State with the remainder financed through sewer and water service charges respectively.

Funds budgeted in these cost centers cover debt service on a wide variety of projects, including sewer reconstruction in several areas of the City, open space improvements, street improvements, renovations to various public buildings including several fire stations, and improvements to the City's many recreational facilities.

The City issued bonds most recently on February 1, 2006 to finance the acquisition of and renovations to buildings to be used for police headquarters and a youth center, the remodeling of the main library, street improvements, sewer reconstruction, public building renovations, and recreation improvements.

In conjunction with the February 1, 2006 bond sale mentioned above, the City received the highest credit ratings awarded by the three major credit rating agencies: Moody's Investors Service, Standard & Poor's Corporation, and Fitch Ratings. Cambridge is one of only 19 cities nationally to receive the highest rating from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The sizable increase in the Maturing Bonded Debt and Interest on Bonds components of this budget for FY07 is directly attributable to the debt service payments on the February 2006 General Obligation bonds as well as a loan that the City received from Massachusetts Water Resources Authority (MWRA) to finance sewer reconstruction projects. Of the approximately \$6.629 million in additional debt service costs, \$1.410 million is related to sewer reconstruction projects with the remaining \$5.219 million funded by Property Taxes. All additional sewer costs will be financed directly through the sewer service charge.

MATURING BONDED DEBT. This allotment covers the cost of the principal payments on the City's existing bonded debt with the exception of the School and Water debt, which is included in their respective budgets. This allotment also includes the total principal payments on the City's loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and the Massachusetts Water Resources Authority (MWRA) that have been used to cover a large portion of the costs of the various sewer reconstruction projects throughout the City. There is no impact on this cost center for FY07 from the issue planned for the winter of 2007 because the first principal payment will not be due until the winter of 2008, which will be reflected in the FY08 budget.

INTEREST ON BONDS. The interest that the City pays on its bond issues is determined primarily by market conditions and the supply of bonds at the time of the issue, the maturity schedule of the issue, and the City's credit ratings. As mentioned above, the City's credit rating was reviewed by the three major credit rating agencies in conjunction with the bond sale on February 1, 2006 and confirmed at the highest level by all three agencies. Although market conditions were not as favorable as they were in February 2005, the City received a True Interest Cost of 3.95%.

SANDERS TEMPERANCE FUND. In 1864, Charles Sanders bequeathed \$10,000 to the City of Cambridge "to be held as permanent funds, the interest of which shall be paid" as salary to a person to be "employed as a missionary in the cause of temperance." For reasons that are unclear, the principal became unavailable many years ago. To keep the intent of the trust, the City has annually appropriated an amount equal to 6% of the original principal.

DOWSE INSTITUTE FUND. In 1858, the executors of Thomas Dowse's estate informed the City Council of their intent to establish the Dowse Institute with a grant of \$10,000 to be given to the City under the condition that the City would pay \$600 "in each and every year forever" to finance the Institute. In return, the Institute's trustees agreed to apply the annual appropriation to lectures "on literacy or scientific subjects to be delivered in Cambridge." In the same year, the City Council accepted the grant, and with the approval of the executors, the \$10,000 was used to defray the cost of the "Athenaeum," a structure which was used as a City Hall for many years.

BOND SALE FEES. This cost center provides funds for all costs related to the issuance of General Obligation bonds including fiscal advisory and legal fees, rating agency services, and preparation, printing, and mailing of the official statements. In addition, fees related to loans that the City receives from the Massachusetts Water Resources Authority (MWRA) and Massachusetts Water Pollution Abatement Trust (MWPAT) are included in this cost center.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$15,282,915
Real Estate Taxes	\$15,282,915	
CHARGES FOR SERVICE		\$11,671,325
Golf Course Fees	\$105,615	
Sewer Service Charge	\$11,565,710	
FINES & FORFEITS		\$157,190
Parking Fines	\$157,190	
INTERGOVERNMENTAL REVENUE		\$3,905,605
MWPAT Loan Program	\$1,595,605	
Miscellaneous Receipts/TCHCN	\$2,310,000	
MISCELLANEOUS REVENUE		\$2,052,550
Section 108 Loan Repayment	\$52,550	
Debt Stabilization Transfer	\$2,000,000	
TOTAL FY07 BUDGETED REVENUE		\$33,069,585

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$216,000
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$32,853,585
TOTAL FY07 BUDGETED EXPENDITURES	\$33,069,585

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	0	0	0

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$5,517,170	\$5,647,665	Library	\$5,739,695
14,580,065	15,605,145	Human Services	15,986,685
155,290	165,540	Women's Commission	169,065
159,430	169,920	Human Rights Commission	171,265
<u>535,375</u>	<u>587,975</u>	Veterans	<u>601,710</u>
<u>\$20,947,330</u>	<u>\$22,176,245</u>		<u>\$22,668,420</u>

FINANCING PLAN	FY07 BUDGET
Taxes	\$18,679,385
Fines & Forfeits	30,000
Charges for Service	2,513,985
Intergovernmental Revenue	<u>1,445,050</u>
	<u>\$22,668,420</u>

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	PUBLIC LIBRARY - Summary
\$3,844,785 <u>\$1,672,385</u> \$5,517,170	\$3,982,660 <u>\$1,665,005</u> \$5,647,665	<p style="text-align: center;"> MAIN LIBRARY BRANCH LIBRARY </p>	<p style="text-align: center;"> \$3,989,330 <u>\$1,750,365</u> \$5,739,695 </p>	<p>PURPOSE & OVERVIEW: The Cambridge Public Library provides excellent collections, services, and programs to meet the informational, educational, and recreational needs of our community. In addition to traditional library services such as book circulation and story times for children, the library offers access to online information and newer audiovisual formats. Cambridge has a unified system with a strong Main Library and six active neighborhood branches, which are tailored to the unique constituencies and needs of their neighborhoods. Library services are offered a collective average of 306 hours each week and the library online resources are available 24 hours a day. Active cardholders exceed 66,600.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Library Budget includes the addition of two part-time senior substitutes for branch libraries to address significant increases in circulation over the last several years. In addition, \$11,650 has been added for substitute delivery services and for library acquisitions which will allow the City to continue to qualify for approximately \$115,000 in library state aid based on the local budget requirement.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS</p> <p>Fiscal year 2005-06 was an exceptional year for the Cambridge Public Library system. The Main Library reopened in its temporary location at the Longfellow School; the Central Square Branch was closed for three months so that its HVAC system could be replaced. Although use of some library services decreased as a result of these major changes, use of branch libraries, the number of individual computer sessions, and materials accessed through the reserve system continued to increase.</p> <ul style="list-style-type: none"> • Circulation at five branch libraries increased as follows: O’Connell (15%), Valente (17%), Boudreau (16%), O’Neill (11%), Collins (8%). • Individual computer sessions increased 47%. • Audio-visual acquisitions increased 73%. • Lending activity between Cambridge and Minuteman Libraries increased 7%. • Registered 6,000 new borrowers. • Completed Library strategic plan.

Based on statistical reports published by the Massachusetts Board of Library Commissioners for FY05, the Cambridge Public Library exceeds most comparable and nearby libraries in services offered and has a “cost per hour open” that is 25% lower than the group average. This is an exceptional accomplishment considering that the FY05 cost per hour open for the CPL was higher than usual due to the closure of the Main Library for three months.

Funding

- Awarded a \$6,651,647 Project for General Construction Grant from the Massachusetts Board of Library Commissioners and placed first on the waiting list for an additional \$4,046,848, which was awarded to the City in early April. This is the largest grant (\$10.7 million) awarded to a Massachusetts City or Town for a Library Construction Project.
- Offered story times and literacy activities in childcare centers that serve low income and immigrant children with funding from Verizon Literacy Partners.
- Received \$10,000 from a Mexican folk art and gardens tour sponsored by Art and Soul Tours to benefit the Friends of the Library.

Facilities

Main Library Expansion:

The Main Library Project Director, in cooperation with the City Manager’s Office, the Department of Public Works, the Purchasing Department, and library staff:

- Removed hazardous materials from the existing Main Library, in order to facilitate construction of the new Main Library project.
- Developed bid documents, pre-qualified sub-bidders and general contractors.
- Opened temporary Main Library at the Longfellow School.
- Replaced the HVAC system at the Central Square Branch and reconfigured the public services space on the first floor.

Services and Programs

- Selected Supreme Court Justice and Cambridge resident, Stephen Breyer to deliver the second John Kenneth Galbraith Honor Lecture.
- Sponsored Understanding the Modern Middle East, a reading and discussion program.
- Hosted Caldecott Award winner Ed Young, author of *Lon Po Po: A Red-Riding Hood Story from China* and Mitali Perkins, author of *Monsoon Summer*, who presented programs to school classes and shared dinners with families at the Central Square Branch.
- Initiated a monthly book discussion group for parents and children in grades 3 through 5.
- Visited kindergarten classes at four elementary schools to kick-off a pilot project to give out library cards to the 60% of students who did not have them.
- Developed monthly outreach programs and book talks for senior citizens at the Burns Apartments, Cambridge Homes, Millers River Apartments, Cadbury Commons, Youville House, the North Cambridge Senior Center and the Senior Center in Central Square as well started as a book group for readers with low vision.

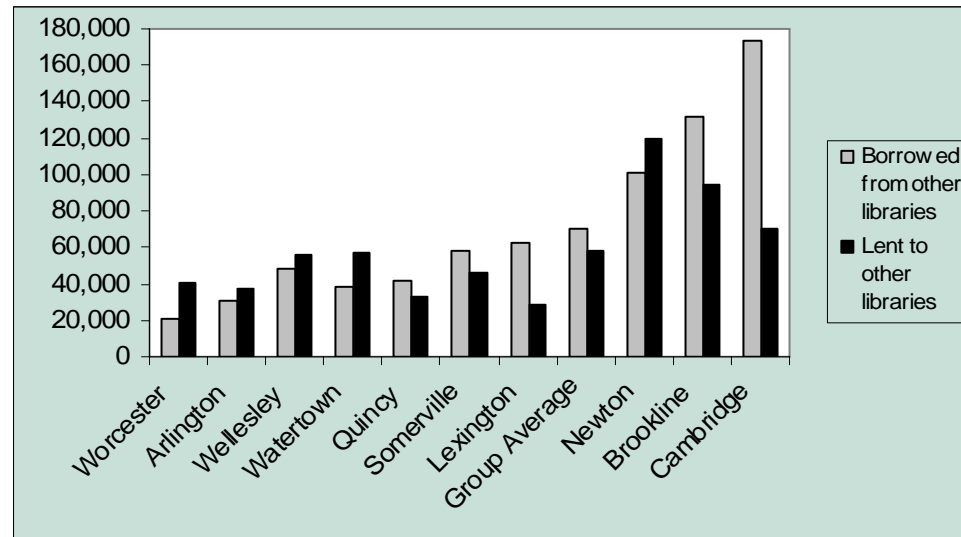
Figure 1. FY05 Comparative Statistics on Regional Library Use

The following table shows levels of library activity for a sample of local communities, in order of cost per hour open, as compiled by the Massachusetts Board of Library Commissioners (MBLC).

City	Total Hours Open Per Week (all locations)	Total Circulation	Circulation Per Capita	Number of Programs	Total Program Attendance	Reference Transactions Per Week	FY05 Cost Per Hour Open
Somerville	125	390,344	5.8	562	8,831	1,723	\$269.40
Watertown	107	319,286	11.5	316	8,608	290	\$308.60
Cambridge	307	985,967	10.49	3,577	92,201	6,930	\$342.60
Wellesley	114	556,527	23.1	448	13,194	594	\$342.80
Quincy	119	542,178	6.7	607	14,311	1003	\$391.70
Brookline	152	1,104,272	21.3	525	15,125	801	\$394.10
Lexington	88	623,287	14.6	272	14,896	940	\$415.50
Arlington	79	535,653	13.8	302	11,656	1,353	\$426.00
Group Average	131	752,547	13.5	875	23,078	1,939	\$450.73
Newton	127	1,898,781	24.1	1,605	37,499	3,304	\$778.80
Worcester	94	569,179	3.5	539	14,462	2,456	\$837.80

Figure 2. FY05 Borrowing and Lending Activity by Community

The following graph shows the total amount of materials borrowed from and lent to regional libraries, according to MBLC data.



FY07 LIBRARY SYSTEM GOALS

- *GOAL 1: Process materials (books, CDs, DVDs) to respond to patron requests.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Process books, CDs and DVDs requested by other communities for their patrons	69,240	47,500	62,900	60,000
2. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons	171,562	130,000	120,475	123,000

- *GOAL 2: Maintain quality of service in an efficient and cost effective manner.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. System Circulation	986,501	1,000,000	900,000	950,000
2. Audiovisual Circulation	279,512	310,000	310,000	310,000
3. Register new borrowers	6,892	5,000	6,000	6,000
4. Process network transfers	171,562	155,000	183,375	185,000
5. Questions answered	311,799	400,000	300,000	250,000
6. In-library computer sessions	95,640	100,000	140,875	140,000
7. Total program attendance	53,112	45,000	32,625	35,000
8. Children's circulation for summer reading	60,537	53,000	46,562	48,000
9. Total transactions	1,618,614	1,700,000	1,556,875	1,560,000
10. Cost per transaction	\$ 3.37	\$3.30	\$ 3.64	\$ 3.66

- *GOAL 3: Initiate new service to allow library users to download audio books onto Ipods and/or MP3 players.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Offer 100 audio book titles in downloadable form	n/a	n/a	n/a	100

■ **GOAL 4:** *Promote literacy development and library use for children and teens.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Offer weekly toddler singing programs at all locations	285	n/a	291	312
2. Conduct a fall campaign to ensure that all public school kindergarten students have library cards	n/a	n/a	32%	100%
3. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines	n/a	n/a	n/a	10
4. Offer regular programs at the Area IV Youth Center	n/a	n/a	35	45
5. Send out Welcome Baby packets to parents of newborns in Cambridge	1,036	n/a	925	1,000

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$5,287,545
Real Estate Taxes	\$5,287,545	
FINES & FORFEITS		\$30,000
Library Fines	\$30,000	
INTERGOVERNMENTAL REVENUE		\$422,150
State Cherry Sheet Revenue	\$307,105	
Cherry Sheet – Aid to Pub Library	\$115,045	
TOTAL FY07 BUDGETED REVENUE		\$5,739,695

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$4,742,350
OTHER ORDINARY MAINTENANCE	\$960,695
TRAVEL AND TRAINING	\$36,650
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$5,739,695

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	60	60	60

**PUBLIC LIBRARY
- Main Library**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$438,770	\$443,855		\$454,710
\$428,070	\$427,020	ADMINISTRATION	\$454,710
\$850,240	\$791,240	PUBLIC SERVICES	\$353,040
\$745,960	\$812,030	REFERENCE SERVICES	\$814,555
\$412,140	\$472,345	CIRCULATION SERVICES	\$838,920
\$422,645	\$442,850	TECHNICAL SERVICES	\$496,755
\$329,940	\$361,635	CHILDREN'S SERVICES	\$440,650
<u>\$217,020</u>	<u>\$231,685</u>	SUPPORTIVE SERVICES	\$366,035
<u>\$3,844,785</u>	<u>\$3,982,660</u>	COMPUTER TECH. SUPPORT SVCS	<u>\$224,665</u>
			<u>\$3,989,330</u>

PURPOSE & OVERVIEW: The Main Library serves as the heart of the library system, providing the infrastructure and support services for administration, facilities management, cataloging, materials processing, reference services, outreach to senior citizens, children's services and programs, as well as personnel functions. The City's most comprehensive and expansive library

collections can be found at the Main Library. It provides the backup for the branch collections. In FY06, the Main Library opened in a temporary location and approximately 40% of its adult collection was put in storage until the new Main Library opens.

FY07 GOALS

- *GOAL 1: Provide library users with access to a broad collection of print, electronic, and audiovisual resources.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	24,822	34,400	32,400	24,000
2. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of books)	12,822	14,000	11,050	11,000
3. Deliver library materials to home-bound residents, nursing homes, and senior housing (number of deliveries)	577	750	650	750
4. Pack and ship materials within the CPL and to other libraries (# of bins)	12,399	11,000	11,300	11,000
5. Fulfill requests for books, CDs, DVDs, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting libraries	69,240	40,000	62,925	63,000

- *GOAL 2: Maintain Web site and provide remote use of library resources via Internet and Minuteman Library Network.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of visits to library Web site through City portal	572,184	625,000	600,000	625,000

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
\$230,800	\$289,070	O'NEILL (NORTH CAMBRIDGE)	\$298,140
\$226,435	\$250,300	VALENTE (CAMBRIDGE FIELD)	\$273,105
\$191,065	\$181,545	BOUDREAU (OBSERVATORY HILL)	\$191,815
\$175,860	\$156,880	O'CONNELL (EAST CAMBRIDGE)	\$167,875
\$162,715	\$164,495	COLLINS (MOUNT AUBURN)	\$177,930
<u>\$685,510</u>	<u>\$622,715</u>	CENTRAL SQUARE	<u>\$641,500</u>
<u>\$1,672,385</u>	<u>\$1,665,005</u>		<u>\$1,750,365</u>

**PUBLIC LIBRARY
- Branch Libraries**

PURPOSE & OVERVIEW: The branch libraries are designed to provide neighborhood-based services especially to children and their families. The branch collections specialize in high demand materials, popular fiction for adults and children, audio-visual materials as well as books and magazines in languages other than English where

demand exists. The Central Square Library houses materials in Spanish, Créole, and Bengali as well as a Black Studies collection. The Valente Branch offers an extensive collection of materials in Portuguese and the O'Connell Branch offers story hours and a collection in Chinese. Branch libraries are intended to offer basic services and not to duplicate the in-depth and expensive reference materials available only at the Main Library. Branch libraries are responsible for much of the outreach efforts by the library to neighborhood constituencies by the CPL system. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

FY07 GOALS

- *GOAL 1: Redesign public service space of the Boudreau Branch to accommodate the significant increase in deliveries and the need for additional staff work space.*


**HUMAN SERVICES
- Summary**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$1,832,595	\$2,058,190	ADMINISTRATION	\$2,151,020
\$1,507,355	\$1,571,540	OFFICE OF WORKFORCE DEV.	\$1,596,465
\$1,946,195	\$2,015,885	PLANNING & DEVELOPMENT	\$1,871,275
\$1,746,075	\$1,788,800	COMMUNITY SCHOOLS	\$1,911,655
\$1,185,845	\$1,361,200	RECREATION	\$1,430,850
\$905,355	\$999,615	ELDERLY SERVICES/COA	\$1,032,195
		CHILD CARE &	
\$2,478,235	\$2,695,225	FAMILY SUPPORT SERVICES	\$2,765,090
\$515,010	\$526,025	GOLF COURSE	\$556,105
\$683,815	\$725,635	LEARNING CENTER	\$729,980
<u>\$1,779,585</u>	<u>\$1,863,030</u>	YOUTH PROGRAMS	<u>\$1,942,050</u>
\$14,580,065	\$15,605,145		\$15,986,685

PURPOSE & OVERVIEW: In FY07, the Department of Human Service Programs will continue providing staffing and leadership for major community collaborations, such as the Agenda for Children and the HUD Continuum of Care for services to the homeless. The Agenda for Children brings together residents, policy-makers and service providers in the areas of health, human services and education to improve children's literacy and the quality and availability of out of school time programs. During

FY06, the Department began implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. These initiatives support the City Council's goal related to education.

All of the Department's work befits its original charge (by ordinance in 1980) of "creating and coordinating services which enhance the quality of life for Cambridge residents." The Department works to respond appropriately to changing needs and opportunities with a combination of services provided directly by the City, with planning and technical assistance for local groups and services provided through contracts with community agencies. Among the service components of the Department itself are Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, the Community Learning Center, the Multi-Service Center for the Homeless, Haitian Services, the Cambridge Prevention Coalition, the Commission for Persons with Disabilities, the Kids' Council, and the Center for Families and Child Care. Services purchased by the City for residents through not-for-profit agencies include: homeless services; mental health; substance abuse services; domestic violence programs; food programs; legal assistance; and specialized services for newcomers and linguistic minority communities. The Department, in its overall goals for the year, is continuing to emphasize collaborations among the divisions and with other City departments and human service providers to meet the needs of Cambridge's most vulnerable residents, in support of the City Council's goals to improve access to services, to support the diversity of the City, to enhance educational



opportunities for children and youth and for adults with limited educational background and to enhance workforce opportunities for teens and adults.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Human Services Budget reflects an increase of \$11,800 for Cambridge Youth Hockey to provide funds to benefit both girls and boys hockey programs. This offsets the loss of concession revenues to the Cambridge Youth Hockey Program. Also, there are increases of \$10,000 for the taxi coupon contracts based on the new taxi rates and \$24,990 for energy increases. An additional \$88,000 has been included for community schools to increase programming by \$55,000 (\$5,000 per school) and doubling the funds available for scholarships to \$33,000 to enable participants with financial needs to take advantage of more programming. The Department's Community Development Block Grant Funds were reduced by \$52,225. In addition, the budget reflects the change of four youth activity coordinator positions within the youth centers to program director positions so that there will be one program director for the pre-teen program and one for the teen program at each site.

GOALS:

- In collaboration with the School Department, the Cambridge Health Alliance, Cambridge Public Library, Police Department, Cambridge Community Foundation and community partners, continue implementation strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read and Children and youth need access to supervised activities in nurturing and safe environments.*
- Expand the efforts of all Department Out of School Time Programs so that children with disabilities will be effectively supported and actively engaged in all our programs.
- In partnership with the Chamber of Commerce and individual employers, increase opportunities for businesses to connect with youth, such as hire teens, act as mentors and provide homework support.
- To improve public access to the wealth of health and human services available to residents through City and community providers, enhance access to the online resource guide and paper directory through both community providers and community organizations and through direct information and referral telephone support for residents seeking services.
- To improve the quality of services and to ensure that the Department and its services are responsive to the needs of a diverse population, continue supervisory training for staff and implementation of an enhanced diversity program across the Department.
- In partnership with the Human Services Commission, create opportunities for local human service agencies to build their capacity through informal educational and networking events on management issues and on services available for clients through cross-referrals.

- Expand opportunities for Cambridge residents of all ages to come together with their neighbors and across the City through continued support and staffing for community celebrations and events.
- Continue developing leadership skills of Community Learning Center students through family literacy training and student leadership projects in workforce development and education.
- Using Departmental and outside partners, develop a pilot middle school afterschool program that will meet the developmental needs of 6th, 7th and 8th graders for stimulating enrichment, learning and recreational activities and for positive relations with peers and caring adults.
- Support the professional development of the childcare workforce through collaboration between early education and care, adult basic education and workforce development systems.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Through the work of the Commission for Persons with Disabilities in collaboration with other Departmental and City programs, Cambridge was named by the National Organization on Disability as the Grand Prize Winner in the Accessible America 2005 competition, recognizing the City's record of accomplishment in making Cambridge a more disability-friendly city.
- Served 50,057 meals and snacks in 29 sites throughout the city during the 2005 Summer Food Service Program. Meals were served at four open sites, including parks, MDC pools, housing developments and at 25 enrolled sites.
- Hosted successful event with community providers and foundation representatives to explore ways to support community based organizations in finding and retaining board members, sharing outreach and referral strategies, and in measuring outcomes.
- Continued to provide meals to elders at the Citywide Senior Center 365 days a year providing important nutrition and building community with seniors from across the city. Also provided wellness programs, English for Speakers of Other Languages, multi-cultural celebrations, computer classes, monthly social events and creative arts activities.
- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events, and a Caring for Babies Forum.
- Fostered community by providing staff and programmatic support to numerous community celebrations including Area IV Community Pride Day, Hoops "N" Health, Community Gospel

Celebration, Arts in the Park events, the 13th annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.

- Partnering with Cambridge Community Television, Municipal Cable and talented young people, the Cambridge Prevention Coalition promoted media messages about underage drinking during Alcohol Awareness Month in April.
- Served over 400 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance and referral to education and training, supporting workforce development opportunities for residents.
- Through extensive focus groups and provider feedback, developed changes in Cambridge Somerville Resource Guide database navigation and appearance, to enhance usability and accessibility of information about available services.
- Served a record number of 751 youth in the Mayor's Summer Youth Employment Program, providing youth with a learning and skill building experience as well as a paycheck.
- Across all the Department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, and expanded communication to families about inclusion efforts.
- In selecting Cambridge as one of the nation's 100 Best Communities for Children and Youth, America's Promise singled out two Department led initiatives: the Agenda for Children Out of School Time Program and the Neighborhood Service Project, a collaboration of the Youth Centers and the Office of Workforce Development.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$12,658,015
Real Estate Taxes	\$12,658,015	
CHARGES FOR SERVICE		\$2,513,985
Recreation Activity	\$74,000	
League Fees	\$13,650	
Swimming Pool Fees	\$60,000	
Golf Course Fees	\$556,105	
Senior Center Meals	\$20,000	
Childcare Tuition	\$1,115,230	
Special Needs Revenues	\$8,000	
Community and Youth Activities	\$30,000	
Senior Center – Central Sq	\$20,000	
Community School Revenue	\$490,000	
Extended Day Revenue	\$65,000	
Field Permit/Non City Leagues	\$62,000	
INTERGOVERNMENTAL REVENUE		\$814,685
C.D.B.G.	\$528,420	
Direct State Grant Revenue	\$20,000	
State Cherry Sheet Revenue	\$266,265	
TOTAL FY07 BUDGETED REVENUE		\$15,986,685

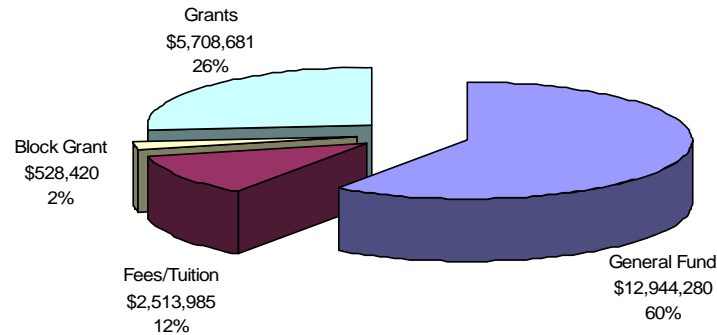
STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$13,348,230
OTHER ORDINARY MAINTENANCE	\$2,560,005
TRAVEL AND TRAINING	\$53,450
EXTRAORDINARY EXPENSES	\$25,000
TOTAL FY07 BUDGETED EXPENDITURES	\$15,986,685

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	129	127	127

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**HUMAN SERVICES
- Grants and Contracts**

**TOTAL DHSP FUNDING – FY07
\$21,695,366**



GRANTS ACTIVITIES: Grants not appropriated during the budget process continue to provide major funding for services to families, homeless individuals, child care programs, adult basic education, older adults and low-income fuel assistance clients. Some services described below are provided directly by Department staff; others are provided through subcontracts with community agencies. The grant amounts below reflect currently available information about grants from the State or Federal FY07 budgets and could be changed as those budgets are finalized.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS (\$88,636). This program provides casework support for men who are moving from homelessness toward permanent housing, and who are housed at the YMCA during the transitional period.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM (\$139,018). These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and for other services for homeless persons.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/ HOUSING ASSISTANCE PROGRAM (\$129,937). These funds are utilized to provide housing search and stabilization services to families through the Multi-Service Center.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) (\$2,247,056). This represents SHP grants administered through the City to fund 29 Cambridge programs assisting homeless persons through a continuum of care with housing and services.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE (\$127,980). Administered through the City and the Housing Authority, this grant provides housing subsidies for homeless individuals with disabilities. Several collaborating community agencies and the Multi-Service Center are contributing housing search and supportive services as required for local match.

FUND FOR HOUSING THE HOMELESS (\$14,910). This fund consists of donations and proceeds from special events to meet the needs of homeless persons being placed in permanent housing.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION (\$86,000). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can also receive nutritious meals during school vacations. The Department operated 29 meal sites in the summer of 2005, serving 50,057 meals and snacks.

MASSACHUSETTS DOE/EMPLOYMENT RESOURCES INC. (\$870,697). The Community Learning Center receives state funds for Adult Basic Education, English for Speakers of Other Languages (ESOL), civic education, volunteer coordination, education for homeless adults, workplace education, family literacy and health education. A grant of state funds through Employment Resources Inc. (ERI) supports a portion of these activities and a series of classes offered for Cambridge Housing Authority residents.

EVENSTART/BALF/FAMILY LITERACY COLLABORATIVE (\$51,950). Evenstart federal funds are contracted through the Cambridge Public Schools to the Community Learning Center for a program of early childhood education and family literacy. CLC provides the services to adults and the School Department provides the early childhood portion. Three other small grants support training of adult students to train other parents in their native languages on specific parenting topics.

CAMBRIDGE HOUSING AUTHORITY (\$33,400). Funds from the U.S. Department of Housing and Urban Development are subcontracted to the Community Learning Center from the Cambridge Housing Authority to provide classes in basic computer skills and Bridge Program transitional classes for CHA residents who are interested in attending college.

FOUNDATIONS/FRIENDS OF THE CLC (\$78,125). The Community Learning Center receives funds from several foundations, for transitional classes for adults with a GED or high school diploma who are interested in attending college, for training students as computer lab assistants and literacy trainers for additional ESOL classes.

MOUNT AUBURN HOSPITAL (\$15,500). These funds are used for ESOL classes in the workplace for hospital employees.

CAMBRIDGE HOUSING AUTHORITY (\$54,000). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD (\$78,457). The Council on Aging receives an annual award from the State Elder Affairs Formula Grant Program, which is used primarily for the Substance Abuse Services for Seniors (SASS) program and for weekly medical and grocery shopping transportation. Project Bread funds support the senior center food pantry.

LOW INCOME FUEL ASSISTANCE/FEMA (\$950,680). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 2,300 households in Cambridge and Somerville over the 2005-06 winter season with financial assistance for heating bills and rental assistance if heat is included in the rent. FEMA funds of \$15,000 are included and are used for emergency situations.

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES/ELOA (\$218,414). Funds from the Early Learning Opportunities Act Grant to the Cambridge 0-8 Council have been subcontracted to the Community Learning Center and to the Center for Families. The Center for Families component funds parent-child activities, parenting education and support and outreach and family engagement. The Community Learning Center component funds slots for parents of young children and for childcare providers in CLC classes and funds a community engagement team to promote early literacy.

MASSACHUSETTS DOE, CENTER FOR FAMILIES (\$139,761). This Massachusetts Family Network grant funds parent outreach, education and support to families with children prenatal to age three.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE (\$62,000). This Massachusetts Family Center grant funds family support programs for families with children from birth to age six.

SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION/ MASSACHUSETTS DPH/CAMBRIDGE HEALTH ALLIANCE/MIT (\$210,000). These grants fund the Cambridge Prevention Coalition to provide substance abuse prevention services to youth, parents, and other groups within the City by planning and implementing community strategies to reduce underage access to alcohol.

MASSACHUSETTS EXECUTIVE OFFICE OF PUBLIC SAFETY, NORTH CAMBRIDGE CRIME TASK FORCE (\$38,000). This grant is awarded to the City through the Community Policing Grant Program to support community involvement in crime prevention efforts. The grant is used to cover the salary of the Task Force's coordinator as well as Taskforce operations.

MASS DOE SCHOOL COLLABORATIONS/CAMBRIDGE PERFORMANCE PROJECT (\$57,760). Community Schools receive DOE funds for program collaborations through the Cambridge Public Schools. The Performance Project operates theatrical, dance and other performing arts classes, using a mix of funds from State agencies, private foundations and contributions from businesses and individuals.

MASSACHUSETTS SERVICE ALLIANCE/MEDICAL FOUNDATION (\$16,400). Cambridge Youth Programs has been awarded Service Alliance Funds for Youth Council administration of mini-grants to community groups to address needs identified by the young people. Medical Foundation funds are used for Frisoli Youth Center Teen Advisory Board to implement a tobacco and drug abuse educational program for pre-teens.

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**HUMAN SERVICES
- Administration**

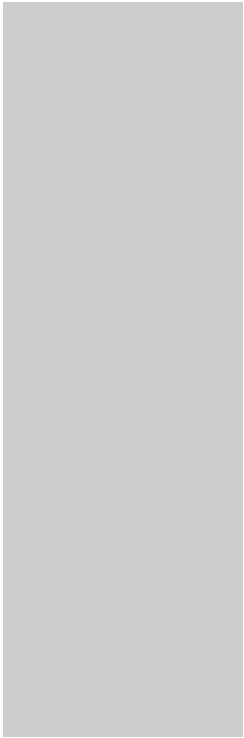
<p>\$393,130 \$583,455 \$139,410 \$450,720 <u>\$265,880</u> \$1,832,595</p>	<p>\$482,300 \$660,075 \$136,115 \$504,755 <u>\$274,945</u> \$2,058,190</p>	<p>LEADERSHIP OPERATIONS IT EXTENDED DAY AGENDA FOR CHILDREN</p>	<p>\$464,390 \$756,915 \$134,200 \$517,485 <u>\$278,030</u> \$2,151,020</p>
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PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, personnel, IT and clerical support to the operating divisions of the Department as well as to the 28 satellite locations, almost 200 salaried and 450 part-time and seasonal employees. The

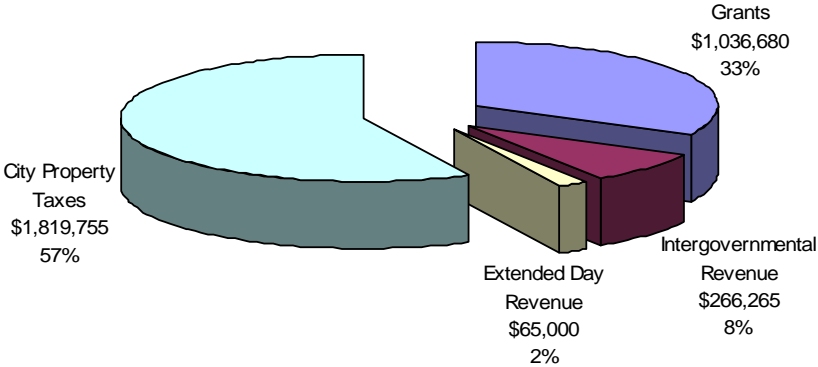
Division provides oversight to the Agenda for Children, a collaboration of the Department, the School Department, the Cambridge Health Alliance, the Library, the Police Department, the Kids' Council, and the community. The Division acts as the liaison with other City Departments including the Purchasing, Auditing, Personnel, Payroll, Finance, Law and IT Departments as well as outside vendors and contractors. The Division manages a budget of \$6.2 million in grant funding, and \$15.3 million in the general fund, which includes \$2.5 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, and expense and revenue tracking and reconciliation as well as the recruitment and hiring of staff, all payroll processing, employee orientations, employee benefit tracking and other related functions.

For the past several years, the Division has led a department-wide effort to build a more collaborative culture supporting the City Council's goal of enhancing diversity. Cross-divisional teams led by staff have been working to address issues of communication, diversity, and staff support and validation. One component of the project has been a joint effort with the Personnel Department to develop comprehensive supervisory training for managers. The Department's pilot project for enhanced diversity training was revamped into a four-part diversity program that was rolled out in FY06. In addition, the Division worked with a department-wide working group to develop a handbook for staff and is working with a group to redesign the DHSP orientation to provide a more comprehensive introduction to the Department, its policies and its operating principles.

The Department's IT staff acts as a liaison with the City's IT Department and responds to the Department's IT needs. The Division is also responsible for the administration of the Federal Fuel Assistance Program serving over 2,300 low-income households. In addition, the Division administers the Federal Summer Nutrition Program providing nutritious meals and snacks at 29 sites in the summer.



FUNDING SOURCES/ADMINISTRATION:



Grants	\$1,036,680
Intergovernmental Revenue	\$266,265
Extended Day Revenue	\$65,000
City Property Taxes	\$1,819,755
TOTAL	\$3,187,700

Includes funds anticipated to be received in FY07, but not yet appropriated.

**HUMAN SERVICES
- Administration**

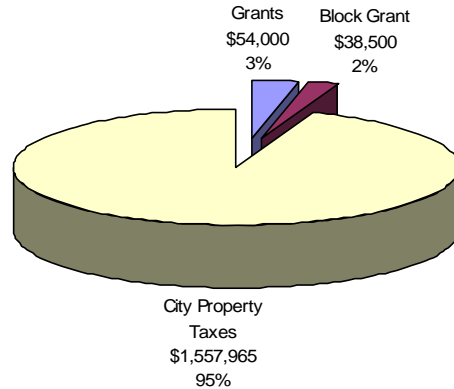
ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$1,507,355	\$1,571,540	WORKFORCE DEVELOPMENT	\$1,596,465	<p>PURPOSE & OVERVIEW: The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination, and outreach efforts, OWD services reach nearly 1,000 residents and businesses each year.</p> <p>Consistent with City Council goals around education and economic development, OWD oversees a number of programs that support learning and increase the employability of residents. The Cambridge Employment Program (CEP) offers free job search assistance to adults seeking employment and makes referrals to education and training programs. The Mayor’s Summer Youth Employment Program (MSYEP) places hundreds of youth each summer in jobs throughout the City and offers workshops to increase participants’ skills and career/college readiness. The school year components of MSYEP, the Fall Youth Employment Program and the Neighborhood Service Project, provide younger teens with fall work opportunities and a spring community service learning program. For older teens, OWD operates an internship with Harvard University and its clerical union, and offers ongoing cycles of an intensive, six-week career exploration program.</p> <p>OWD manages a variety of efforts to coordinate access to information about employment, training and youth development opportunities. These include the Youth Employment Center at the high school; the Cambridge Reaching All Youth Committee (for youth program providers); the Jobs Consortium (for local job developers); and the Business Advisory Committee (for local employers). The Office coordinates the Summer Jobs Campaign to recruit private sector jobs for teens, and the Bunker Hill Community College Advisory Committee, to plan and advertise course offerings at the Cambridge satellite of BHCC. The Office contacts every resident who has applied for a temporary nine-week position with the City to inform them about employment services and other programs. And, each year OWD creates and distributes a directory of employment and education opportunities for residents, <i>Cambridge Works and Learns</i>. The Office works closely with the Chamber of Commerce and Economic Development staff to help residents maximize the benefits of existing economic development activities and participates in regional planning through its work with the Metro North Regional Employment Board.</p>
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FUNDING SOURCES/WORKFORCE DEVELOPMENT:



Grants	\$54,000
Block Grant	\$38,500
City Property Taxes	\$1,557,965
TOTAL	\$1,650,465

Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- **GOAL 1:** *Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of CEP job placements	137	180	110	110
2. Number of CEP referrals to education and training	50	75	20	50
3. Number of nine week applicants contacted for job search assistance	63	185	185	185
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	30	30	30	30
5. Number of enrollments in courses at Bunker Hill Community College's Cambridge Satellite Campus	128	120	60	60
6. Number of individuals enrolled in courses at Bunker Hill Community College's Cambridge Satellite Campus	126	110	60	60

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts	47	55	50	50
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	107	120	110	110

- *GOAL 3: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of students enrolled in school to career activities including internships	53	40	40	40
2. Number of student enrollments in work-readiness and career awareness workshops	115	130	130	130
3. Number of youth visits to the Youth Employment Center	408	400	400	400
4. Number of private sector summer and school year jobs	117	120	120	120
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	65	35	40	35

- **GOAL 4:** *Enhance experience of Mayor's Summer Youth Employment Program (MSYEP) participants by increasing staff capacity, infusing school-to-work best practices and creating connections to year-round programming.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	750	750	751	750
2. Number of supervisors/mentors trained in working with young employees	130	130	120	120
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	246	215	248	250
4. Number of youth served in school year employment and service learning activities	49	50	50	50
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	94%	95%	94%	95%
6. Percent of supervisors who were very satisfied with their youth worker(s)	71%	90%	83%	90%

**HUMAN SERVICES
- Planning & Development**

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
\$105,680	\$111,015		\$113,025
\$855,030	\$886,170	LEADERSHIP	\$744,415
		CONTRACTS	
\$122,380	\$129,845	COMMISSION FOR PERSONS	\$131,805
\$122,725	\$127,170	WITH DISABILITIES	\$128,055
\$689,320	\$705,340	KIDS' COUNCIL	\$697,875
<u>\$51,060</u>	<u>\$56,345</u>	HUNGER AND HOMELESS SVCS.	<u>\$56,100</u>
\$1,946,195	\$2,015,885	HAITIAN SERVICES	<u>\$1,871,275</u>

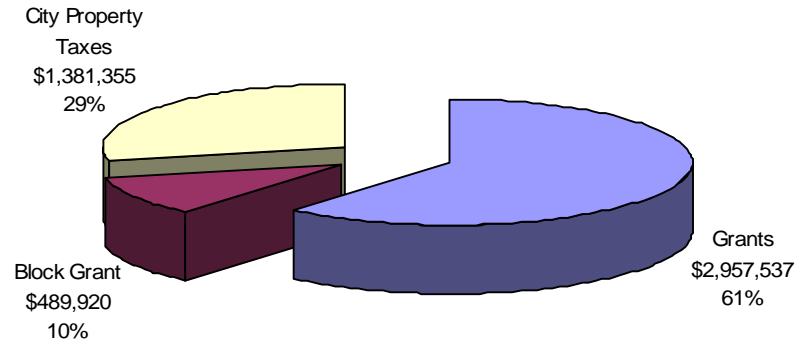
PURPOSE & OVERVIEW:
 Planning and Development staff assist various groups in assessing community needs and seeking resources to meet the needs, particularly working with the Human Service Commission. Staff are involved in several initiatives within the Department such as development and analysis of

consumer satisfaction surveys, strategic planning support for out of school time programs and the Department's inclusion efforts. Consistent with the City Council's goal of improving access to services, another major emphasis of the Division is promoting utilization of the online Human Services Information and Referral Database (www.CambridgeSomervilleResourceGuide.org) and its companion printed directory, the Desk Guide. The Division gives technical assistance to agencies seeking funding from many sources, and coordinates the processes for agency proposals for funds that flow through the Division, such as Community Development Block Grant, Emergency Shelter Grant and the HUD Supportive Housing and Shelter Plus Care Programs. The Grants Management unit administers outgoing contracts for a variety of community services.

This Division also offers direct casework services to homeless and at-risk individuals and families and transitional single room occupancy housing for men through the Multi-Service Center. As a component of case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, National Student Partnership, North Charles, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition is developing and implementing a program to decrease youth access to alcohol through trainings for alcohol servers and sellers, and through other community environmental strategies.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



Grants	\$2,957,537
Block Grant	\$489,920
City Property Taxes	\$1,381,355
TOTAL	\$4,828,812

Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- *GOAL 1: Continue to provide services to Multi-Service Center homeless individuals and those at risk of homelessness, supporting the City Council's housing support goal.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2,414	2,600	2,490	2,500
2. Number of clients placed in temporary housing	330	275	340	325
3. Number of clients placed in permanent housing	159	140	160	150
4. Number of clients maintained in current housing	167	180	250	225

- **GOAL 2:** *Provide homeless prevention counseling and housing search assistance for homeless families and those at risk of homelessness consistent with the City Council's housing support goal.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of family intakes	371	350	525	500
2. Number of families placed in housing	126	125	150	135
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	805	775	850	800
4. Number of families maintained in current housing	423	375	400	400

- **GOAL 3:** *Continue to contract with local service providers to serve disadvantaged residents through the use of Community Development Block Grant monies, McKinney Homelessness monies, and City tax dollars supporting the continued socio-economic diversity of the City consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of clients served in youth and family services programs	2,172	1,700	2,000	1,700
2. Number of clients served through domestic violence and abuse prevention program.	262	220	140	100
3. Number of clients served through linguistic minority programs	941	1,000	800	700
4. Number of clients served through homelessness prevention and service programs	4,843	4,800	4,800	4,800
5. Number of client visits to food pantry programs	20,000	18,000	20,000	18,000
6. Number of clients served through elderly and disabled service programs	381	400	300	300

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: A new Call to Action by the U.S. Surgeon General this past summer emphasized the need to see individuals with disabilities as whole people who, like everyone else, are part of the social, economic, religious, educational and political fabric of our lives. While there are currently 54 million disabled Americans- one fifth of the population- this number is expected to increase significantly as the “baby boom” generation reaches seniority. The Commission for Persons with Disabilities works to promote the full integration of people with disabilities into all aspects of Cambridge community life, consistent with the City Council’s goal of promoting diversity. Commission staff provides information on a wide range of access and disability topics to individuals with disabilities, their families, and social service agencies. Ensuring compliance with the Americans with Disabilities Act (ADA) continues to be an essential focus of the Commission’s interactions with other City departments, particularly when it comes to working with DPW to improve sidewalks and roadways. The Commission processes requests for reasonable accommodations from City employees and supervisors, and works toward more inclusion of children with disabilities in out of school time activities. In addition, the Commission educates Cambridge businesses about their ADA obligations, and provides technical assistance to both the public and private sectors. Staff is available to provide disability awareness training throughout the city, free of charge, to businesses, non-profits and schools.

The Commission continues to administer a number of programs for Cambridge residents with disabilities, which include: issuing Temporary Disability Parking Permits, providing Taxi Discount Coupons, and processing applications for accommodations for disabled residents unable to comply with the City’s trash and recycling requirements.

FY07 GOALS

- *GOAL 1: Continue implementation of the City's ADA Compliance Plan and provide training and assistance to public entities in Cambridge such as the Health Alliance and Housing Authority.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of trainings and technical assistance sessions provided to City employees, departments and other public entities	84	80	80	80

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge consistent with the City Council's goal to improve access to services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of site visits and access surveys of Cambridge businesses completed	51	50	50	50
2. Number of Cambridge agencies and businesses which remove barriers to access	11	12	12	12
3. Number of trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12
4. Number of taxi coupon users served	51	50	55	55
5. Number of temporary disability permits issued	30	28	18	18

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of disability awareness trainings delivered to various City departments and staff	47	35	35	35
2. Number of responses to individual service, information and referral requests	1,622	1,300	1,350	1,350
3. Number of training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	48	35	50	50
4. Number of community newsletters on disability resources, news and information	5	6	6	6

KIDS' COUNCIL

PURPOSE & OVERVIEW: Created by City ordinance in 1991, the Coordinating Council for Children, Youth, and Families (Kids' Council) provides leadership and serves as a forum to engage the public in promoting a comprehensive local response to the needs of Cambridge children and families. The Council is comprised of parents, community members, top City officials, and representatives from universities, business, philanthropies, and community organizations. Currently, the major undertakings of the Kids' Council are the *Center for Families*, the *Agenda for Children*, the *Youth Involvement*, and the *Inclusion in Out of School Time Programs Initiatives*. These initiatives along with other Kids' Council efforts directly support the City Council's goals to value diversity, increase opportunities for public participation in local government, promote high quality services and improve access to those services, strengthen and support education and learning, and foster community.

The Kids' Council's first major initiative, the Center for Families, was launched in 1994 to develop school-linked neighborhood-based family support centers for all families, particularly those with children from birth to age 5. The initiative's pilot project, Center for Families of North Cambridge, became one of the first 12 family support programs in the country to receive accreditation as an exemplary program from Family Support America.

The Agenda for Children brings together different City entities (schools, City departments, the health system) with community-based agencies, businesses, and residents to promote the well being of our City's children. Drawing upon extensive community input, the Kids' Council prioritized two goals for citywide action: 1) All Cambridge children and families will be able to read, and 2) All Cambridge children and youth will have equal access to safe, stimulating, nurturing, and healthful out of school time activities, in order to ensure optimal academic performance and overall healthy development. The initiative's Community Engagement component will continue to facilitate and strengthen connections to parents in order to promote the importance of the two goals. The King Open Extended Day Program, launched as a pilot to address the out-of-school time goal, will be completing its sixth year. Last year, the program underwent changes in its staff and service population as a result of the School Consolidation Plan. In light of the changes, the program's re-evaluation recommendations were reviewed and amended.

The Youth Involvement Initiative began in summer 2002. The initiative's goal is to increase the engagement of the young people of Cambridge in the civic life of their city through the creation of opportunities for participation by youth. In its first three years, the Youth Involvement Initiative completed a Mapping Project that was led, planned and conducted by youth on "drug use in Cambridge;" sent the City's first two Youth Delegations to the National League of Cities Conferences; trained Youth Facilitators to lead the planning and production of the City's first Middle School Youth Summit in June 2004 and another in 2005 focusing on eighth grade students; and advocated changing

the City ordinance to have three youth voting members on the Kids' Council. The initiative will continue to find ways to engage youth in identifying their issues and crafting solutions to address them.

In February 2005, the City Council and School Committee unanimously adopted the Kids' Council's *Cambridge Policy Plan for Inclusion of Individuals with Disabilities in Out of School Time Programs*. Implementation of the Policy has begun and will continue in order to support full inclusion in Out of School Time Programs. Also, the Kids' Council will continue to develop and implement a promotion and marketing plan to raise public awareness of the Kids' Council, its goals, initiatives and programs.

Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts

- *GOAL 1: Develop a three year Strategic Plan - including funding and plausible funding sources - for Kids' Council operations, initiatives and activities, in the context of other City efforts when feasible and appropriate.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage completed in development of Kids' Council Strategic Plan	33%	100%	50%	75%

- *GOAL 2: Develop a comprehensive plan to raise public awareness of the Kids' Council, its goals, initiatives and efforts.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage completed in development and implementation of Kids' Council Marketing Standards & Guidelines	25%	100%	25%	75%
2. Percentage completed in development of Kids' Council brochure in 4 languages	25%	100%	10%	100%
3. Percentage completed in development of Kids' Council Web site	60%	100%	60%	75%

Policy Plan for Inclusion of Children and Families with Special Needs in Programs

- *GOAL 1: Support the Implementation of the City adopted Inclusion Policy for Out of School Time in City operated and supported programs in order to ensure equal access and appropriate opportunities for individuals with disabilities.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Out of School Time staff will be offered basic training in inclusion of children with special needs; percentage of full time staff trained	53%	100%	100%	100%

- *GOAL 2: Continue development and implementation of a training, evaluation and capacity building plan to ensure that: a) teachers and care providers have the skills to meet the special needs of all children in their groups; b) teachers and care providers have the skills to help all children benefit from the inclusion of children with special needs; c) teachers and care providers have access to consultants and other supports so that they can fully implement the inclusion policy; and d) inclusion practices are evaluated on a regular basis to inform future training and capacity building efforts.*
- *GOAL 3: Develop a public awareness plan to educate community about the adopted inclusion policy and City's efforts on inclusion.*
- *GOAL 4: Develop and implement an independent evaluation to determine the specific types and levels of capacity building necessary to achieve effective inclusive programming citywide. Planning and implementation of the independent evaluation will include input from: a) parents; b) children with disabilities; c) typical children; d) staff; and e) policymakers.*

Youth Involvement: Youth Participation Planning

- *GOAL 1: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	14	15	14	15
2. Implement FY06 Youth Civic Engagement Curriculum to effect local governance on youth issues	n/a	n/a	n/a	100%
3. Implement a plan for citywide youth event in 2007	n/a	n/a	n/a	100%
4. Percentage completed of a plan to increase promotion and outreach about the Youth Involvement Subcommittee to Cambridge high school community	n/a	100%	100%	100%

Agenda for Children: Literacy Initiative

- *GOAL 1: Parents, primary caregivers, and early care and education providers will be supported as primary and continuous teachers of literacy furthering the City Council's educational goal.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Parents and children reached through citywide outreach, education, and support components of Literacy Initiative	1,019	1,000	1,000	1,000
2. Books and resource materials distributed to children and families	2,013	2,500	2,500	2,750
3. Families entered into Agenda for Children-Pathways to Family Success Database	n/a	n/a	n/a	200

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
4. Literacy Ambassadors who work in their communities to engage parents in participating and shaping Literacy Initiative	6	9	9	4

■ *GOAL 2: Augment the dissemination of Literacy Initiative messages through collaboration.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. City Departments incorporating Let's Talk messages into their regular practices	n/a	2	2	3
2. City Departments distributing Agenda for Children literacy materials as part of their regular practices	n/a	2	2	3
3. Community-based organizations helping Agenda for Children disseminate messages to their constituents	n/a	n/a	n/a	2

Agenda for Children: Out of School Time Initiative

■ *GOAL 1: Continue Out of School Time Resource Partnership that supports service providers in strengthening operational infrastructure, increasing program quality and coordination for families furthering the City Council's education goal.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Programs participating in Leading for Quality Trainings	41	45	42	42
2. Out of School Time Staff participating in Leading for Quality Trainings	135	130	140	140

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
3. Programs receiving on-site Quality Coaching	7	12	10	10
4. Programs completing self-assessment	20	40	25	30
5. Programs reporting on Program Improvement Efforts	36	45	30	30
6. Programs participating in annual Lights on Afterschool event to promote awareness of afterschool issues and importance	40	45	42	42
7. Adult family members participating in Afterschool Family Support Conference	30	100	60	60

■ *GOAL 2: Continue to improve the quality of the King Open Extended Day Program and enhance the relationship with the School Day Staff.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of families responding to surveys regarding program quality and improvements	45%	60%	60%	60%
2. Percentage of families reporting that staff are always available to address their questions and concerns	n/a	n/a	92%	95%
3. Percentage of families reporting that staff know their child's personality, strengths, interests and needs	n/a	n/a	81%	95%
4. Collaborate with King Open School Staff to develop enhanced system for consistent communication about shared students	n/a	n/a	25%	100%

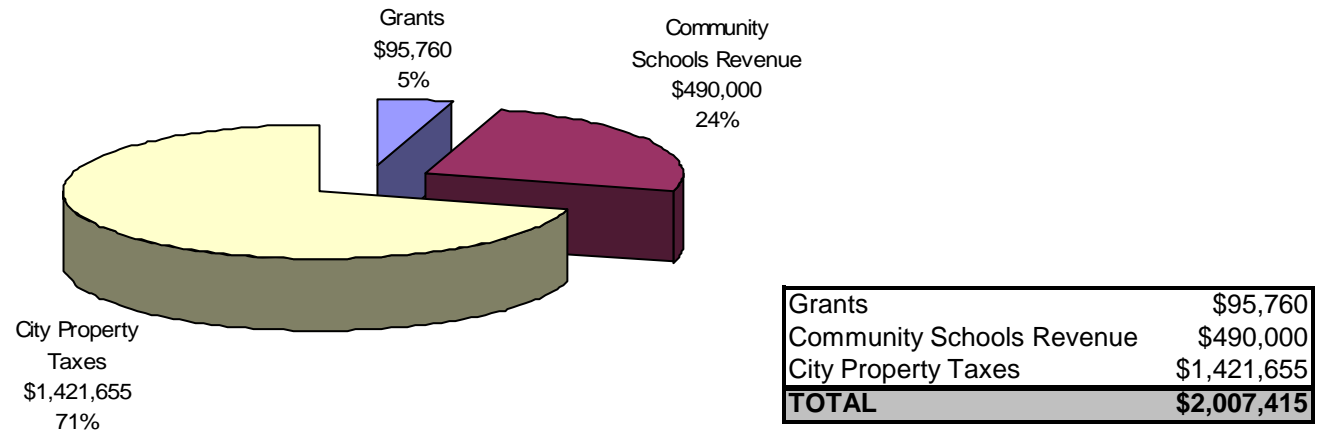
ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**HUMAN SERVICES
- Community Schools**

<p>\$99,055 \$1,434,565 <u>\$212,455</u> \$1,746,075</p>	<p>\$106,550 \$1,442,960 <u>\$239,290</u> \$1,788,800</p>	<p style="text-align: center;">LEADERSHIP COMM. SCHOOLS PROGRAMS SUPPORT SERVICES</p> <p>12 Community Schools, Directors work with their respective Neighborhood Councils to assess community needs and to create high quality, cost effective out of school time programs to address them, including after school enrichment classes, two extended day programs with the School Department, full-day summer and vacation camps. All programs have been adapted to include participation of children with special needs. Staff have been participating fully in the Department's efforts to enhance our capacity to serve children with disabilities in inclusive environments. They are participating in comprehensive training around inclusion and their work is being supported by the Department's Inclusion Specialist. A brochure about the Department's Inclusion Initiative was sent to all families participating in Community Schools programs.</p> <p>Consistent with the City Council's Goals and Community Values, the Community Schools provide programs that foster community, such as Summer Arts in the Park, Camp Information Night, cultural and social events for families and senior citizens, and children's performances in music, dance, and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge. Community Schools also collaborate with local cultural and social service organizations. Tuition assistance is provided in all aspects of the programs; for example, last summer \$25,767 was awarded to 98 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY06, Community Schools collaborated with six elementary schools to allow children enrolled in school sponsored academic programs to participate in summer camps. As a result of this collaboration, an additional \$44,200 in scholarship assistance was provided to 91 children.</p> <p>The Division continues to provide ongoing support to the grant funded North Cambridge Crime Task Force in addressing neighborhood safety and community building events such as the award winning National Night Out event. Community Schools also provide forums for senior citizens to address safety concerns with the Cambridge Police Department. Participant fees supplemented by corporate and individual donors and by City tax dollars support Community Schools programs.</p>	<p style="text-align: center;">\$100,605 \$1,564,470 <u>\$246,580</u> \$1,911,655</p>
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PURPOSE & OVERVIEW: The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through

FUNDING SOURCES/COMMUNITY SCHOOLS:



Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- GOAL 1:** *Continue to provide out of school time programs such as enrichment classes, summer and vacation camps; provide programs for adults, families and seniors and continue to support Neighborhood Councils' collaboration with other neighborhood coalitions to address community needs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of children's classes citywide during the school year	1,450	1,100	1,250	1,250
2. Number of adult, family and senior classes citywide during the school year	287	250	250	250
3. Number of summer camps for children	10	10	10	11
4. Number of children served in summer camps	810	800	832	800
5. Number of school vacation camps	11	8	8	8
6. Number of youth enrolled in Counselor In Training (CIT) programs	109	125	110	75

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	65	60	70	60
8. Number of collaborative summer academic/camp programs	3	3	6	6
9. Percentage of families responding to surveys regarding program quality and improvements	61%	50%	50%	50%
10. Percentage of families reporting satisfaction with program quality	98%	95%	95%	95%

■ *GOAL 2: Continue to provide summer Arts in the Park events for families, childcare programs, and summer camps supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Arts in the Park events	93	80	109	80

■ *GOAL 3: Create opportunities for residents of all ages to engage in educational forums on domestic violence prevention, crime prevention and personal safety.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety, and community resources	44	45	45	45

**HUMAN SERVICES
- Recreation**

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$95,615	\$102,615	LEADERSHIP	\$104,390
\$50,785	\$51,050	SUMMER	\$63,660
\$63,130	\$67,030	GOLD STAR	\$69,485
\$194,880	\$197,955	WAR MEMORIAL	\$210,420
\$157,920	\$263,310	SPECIAL NEEDS	\$273,450
\$2,375	\$3,000	LEAGUES	\$3,000
\$72,930	\$77,915	RECREATION ACTIVITIES	\$74,000
\$298,450	\$334,005	DANEHY PARK	\$350,255
\$249,760	\$264,320	SUPPORT SERVICES	\$282,190
<u>\$1,185,845</u>	<u>\$1,361,200</u>		<u>\$1,430,850</u>

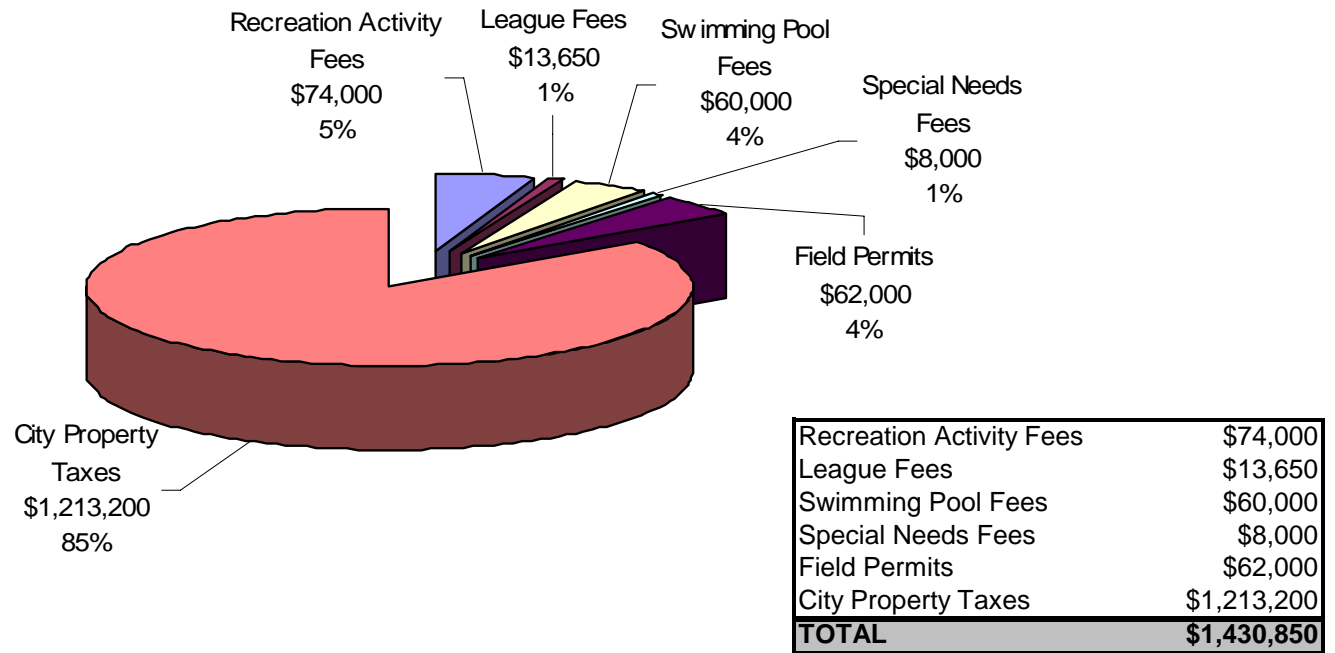
PURPOSE & OVERVIEW: The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the

scheduling of all City parks for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy Park, the 55 acre former landfill which has become the main focal site of youth and adult athletic leagues and citywide special events, such as Danehy Park Family Day. Danehy Park Family Day, as well as the youth and adult leagues, support the City Council goal of fostering community. Staff is also engaged in open space initiatives such as the Fresh Pond Master Plan Advisory Committee, the Kids' Council Inclusion Policy Plan Subcommittee and the Open Space Committee.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League Baseball, Babe Ruth Baseball, Youth Soccer, Youth Hockey, Shoot Straight Basketball and Pop Warner Football and in FY06 created a Youth Sports Commission to enhance coordination and access to sports for all youth. The Recreation Program manages the City of Cambridge Road Race, CityRun, which annually attracts 700 participants and approximately \$16,000 in corporate and individual donations and was named one of the top 100 road races in New England by New England Runner Magazine. The Division also provides athletic opportunities to many summer camps through coordination of the annual Citywide Youth Games held at Danehy Park each summer. The Division coordinates multi-faceted recreational programs and activities at the War Memorial Pool and Fieldhouse, and the Gold Star Mothers' Pool, and summer children's activities at neighborhood parks and playgrounds, including a family movie series, clinics in baseball, basketball, golf and tennis, adult leagues in softball and basketball and an extensive summer and school year program for children with special needs.



FUNDING SOURCES/RECREATION:



Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- **GOAL 1:** *Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of youth recreation classes	100	100	100	100
2. Number of adult recreation classes	24	24	24	24
3. Number of youth swimming classes	80	80	80	80
4. Number of adult swimming classes	32	32	32	32

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from pre-school age to young adults.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of children age three and up in summer camps	30	30	28	25
2. Number of children age 6-14 in after school programs	12	12	8	8
3. Number of young adults in evening programs	15	25	18	20
4. Number of children in unified integrated Saturday programs	46	60	50	50
5. Number of children participating in Special Olympics	46	60	50	50
6. Percentage of families responding to surveys regarding program quality and improvements	36%	50%	43%	50%
7. Percentage of families reporting satisfaction with program quality	95%	95%	100%	95%

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and sound field management practices.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number/percentage of permitted hours of youth programs	13,818/77%	13,818/77%	13,818/77%	13,818/77%
2. Total number/percentage of permitted hours of adult programs	4,106/23%	4,106/23%	4,106/23%	4,106/23%
3. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	n/a	n/a	3	8

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**HUMAN SERVICES
- Elderly Services & COA**

\$83,130	\$93,915		\$95,025
\$302,620	\$348,390		\$359,490
\$70,815	\$87,840	LEADERSHIP	
\$137,335	\$157,590	SUPPORT SERVICES	
\$29,930	\$29,535	N. CAMBRIDGE SENIOR CENTER	\$80,665
\$281,525	\$282,345	SENIOR CENTER MEALS	\$173,725
\$905,355	\$999,615	SENIOR CENTER ACTIVITIES	\$26,580
		CITYWIDE SENIOR CENTER	<u>\$296,710</u>
			<u>\$1,032,195</u>

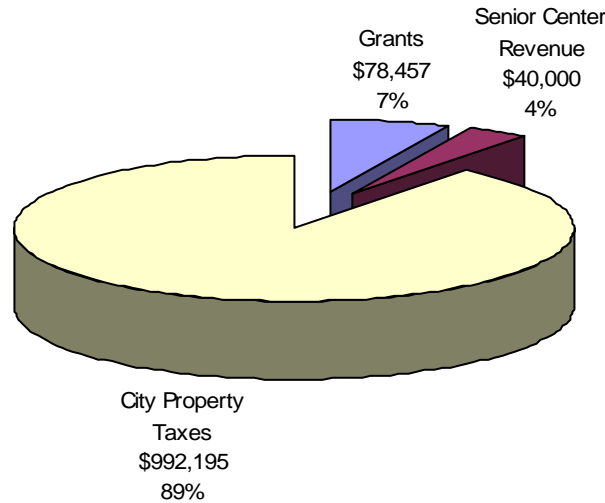
PURPOSE & OVERVIEW: The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health

and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and to provide meaningful social and recreational options that enhance their lives. Furthering the City Council's goal of providing access to high quality services, the Division provides information, referral and case management services to seniors, and coordinates services that may include homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services. Due to the increasingly complex problems of prescription drug benefits coverage, the COA played a major role in sponsoring informational sessions and enrolling seniors in Medicare Part D plans. The Division reaches out to seniors through promotion of services and distribution of 4,000 copies of its monthly newsletter. The Substance Abuse Services for Seniors (SASS) program is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division operates a Senior Shuttle bus which picks up individuals at all major housing buildings and at other locations in the city, Monday through Friday.

At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Senior Food Pantry is the only pantry in the area specifically serving seniors. Income-eligible participants visit weekly and take home fresh fruits and vegetables, meats and canned goods. Breakfast and lunch are served 365 days per year. Other services and classes include counseling and support groups, vision screenings, blood pressure clinics, men's groups, computer classes, as well as many other educational and recreational offerings, including numerous classes devoted to exercise, movement, and physical health and wellness. Groups of seniors from diverse ethnic backgrounds meet regularly at the Citywide Senior Center, including Asian, Haitian, Russian and African American seniors. The programs offered support the City Council's goals of building community and supporting the racial, socioeconomic and cultural diversity of the City. In addition to weekend meals and casual drop-ins, the Citywide Senior Center now offers classes on Saturdays in response to requests from many seniors.

To ensure that the programs and services provided at the Center meet the needs of Cambridge's seniors, a citywide advisory committee meets regularly with the Center staff to provide input.

FUNDING SOURCES/COUNCIL ON AGING:



Grants	\$78,457
Senior Center Revenue	\$40,000
City Property Taxes	\$992,195
TOTAL	\$1,110,652

Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- *GOAL 1: Continue to provide a comprehensive array of social and support services to Cambridge residents age 60 and over, including information, referral to support services, and case management, benefits counseling, substance abuse services, and the coordination of home-based services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of information and referral services provided	3,907	4,200	4,600	4,500
2. Number of clients provided case management services	97	110	114	120
3. Number of seniors receiving home-based services	63	90	95	95

- *GOAL 2: Continue to operate Social Meals program and expand Food Pantry outreach to assure Seniors adequate nutrition and a year-round breakfast and lunch program.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	616	600	625	630
2. Number of Food Pantry visits by financially eligible seniors	7,148	7,500	7,200	7,200
3. Number of meals served at 806 and 2050 Mass. Avenue sites	31,965	33,250	31,500	32,000
4. Number of different seniors coming to meals at the Senior Centers on a monthly basis	468	475	475	475
5. Number of seniors receiving home delivered food pantry services	20	20	20	20

- *GOAL 3: Continue transportation services for seniors to the Citywide Senior Center and continue to serve other transportation needs of seniors.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of seniors linked to transportation services to the Center	260	275	275	275
2. Number of seniors served by subsidized weekly food shopping trips	230	225	215	215
3. Number of seniors served by subsidized medical transportation	317	330	330	330
4. Number of seniors using taxi coupons	494	475	500	510

- *GOAL 4: Enhance program offerings to seniors especially in the areas of computer skills, well-being and fitness, as well as interview seniors to assess program satisfaction and improve services.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of different seniors attending computer classes	164	130	130	130
2. Number of hours of health/fitness/wellness classes offered each month	65	65	76	70
3. Number of special events promoting health/fitness/wellness	30	30	30	30
4. Number of seniors interviewed in user satisfaction survey	90	80	70	60

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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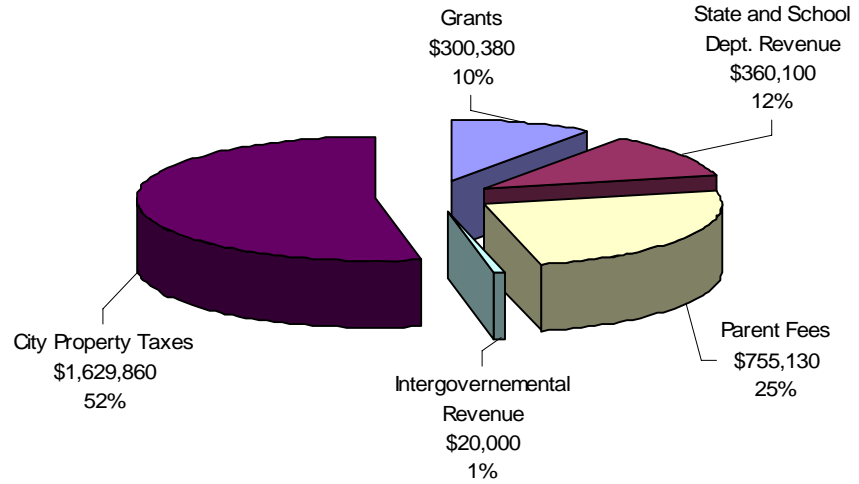
**HUMAN SERVICES
- Childcare & Family
Support Services**

<p>\$121,950 \$597,425 \$1,292,590 \$431,470 <u>\$34,800</u> \$2,478,235</p>	<p>\$91,815 \$626,760 \$1,450,450 \$478,575 <u>\$47,625</u> \$2,695,225</p>	<p>LEADERSHIP AFTERSCHOOL PRE-SCHOOL SUPPORT SERVICES CENTER FOR FAMILIES</p>	<p>\$95,505 \$610,560 \$1,528,965 \$486,050 \$44,010 \$2,765,090</p>
<p>These include six licensed Pre-School programs and seven licensed Afterschool Programs serving approximately 285 children daily, and the Center for Families.</p>			
<p>The Afterschool Programs located at the Morse, Fletcher-Maynard, Peabody and King Schools serve children in grades K-4, with two locations serving children to grade 6. Parents have the option of enrolling two, three or five days per week. Programs offer a multi-cultural curriculum designed to improve children's positive social development and academic achievement in math, science, literacy and language arts through a project based learning approach. Staff have been participating fully in the Department's efforts to enhance our capacity to serve children with disabilities in inclusive environments. They are participating in comprehensive training around inclusion and their work is being supported by the Department's Inclusion Specialist. A brochure about the Department's Inclusion Initiative was sent to all families participating in the Afterschool Programs.</p>			
<p>Five of the six Pre-school Programs, located at the King, King Open, Morse, Kennedy and Peabody Schools are full day, year-round programs and one, located at the Haggerty, is a half day school year program where children are enrolled two, three or five days per week. The Pre-school programs offer a developmentally appropriate curriculum focused on the children's interests and abilities and have been awarded accreditation by the National Association for the Education of Young Children. The Pre-school programs provide a safe, educationally and socially enriching environment in which children can learn to be self-confident away from home. Children learn to relate well to their peers, to understand each other's cultural traditions and learn to trust and respond to a variety of adults. Inclusionary practices supporting the integration of children with different needs and abilities are supported in all Pre-school programs.</p>			
<p>Funding for services is provided from City tax dollars, parent tuition, and state contracts. More than 40% of the children served receive subsidy or scholarship assistance.</p>			

PURPOSE & OVERVIEW: The Childcare and Family Support Services Division offers residents a wide range of services that directly implement the City Council's goals related to education and valuing and supporting the racial, socioeconomic and cultural diversity of the City.

FUNDING SOURCES/CHILDCARE:

Grants	\$300,380
Childcare Tuition	
State and School Dept. Revenue	\$360,100
Parent Fees	\$755,130
Intergovernmental Revenue	\$20,000
City Property Taxes	\$1,629,860
TOTAL	\$3,065,470



Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- **GOAL 1:** Continue to offer high quality licensed pre-school childcare to a diverse population.

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of pre-school slots	115	115	115	115
2. Percentage of children receiving some subsidy or scholarship	40%	41%	36%	35%
3. Percentage of teachers remaining more than two years	70%	70%	60%	60%
4. Number of children with special needs served	8	10	5	5
5. Percentage of families responding to surveys regarding program quality and improvements	93%	80%	80%	80%
6. Percentage of families reporting satisfaction with program quality	99%	95%	95%	95%

- *GOAL 2: Continue to offer high quality afterschool childcare to a diverse population.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of afterschool slots	170	170	170	170
2. Percentage of children receiving some subsidy or scholarship	58%	55%	55%	55%
3. Percentage of teachers remaining more than two years	66%	66%	65%	65%
4. Children with special needs served	16	18	16	18
5. Percentage of families responding to surveys regarding program quality and improvements	82%	60%	60%	60%
6. Percentage of families reporting satisfaction with program quality	97%	95%	95%	95%

- *GOAL 3: Within the Department's childcare programs, expand opportunities for children to increase their literacy skills by engaging families in a reading program connecting home and school and by increasing linkages to the school day curriculum.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Percentage of families borrowing books for home use	50%	50%	50%	60%
2. Number of visits by school age staff to school day classrooms	28	28	30	34

- **GOAL 4:** *Expand the childcare staff's knowledge of state-of-the-art practices working with children with special needs, in parent support techniques and in developmentally appropriate practices.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of staff training sessions targeted to goal	10	12	12	14
2. Number of times pre-school staff complete a full developmental assessment in the areas of cognitive, social, emotional and motor skills for each child	2	2	2	2

CENTER FOR FAMILIES

PURPOSE & OVERVIEW: The Center for Families began in 1994 as an initiative of the Kids' Council and has been part of the Department of Human Services Child Care and Family Support Services Division since 1999. The Center for Families provides support services, including resources and referral, parenting support and education, parent-child activities, and community building opportunities for families of children ages 0-6, directly supporting the City Council's education, fostering community and valuing diversity goals. The Director of the Center for Families is supported equally by funds from the Cambridge Health Alliance, the School Department, and the City. The Center for Families of North Cambridge was established as a local pilot for the initiative in 1994. This neighborhood based, school-linked family support program is housed in the Peabody School Community Wing. Its operating costs are supported by a Family Network grant from the Massachusetts Department of Education. A Family Center grant from the Children's Trust Fund funds Center for Families activities throughout Cambridge. The Center for Families receives support and oversight from two councils: the Citywide Cambridge 0-8 Council and a local Community Advisory Council composed of parents and providers in North Cambridge. The goals and performance measures below reflect family support activities across the city.

FY07 GOALS

- *GOAL 1: Create formal and informal opportunities for families to enhance parent-child relationships and mobilize resources to support family development.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of families that participated in parent education classes, support groups, or workshops	167	200	160	185
2. Number of families that participated in parent-child playgroups and other family activities	307	350	350	375
3. Number of families that received information and referral services	172	200	200	220
4. Number of families that received one-on-one consultation/support	32	75	40	50
5. Total number of families participating in all direct service programming	408	500	500	550
6. Number of families that received newsletter or other written information about parenting and family support	764	900	1,000	1,000

- *GOAL 2: Extend outreach and services to non-English speaking families, low income families, and families of children with special needs.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Families served who are English Language Learners	100	150	90	150
2. Families served who are residents of subsidized housing complexes	91	150	90	120
3. Families served who have a child with special needs	26	50	30	30

■ *GOAL 3: Enhance accessibility of programs to families.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of hours of on-site childcare provided for parent groups and classes	128	100	100	150
2. Number of hours of outreach programming held in housing complexes or other community locations	217	200	200	200
3. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff	91	100	100	100
4. Number of languages in which services are available	5	5	5	5

**HUMAN SERVICES
- Golf Course**

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$303,970
\$211,040
\$515,010

\$268,620
\$257,405
\$526,025

OPERATIONS \$252,910
MAINTENANCE \$303,195
\$556,105

PURPOSE & OVERVIEW: The Thomas P. O'Neill, Jr./Fresh Pond Municipal Golf Course is in operation from early April to early December and

is fully supported by daily fees, membership and league fees. The membership program at the golf course offers a variety of categories and rates including families, juniors, junior non-residents, residents, non-residents and senior citizens. In addition, the golf course management staff has instituted a very successful free weekly junior golf lesson program in addition to two four-week youth golf camps funded through a philanthropic contribution. The course hosted a recent United States Public Links Ladies Qualifying Tournament and has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. Working with the Massachusetts Golf Association and Harvard University, staff has initiated a weekly off-season youth golf lesson program. The Golf Course is implementing the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which will result in establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY07 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Total number of rounds annually	38,590	40,000	41,400	40,000

■ *GOAL 2: Continue to expand the youth program at the Golf Course.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of youth members	52	52	52	52
2. Number of youths participating in free weekly clinics	60	60	60	60

**HUMAN SERVICES
- Community Learning Center**

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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<p>\$88,355 <u>\$595,460</u> \$683,815</p>	<p>\$95,515 <u>\$630,120</u> \$725,635</p>	<p>LEADERSHIP \$98,960 OPERATIONS <u>\$631,020</u> \$729,980</p>
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PURPOSE & OVERVIEW: The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults

each year. The services of the CLC support the City Council goals around public education, diversity, and fostering community. The core program includes seven levels of English for Speakers of Other Languages (ESOL) classes and six levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and US history and credit for previous coursework, employment, home management, languages, and other life experience areas. The Pre-College Bridge Program prepares students for the transition to post-secondary education. All CLC students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations, and practice their reading, writing and math skills on a computer. CLC provides basic career training in computers for 15-18 students and community members who work with classroom teachers as aides in the computer lab. In addition, CLC provides ESOL citizenship preparation, family literacy classes, and leadership training. Through grants and partnerships, CLC also offers adult basic education classes to employees of Cambridge businesses.

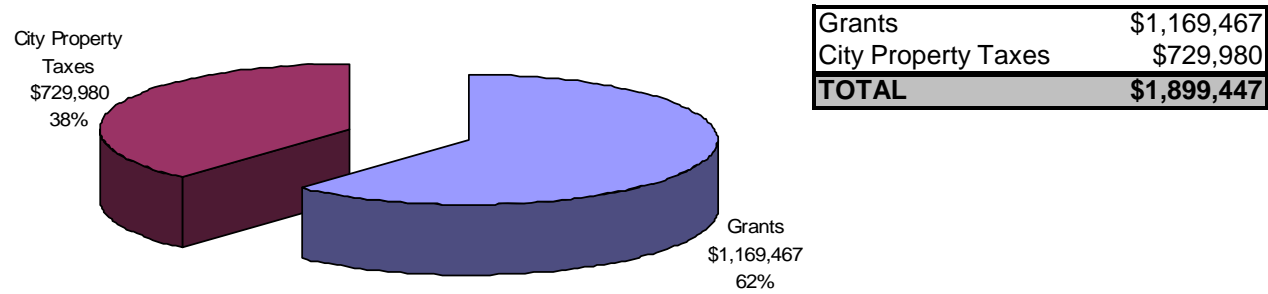
Of the more than 1,000 adults served each year at the CLC, approximately 150 are from the United States and the remainder comes from 70-80 different countries, with over 40 different native languages represented. Approximately 35% of the costs of the CLC have been supported by City tax dollars, with the remaining funds coming from grants, contracts, and private fundraising. These funds have enabled CLC to provide, in addition to the core services described above, outreach and classes for special populations including the homeless and public housing residents, teacher training on working with learning disabled students, workplace education, and the development of health, study skills, employability skills and civic education curricula.

The CLC ESOL Network offers technical assistance, training and support for groups throughout Cambridge that are interested in setting up ESOL classes taught by volunteers or paid teachers. Students who are on the waiting list at the CLC are referred to these classes. The ESOL Network



| increases the availability of ESOL instruction for Cambridge adults.

FUNDING SOURCES/COMMUNITY LEARNING CENTER:



Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of school year classes	68	62	62	62
2. Number of school year instructional hours	11,505	11,000	11,000	10,250
3. Number of school year student slots	693	700	718	700
4. Number of summer classes	36	32	35	35
5. Number of family literacy classes	3	3	3	3
6. Number of citizenship classes	2	2	2	2
7. Number of students served	1,159	1,100	1,100	1,000
8. Number of computer operations classes offered	30	25	25	4
9. Number of classes using computer lab regularly	30	35	35	35
10. Number of classes supported by ESOL Network	13	15	14	14
11. Cost per student	\$1,530	\$1,669	\$1,747	\$1,851

■ *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of in-house staff development sessions	25	20	20	20
2. Number of class curricula written or revised	4	3	3	4
3. Number of evaluation instruments administered and used to inform program design	10	8	9	8


■ *GOAL 3: Continue to improve the transition from CLC programs to other education and training programs by establishing and strengthening collaborative relationships with other agencies, by expanding in-house student workshops and increasing follow-up calls to former students.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of high school graduates	24	30	30	30
2. Number of advanced ESOL graduates	28	20	20	20
3. Number of students advancing to education and training program	85	70	70	70
4. Number of workshops for students on careers, further education, study skills, health education and support services	27	25	25	25
5. Number of follow-up contacts with former students	152	130	130	140
6. Number of collaborative projects with agencies or groups to improve quality of and access to services	7	8	8	8
7. Number of workshops led by CLC students	50	n/a	82	70

**HUMAN SERVICES
- Youth Programs**

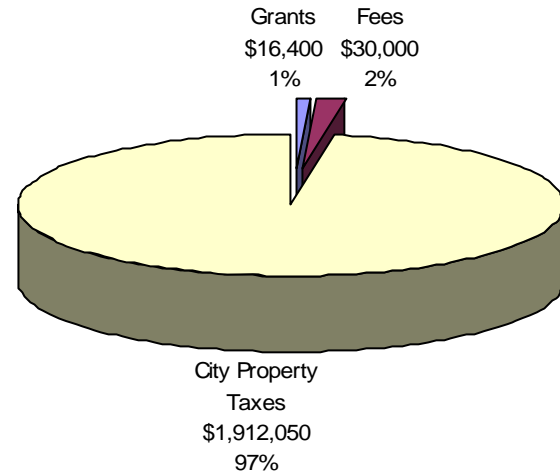
ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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\$1,779,585	\$1,863,030	YOUTH CENTER PROGRAMS	\$1,942,050	<p>PURPOSE & OVERVIEW: The Cambridge Youth Programs’ goal is to enrich the lives of young people ages nine to 19 by promoting leadership skills, providing them with a safe, stimulating environment in which to grow, providing academic support and enrichment and recreational activities. Programs are offered through a network of five youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gymnasiums and easy access to parks and fields. A diverse and multi-talented staff provides direct services and mentorship to youth. The work of the Youth Programs supports the City Council’s goals of education, diversity and promoting community. As part of the redesign process for the youth centers, staff responsibilities and positions are being realigned to provide more accountability and leadership for the pre-teen and especially for the teen program.</p> <p>Each center is licensed through the Department of Early Education and Care for the after-school leadership program that operates Monday through Friday for 9-13 year olds. Programming includes academic support, recreation and enrichment activities, field trips and community service. During the summer, there are three summer camps, a Sports Leadership Academy and two Arts Programs, pre-teen and teen basketball leagues for girls and boys and Project 13, a program designed specifically for 13 year olds. Staff have been participating fully in the Department's efforts to enhance our capacity to serve children with disabilities in inclusive environments. They are participating in comprehensive training around inclusion and their work is being supported by the Department's Inclusion Specialist. A brochure about the Department’s Inclusion Initiative was sent to all families participating in the programs.</p> <p>During FY07, the Division will pilot a new teen enrichment model that offers exciting opportunities for teens, engaging them in the development and design of new programming. Additionally, the Youth Programs will seek input and participation of teens not currently engaged in Youth Center programming as a way to broaden impact and expand services. This summer, a joint program with the Mayor’s Summer Youth Employment Program will introduce new teens to the opportunities available at the youth centers. The Youth Program will continue to operate the Leaders in Action internship program. Teens, ages 16-18, interested in developing leadership skills work in the Youth Centers while participating in a weekly Leadership Seminar that focuses on career development, self-awareness and civic engagement. The Neighborhood Service Project, a collaboration with the Office of Workforce Development, continues to operate in the spring, providing 14 and 15 year olds with an introduction to the world of work through service learning projects. During the summer, teens may participate in <i>Girls Taking Action, Youth In</i></p>
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| *Leadership or Global Citizens* experiential learning programs that provide service to the community while promoting work and life skills.

Funding is provided for services to support at risk youth through a contract with the Salvation Army *Bridging the GAP* program. In addition, the City, working with the Port Action Group, has contracted for a part-time community liaison and for street worker services in Area 4, focused on older youth and young adults. In support of the City Council goal of fostering community, the Youth Division provides major support for community building activities such as Area 4 Community Pride Day, Danehy Park Family Day and Hoops “N” Health.



Grants	\$16,400
Fees	\$30,000
City Property Taxes	\$1,912,050
TOTAL	\$1,958,450

Includes funds anticipated to be received in FY07, but not yet appropriated.

FY07 GOALS

- **GOAL 1:** *Provide quality programs for pre-teens and teens throughout the city.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of pre-teens 9-13 in licensed after school program	195	225	220	225
2. Number of pre-teens enrolled in summer programs	n/a	n/a	250	300
3. Retention rate of pre-teens enrolled in school year program	n/a	n/a	n/a	78%
4. Number of teens participating in school year and summer programs	283	300	325	450

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
5. Number of teens involved in programming planning and decision-making at the Youth Centers	n/a	50	60	60
6. Percentage of families responding to surveys regarding program quality and improvements	44%	50%	50%	60%
7. Number of trainings provided to full- and part-time staff	15	15	15	18
8. Percentage of families reporting satisfaction with program quality	94%	95%	90%	90%
9. Percentage of families reporting staff know their child's personality, strengths, interest and needs	n/a	n/a	70%	75%

■ *GOAL 2: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of programmatic partnerships and collaborations	12	12	22	15
2. Number of parents and community volunteers participating in program activities	30	40	40	50
3. Number of community events sponsored by or supported by Youth Programs	5	5	5	5

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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**COMMISSION ON THE
STATUS OF WOMEN**

\$155,290	\$165,540	<p>WOMEN’S COMMISSION \$169,065</p> <p>PURPOSE & OVERVIEW: The Cambridge Commission on the Status of Women was established in October 1977 to “act as a centralizing force in the City of Cambridge and in the community to deal with all women’s issues.” The powers and duties of the Commission are: “to ensure the equal status of women in educational, economic, political, health, legal and social spheres; to design and implement programs that promote equality for women in the City; to recommend policy to all departments, divisions and agencies of the City, including the City Manager and City Council; to initiate, coordinate and monitor legislation; and to respond to incidents of discrimination against women.”</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Initiated development of a comprehensive analysis of the status of women and girls in the City using census and other data. Supervised a Kennedy School of Government student to develop a prototype of the report with key indicators and conducted 25 interviews with community stakeholders to determine the scope and uses of the information. Supervised an MIT graduate student during the Summer to collect preliminary data. • Concluded the first two sessions of workshops by and for low-income women affected by depression and stress as part of the program, Reaching Out About Depression (ROAD). Worked with an advisory group to evaluate the effectiveness of ROAD. Coordinated the Kitchen Table Conversations Group, a weekly support/action group for women and children living in public housing who have been affected by state and national welfare reform policies. • In collaboration with the Cambridge Arts Council, approved the final design of “Filament/Firmament,” a major public art installation for the new Cambridge Public Library main branch honoring the contributions of women to the life of the City. Publicized an exhibition of its elements in the CAC Gallery for the month with private and public receptions. Initiated a committee to guide fundraising to complete the artwork and professional catalog as well as an interactive Web site containing a database of Cambridge women’s history and a curriculum for students and adults. In collaboration with the Historical Commission, coordinated an essay contest for 5th and 6th graders with an awards program on International Women’s Day. 	
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- As part of the Citywide Domestic Violence-Free Zone, participated in training of managers and staff within the Cambridge Housing Authority on recognizing and assisting with domestic violence situations. Held a candlelight vigil in Harvard Square and speak-out on City Hall steps during Domestic Violence Awareness Month. Supported development of two focus groups with men of color to identify new approaches to preventing family violence. Coordinated monthly meeting of local agencies and organizations to improve and increase domestic violence services and prevention programs. Served on the Governor's Domestic Violence Task Force Committee on Prevention and Education.
- Coordinated Woman-to-Woman, a day of health and fitness activities for high school girls at Cambridge Rindge and Latin School. Coordinated the 9th annual Fifth Grade Girls' Sports Day at MIT with daylong sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to healthy physical activity. Collaborated with the Cambridge YWCA on several new after-school and summer programs for elementary and teenage girls.
- Presented three different programs for pre-teen and teenage girls and their trusted female adults with Girls' LEAP (Lifetime Empowerment and Awareness Program), founded in Cambridge and located at Wellesley College, in collaboration with the Police Department's Rape Aggression Defense (RAD) program. Collaborated with the CRLS STARS (Students Teaching About Respect) peer leaders and Girls' LEAP to strengthen awareness of personal and community safety strategies. Coordinated a program called Woman-to-Woman, a health fair for teen girls at Cambridge Rindge and Latin School.
- Member of coordinating committees for the Older Women's League and a State House Social Security Summit.
- Chaired the Women's Health Task Force of the Cambridge Health Alliance and the Community Advisory Committee to the Cambridge Birth Center.
- In collaboration with the Historical Commission and the Arts Council, presented several programs on women's history, including a celebration of the Window Shoppe in Harvard Square, a consignment shop and bakery developed by and for women fleeing the Holocaust. Hired an editor to organize and refine the database of women's contributions to the life of the City of Cambridge to be posted on the City's Web site. Led tours of the Cambridge Women's Heritage Trail in and around Central Square and mid-Cambridge.

FY07 GOALS

- *GOAL 1: Develop working committees of municipal departments and community-based organizations to proceed with the coordination of the Domestic Violence-Free Zone Implementation Plan; coordinate Citywide Domestic Violence Task Force meetings including quarterly joint meetings with Somerville.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. New working Committees/ Projects established	2	2	2	2
2. Number of Domestic Violence Task Force meetings	10	10	10	10

- *GOAL 2: Work with neighborhood groups and individual women and girls in safety awareness and security activities.*

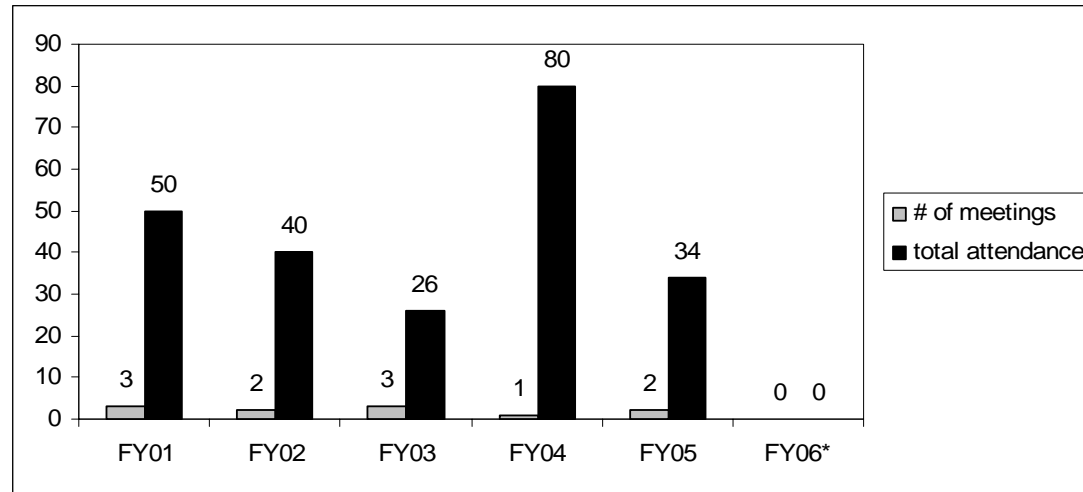
PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of self-defense and safety awareness classes organized/ number of participants	4/100	5/150	5/150	5/150
2. Implement specialized classes/ programs for pre-teens and teen-aged girls; number of classes	3	3	3	3

- *GOAL 3: Work with School Department, other City departments and community groups to evaluate girls' needs in relation to sports, physical fitness, health services and academic achievement.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	250	300	300	300

Figure 1: Meetings Held to Address Assault and Other Incidents of Violence Against Women

Key women safety activists are notified within 48 hours of publication of police alerts and neighborhood/community meetings are organized in collaboration with Police Department and other agencies/groups within 7 days.



*Reflects activity as of March 31, 2006.

- **GOAL 4:** *Create a Cambridge Women's Arts and Heritage Project in collaboration with the Arts Council, Historical Commission and Public Library.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop a museum-quality Web site for the project	30%	100%	40%	100%
2. Number of public events focusing on themes relevant to the project	5	5	8	5
3. Complete fundraising for fabrication of artwork and Web site development	n/a	n/a	n/a	100%

■ **GOAL 5:** *Measure the status of women and girls in Cambridge.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Develop and implement process for advertising and disseminating status report	n/a	n/a	n/a	100%
2. Meet with key community groups, leaders and public officials to publicize and review findings and evaluate scope of the study	n/a	n/a	n/a	15

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$159,105
Real Estate Taxes	\$159,105	
INTERGOVERNMENTAL REVENUE		\$9,960
State Cherry Sheet Revenue	\$9,960	
TOTAL FY07 BUDGETED REVENUE		\$169,065

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$158,205
OTHER ORDINARY MAINTENANCE	\$9,835
TRAVEL AND TRAINING	\$1,025
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$169,065

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	2	2	2

ACTUAL FY05	PROJECTED FY06		BUDGET FY07	HUMAN RIGHTS COMMISSION
\$159,430	\$169,920	HUMAN RIGHTS COMMISSION	\$171,265	<p>PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 for the purpose of protecting the Civil Rights of the citizens of the city. In operational terms, this means that the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and Civil Rights Act violations. The Commission educates the public including school-age children about their rights and responsibilities under the law, advises the administration about issues affecting City departments, and provides training to City employees.</p> <p>FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Continued implementing mediation as a component of the Commission’s enforcement mission. All formal complaints under the Commission’s investigation are now subject to an attempt at mediation before a determination on the merit of the case is made. Since its implementation, over 30% of cases were amiably mediated before a finding was made. Of note is the fact that the Commission was able to recover approximately \$285,000 in settlements for complainants in addition to training, monitoring, and other affirmative relief. • Continued an aggressive Outreach Program in collaboration with various City agencies. The Outreach Program includes a user-friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau information, and a Civil Rights Curriculum. People with a potential complaint of discrimination can now file a preliminary complaint online with the Commission. • Continued to train Commissioners and staff in skills related to the work of the Commission. Commissioners are now actively involved in case mediation at the Commission. • Maintained a Mediation Internship program with local area law schools to train law students in mediation for Civil Rights cases. • Produced a newsletter, which is widely distributed to community organizations, City employees, and people interested in discrimination issues. The newsletter consists of news of the Commission and legal news and analysis in the area of discrimination law. • Collaborated with the Boston Fair Housing Center in their various projects aimed at strengthening Fair Housing laws and investigative practices.

- Sponsored an annual Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 200 Cambridge students from sixth grade through eighth grade participated in the annual poster and essay contest. Several business establishments in Cambridge collaboratively assisted the Commission in the celebration. Cambridge Trust, Cambridgeport Bank, Cambridge Savings, East Cambridge Savings, the Cambridge Council of Realtors, and several local businesses donated money, certificates of savings bonds, and gift certificates toward the awards and prizes for the winners.

FY07 GOALS

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of public inquiries	435	450	512	450
2. Number of community training sessions	20	20	20	22
3. Events related to human rights issues	45	40	45	50

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of complaints open from prior fiscal years	6	5	5	0
2. Number of complaint intakes from public inquiries	120	100	124	130
3. Number of complaints referred to other agencies or dismissed due to lack of jurisdiction	85	75	90	90
4. Number of complaint intakes from other agency referrals, including HUD and EEOC*	40	50	23	15
5. Number of complaints investigated and closed	76	75	62	55
*No longer receiving complaints from MCAD as a result of new agreement				

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
6. Number of tests performed on complaints under investigation	5	2	2	4
7. Average number of days until case is routed	2	2	2	2

■ *GOAL 3: Perform mediation as a means to resolve complaints in lieu of investigation.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Mediations performed regarding City employees' issues	2	4	4	4
2. Number of closed complaints sent to mediation	76	75	62	55
3. Number of complaints mediated	30	30	18	30

■ *GOAL 4: Hold public hearings on cases investigated.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of complaints pending hearing	3	2	2	5
2. Number of complaints heard and adjudicated	0	1	0	2

■ *GOAL 5: Maintain funding by the Federal Department of Housing and Urban Development (HUD). HUD pays the Commission on a case-by-case basis. The reimbursement rate is negotiated each year.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of complaints paid by HUD	10	10	14	12
2. Reimbursement per case by HUD	\$1,800	\$1,800	\$1,800	\$1,800

- **GOAL 6:** *Continue interaction between the Cambridge Human Rights Commission and other City departments in collaborative efforts, including education and training, with funding provided by the Personnel Department.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Joint projects and training (sexual harassment, disabilities, diversity, Fair Housing, etc.)	15	15	15	18
2. Number of trainings related to the work of the Commission provided to Commissioners	n/a	2	2	3

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$171,265
Real Estate Taxes	\$171,265	
TOTAL FY07 BUDGETED REVENUE		\$171,265

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$166,510
OTHER ORDINARY MAINTENANCE	\$4,055
TRAVEL AND TRAINING	\$700
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$171,265

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	2	2	2

ACTUAL FY05	PROJECTED FY06		BUDGET FY07
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**VETERANS' SERVICES/
BENEFITS**

\$294,645	\$309,475
<u>\$240,730</u>	<u>\$278,500</u>
\$535,375	\$587,975

**ADMINISTRATION
BENEFITS**

**\$315,210
\$286,500
\$601,710**

PURPOSE & OVERVIEW: Mandated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge

veterans and their families, provide them with quality support services, and direct a financial assistance program for those veterans and/or their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, personal needs, insurance, fuel, telephone and transportation, as well as medical, dental, hospital, and burial expenses. The cost of this benefits program is reimbursed by the State at the rate of \$.75 for every City dollar expended. In addition, the Department assists veterans who are totally disabled, parents or wives of veterans killed in action and those who died as a result of a service-connected injury in receiving an annual \$2,000 annuity at no cost to the City. In FY06, Cambridge veterans and their families received \$2.8 million in Federal Veterans' Administration benefits. The Department assists veterans in processing applications for federal benefits, such as service connected compensations, disability pensions, personal needs/aids and attendance pensions, social security/disability benefits, medical, education, housing, employment, life insurance and death benefits. The Department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their spouses. The Department coordinates public events on Patriots', Veterans' and Memorial Days, including the Memorial Day Parade. In addition, in conjunction with the Cambridge Veterans' Organization (CVO), the Department participates in the dedication of streets, squares and parks and attends funerals of veterans killed in action. Each Memorial Day, over 9,000 flags are placed on the graves of veterans interred in Cambridge cemeteries. The Department serves as Burial/Graves Agent for indigent Cambridge residents (non-veterans) buried in the Cambridge cemetery.

SIGNIFICANT BUDGET MODIFICATIONS: An increase of \$41,500 for veterans' benefits based on the FY06 projected costs is included in the FY07 Veteran's Budget. The veterans' benefits budget is \$286,500 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.

FY06 MAJOR DEPARTMENTAL ACCOMPLISHMENTS

- Assisted veterans in applying for the new Commonwealth of Massachusetts State Bonus program for returning Iraq and Afghanistan veterans (\$1,000 bonus) and those who were activated since September 11, 2001, but served in other areas (\$500 bonus).

- Continued to register all Cambridge World War II veterans in the Washington D.C. WW II Registry.
- Assisted veterans and/or their spouses in applying for the Medicare Part D Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY06. Continued to minimize M.G.L. Chapter 115 expenditures (Veterans' Benefits) by aggressively procuring federal benefits, third party reimbursements and improving case management.
- Continued to enhance the Department's Web site ensuring that quality, up-to-date information is available to veterans and their families.
- Implemented revised changes in policies and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective November 2005.
- Worked closely with the Assessing Department to reach veterans who may be eligible for property tax abatements.

FY07 GOALS

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Ensure applications are forwarded for approval to the state within 10 days after intake	100%	100%	100%	100%
2. Develop a case management plan for each new client within 30 days of intake	100%	100%	100%	100%
3. Ensure state returns for reimbursement are forwarded to the state within 30 days following the payment month	100%	100%	100%	100%
4. Units of service administered to clients receiving weekly/monthly City subsidy	1,513	1,400	1,400	1,450
5. Number of veterans receiving City subsidy	44	47	44	44
6. Number of spouses or dependents receiving City subsidy	36	36	34	34
7. Percentage of new clients accessing federal benefits	25%	25%	25%	27%

- *GOAL 2: Increase public awareness of veterans' benefits, services and issues by producing a veterans' television program on cable television and veterans' articles for local publication.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of Cable TV programs produced or rebroadcast	14	12	14	12
2. Number of newspaper articles produced	18	16	18	16

- *GOAL 3: Increase community participation in veterans' ceremonial events by increasing public awareness through personal presentations, media utilization, linkages with schools, community organizations and other City departments. Continue the ceremonial and public events function of the Department by honoring both living and deceased veterans.*

- *GOAL 4: Produce timely updates to the Veterans' Department Web page.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of veterans benefits updates	12	12	12	12
2. Number of informational/current event updates	12	14	12	14

- **GOAL 5:** *Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	13	12	13	12

- **GOAL 6:** *Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY05 ACTUAL	FY06 BUDGET	FY06 PROJECTED	FY07 PROPOSED
1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments	4	4	4	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$403,455
Real Estate Taxes	\$403,455	
INTERGOVERNMENTAL REVENUE		\$198,255
Veterans' Reimbursement	\$4,500	
State Cherry Sheet Revenue	\$80	
Cherry Sheet – Veteran Benefits	\$193,675	
TOTAL FY07 BUDGETED REVENUE		\$601,710

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$261,660
OTHER ORDINARY MAINTENANCE	\$48,900
TRAVEL AND TRAINING	\$291,150
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$601,710

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	3	3	3

SUMMARY: EDUCATION

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$115,859,860	\$119,238,755	Public Schools	\$125,362,205

FINANCING PLAN	FY07 BUDGET
Taxes	\$98,633,655
Fines & Forfeits	100,000
Intergovernmental Revenue	26,328,550
Miscellaneous Revenue	<u>300,000</u>
	\$125,362,205

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07	EDUCATION
\$115,859,860	\$119,238,755	EDUCATION	\$125,362,205	<p>The proposed FY06-07 School Budget of \$125,362,205 represents an increase of \$1,317,805, or 1.1% over the FY05-06 budget of \$124,044,400. The budget is within the financial guidelines established by the City Manager for the School Budget.</p> <p>The FY06-07 School Budget increase is the lowest increase (1.1%) in the past 10 years. However, reallocations of funds have allowed for the following program improvements and initiatives;</p> <ul style="list-style-type: none"> • <u>Expansion of Literacy Collaborative:</u> the Literacy Collaborative, in partnership with reading experts at Lesley University, will further advance the full implementation of the program in all elementary schools and move the program into grades 3-5 in several schools. The School Department will recruit six additional literacy coaches and provide in-service training to teachers and paraprofessionals. • <u>Updated Mathematics Curriculum:</u> the new Connected Math Program for middle school grades and the new TERC Investigations Program for the elementary grades are significant investments. Also, the middle school mathematics curriculum and high school math curriculum and course work are being revised to help students become more capable on the state frameworks and to better coordinate curriculum between middle school and high school. • <u>Middle School Program:</u> The Middle School Program is being targeted for several major efforts. The “Reach” initiative is scheduled to be implemented over the next two years, involving consultation from Teachers’ College, Columbia and Lesley University, to increase rigor across the content areas. The new mathematics curriculum mentioned above, along with further development of the Writers’ Workshop and Readers’ Workshop programs, will provide increased rigor system-wide. Also, middle school students will have access to a Media Arts/Television after school extra-curricular program at the new RSTA (Rindge School of Technical Arts) media studio. The AVID (Advancement Via Individual Determination) program is being expanded to the Peabody and Kennedy Longfellow middle schools, and the ISP (Intensive Studies Program) is starting at the Peabody. Finally, a pilot program of extracurricular activities is proposed for the Peabody, in concert with the City youth center and other City and community programs.



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- **Elementary Improvements:** class structures have been stabilized over the past two years, and will continue next year. Class sizes will be reduced in grades 1-3 to a targeted 18:1 ratio, while grades 4-8 continue to have a 22:1 target ratio, and kindergarten a 20:1 targeted ratio. Three additional developmentally appropriate junior kindergartens will be instituted at the Amigos, Morse and Peabody schools. A Montessori program is being proposed for SY2007-08 at the Tobin School, and exploratory planning work will be undertaken next year.
- **High School Improvements:** next year will mark the third year of implementation of the Harvard University excellence in teaching in-service program called Teaching for Understanding, as well as continued in-service training for teachers on the block schedule. SAT Prep classes will be expanded in response to waiting lists this year, and AVID will expand to the 11th grade. RSTA will have increased staffing to support enrollment growth in Level 2 and Level 3 advanced courses, and will be preparing and applying for state certification in the new Health Assisting and Media Arts programs. A Conflict Mediator position is being funded, to be housed at CRLS (Cambridge Rindge and Latin School) but will be available to all schools. This person will be given the charge to develop a peer mediation program starting at CRLS.
- **Professional Development** – District Level: most of the CPS professional development is determined by and implemented at the school level, in concert with School Improvement Plans (SIP). Additional funds are being made available to schools to provide stipends to support the movement of some staff development time to after school hours. District level professional development plans include training for teachers in how to use paraprofessionals effectively, training for paraprofessionals in district adopted curriculum, and for all staff in using new technology for a variety of uses. Additional funding is provided to meet state requirements for a lengthened Teacher-Mentor Program, and will continue in year two of the CPS Leadership Development Network for Principals and district staff with Dr. Elmore from Harvard.

Funds within the budget have been reallocated to support many of the above initiatives. A total of (\$1,021,382) has been reduced, including \$586,339 (57%) in administrative staff and support, and the remaining \$435,043 (43%) in enrollment-driven school staffing reductions. These funds have been reallocated to fund \$973,882 (95%) in direct school initiatives, and \$47,500 (5%) in support areas.

FINANCING PLAN	DETAIL	SUMMARY
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TAXES		\$98,633,655
Real Estate Taxes	\$97,697,655	
Hotel/Motel Excise Tax	\$936,000	
FINES & FORFEITS		\$100,000
Parking Fines	\$100,000	
INTERGOVERNMENTAL REVENUE		\$26,328,550
State Cherry Sheet Revenue	\$14,338,060	
Cherry Sheet – School Aid	\$7,189,505	
Cherry Sheet – School Construction	\$3,875,350	
Cherry Sheet – Lunch Programs	\$25,635	
Medicaid Reimbursement School	\$900,000	
MISCELLANEOUS REVENUE		\$300,000
Free Cash	\$300,000	
TOTAL FY07 BUDGETED REVENUE		\$125,362,205

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$92,565,965
OTHER ORDINARY MAINTENANCE	\$25,199,350
TRAVEL AND TRAINING	\$1,614,715
EXTRAORDINARY EXPENSES	\$5,982,175
TOTAL FY07 BUDGETED EXPENDITURES	\$125,362,205

SUMMARY: INTERGOVERNMENTAL

FY05 ACTUAL	FY06 PROJECTED	PROGRAM EXPENDITURES	FY07 BUDGET
\$16,012,295	\$15,774,595	M.W.R.A.	\$17,678,620
11,731,340	14,484,480	Cherry Sheet Assessments	16,197,970
<u>6,500,000</u>	<u>6,250,000</u>	Cambridge Health Alliance	<u>6,000,000</u>
\$34,243,635	\$36,509,075		<u>\$39,876,590</u>

FINANCING PLAN	FY07 BUDGET
Taxes	\$16,485,960
Charges for Service	18,157,060
Intergovernmental	<u>5,233,570</u>
	<u>\$39,876,590</u>

ACTUAL FY05	PROJECTED FY06	BUDGET FY07
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**MASSACHUSETTS WATER
RESOURCES AUTHORITY**

\$16,012,295	\$15,774,595
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**MASSACHUSETTS WATER
RESOURCES AUTHORITY \$17,678,620**

PURPOSE & OVERVIEW: In FY85, the State Legislature approved a bill creating the Massachusetts Water Resources Authority (MWRA).

The Authority acquired the operation of metropolitan Boston's sewer and waterworks system from the Metropolitan District Commission (MDC). Since the City has its own source of water, the MWRA traditionally has had little impact on the City's water rate. Because of the responsibility given to the MWRA to improve existing sewerage systems, especially as they affect Boston Harbor, the Authority influences the City's sewer service charge.

For FY07, the MWRA estimated charge of \$17,678,620 represents a 12.1% increase from the FY06 charge of \$15,774,595, which is significantly higher than the average 1% increase of the past three years. The FY07 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 52% of the total Sewer budget. The substantial increase in the assessment is due to rising energy and utility costs, higher interest rates on MWRA debt, additional health insurance costs for MWRA employees, and changes in public health and environmental requirements that increase overall spending costs for the MWRA.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICE		\$17,678,620
Sewer Service Charge	\$17,678,620	
		\$17,678,620

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$17,678,620
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$0
	\$17,678,620

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	0	0	0

CHERRY SHEET ASSESSMENTS

ACTUAL FY05	PROJECTE D FY06		BUDGET FY07
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<p>\$9,710 \$36,930 \$26,860 \$7,421,205 \$477,000 <u>\$3,759,635</u> \$11,731,340</p>	<p>\$9,195 \$35,775 \$27,610 \$7,593,315 \$477,000 <u>\$6,341,585</u> \$14,484,480</p>	<p>ELDERLY GOVERNMENTAL RETIREES AIR POLLUTION CONTROL MAPC MBTA C.S. REGISTRY HOLD PROGRAM EDUCATION</p>	<p>\$11,920 \$36,595 \$28,255 \$7,818,100 \$478,440 <u>\$7,824,660</u> \$16,197,970</p>
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PURPOSE & OVERVIEW: The Cherry Sheet is a form showing all state and county charges assessed against the City as certified by the state director of accounts. The name is due to the fact that years ago the document was printed on cherry colored paper.

The figures shown above are based on the preliminary State Cherry

Sheet and are subject to revision when the final Cherry Sheet is issued as part of the adopted state budget.

ELDERLY GOVERNMENTAL RETIREES. The Elderly Governmental Retirees Plan is a contributory group health and life insurance plan established for City employees who retired prior to the adoption of the City's group policy on July 1, 1957. This allotment covers the administrative premium costs as determined by the state and is carried on the Cherry Sheet.

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

METROPOLITAN AREA PLANNING COUNCIL. The Metropolitan Area Planning Council (MAPC) serves 101 communities as a clearinghouse for the Federal A-95 review process.

PUBLIC TRANSPORTATION. The Massachusetts Bay Transportation Authority (MBTA) provides bus/minibus, trackless trolley and underground subway transportation across the city. The 30 surface routes are located within four-tenths of a mile of 95 percent of all Cambridge residents.



|

The MBTA is composed of 175 communities: the 14 original member communities of the Metropolitan Transit Authority and 161 additional communities that are receiving MBTA service. The MBTA is required to assess each community's share of the overall assessment. All communities associated with the Authority must contribute to the MBTA State and Local Assistance Fund an amount not less than \$136,026,868. Beginning in FY07, this amount will be adjusted each July 1 by the rate of inflation unless the total assessment exceeds 102.5 percent of the previous year's assessment. The individual communities' assessment is determined based on the following formula: each community's assessment shall equal its weighted share of the total population of the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, the act that increased the number of communities in the MBTA from 78 to 175, also determined the weights for each community in conjunction with the 2000 U.S. Census.

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

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

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment (\$7,765,045) which is the amount charged for Cambridge students who attend charter schools. The amount is based on the number of students times the tuition rate of the charter school as calculated by the state using a tuition formula. The significant increase in this cost center from FY05 is due to the increase in the number students based on a new charter school that opened in September 2005. The second component is the amount set aside for School Choice Sending Tuition (\$56,000). This is the amount assessed to the sending municipality for pupils attending another school district under school choice. The last assessment contained in this allotment is for grandfathered costs for special education services (Ch. 766) provided by other districts for students who are state wards that reside in Cambridge (\$3,615).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$10,485,960
Real Estate Taxes	\$10,485,960	
CHARGES FOR SERVICE		\$478,440
Parking Fund Parking Usage	\$478,440	
INTERGOVERNMENTAL REVENUE		\$5,233,570
State Cherry Sheet Revenue	\$2,128,740	
Cherry Sheet – Charter School Tuition Reimb.	\$3,104,830	
TOTAL FY07 BUDGETED REVENUE		\$16,197,970

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$16,197,970
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$16,197,970

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	0	0	0

CAMBRIDGE HEALTH ALLIANCE

ACTUAL FY05	PROJECTE D FY06	BUDGET FY07
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\$6,500,000	\$6,250,000	<p>CAMBRIDGE HEALTH ALLIANCE \$6,000,000</p> <p>PURPOSE & OVERVIEW: The Cambridge Health Alliance (the Alliance), a public authority, established by home rule legislation effective July 1, 1996, is a nationally recognized safety net and academic health care delivery system. The Alliance provides comprehensive clinical, public health, teaching, and research programs at sites throughout the City of Cambridge. It is comprised of The Cambridge Hospital, Somerville Hospital and Whidden Memorial Hospital, over 20 community health centers and ambulatory practices, the Cambridge Public Health Department, and Network Health, a growing Medicaid managed care plan. The Alliance is a teaching affiliate of Harvard Medical School and is also a major Cambridge employer with approximately 1,800 employees working in Cambridge.</p> <p>Patient care is central to the Alliance’s mission. This year the Alliance invested in the health of Cambridge by hiring several top surgeons, launching new services, and upgrading its facilities. Its innovative programs such as the Planned Care chronic disease management programs in diabetes and childhood asthma have led to better health outcomes.</p> <p>The Alliance continues to garner national recognition for health care innovation and community excellence, including being named one of the country’s Top 100 most integrated healthcare systems, the 2005 American Hospital Association NOVA Award for its revolutionary Volunteer Health Advisor program, National Association of Public Hospitals Safety Net Awards (2001-2004), and several Department of Psychiatry awards, including the 2003 American Psychiatric Association’s Gold Award.</p> <p>The Alliance is committed to providing high quality health care to people of all backgrounds. The Alliance is one of the largest “safety net” providers in Massachusetts and the state’s largest proportional provider of care to people without health insurance, with 85% of total operating revenues coming from government sources. The Alliance incurred about \$120 million in costs for patient care to uninsured people in fiscal year 2005. Continuing its role as the leading acute care hospital provider of psychiatric services in the Commonwealth, the Alliance provided 30% of all mental health and substance abuse inpatient care to uninsured residents. The pending Massachusetts health care reform legislation and implementation of the federal Medicaid waiver will impact critical funding sources for the Alliance and its patients. The Alliance is actively engaged in advocacy toward the strongest possible outcome during this time of intensified risk related to the financing and organization of key government health care</p>

programs.

An integral part of the Cambridge Health Alliance, the Cambridge Public Health Department is responsible for protecting the health of Cambridge residents, workers, and visitors. Department programs include communicable disease prevention and control, emergency preparedness, epidemiology, environmental health, school health, community health, and regulatory enforcement. The Department also produces the annual *Cambridge Public Health Assessment*. The 2006 edition features a comprehensive data report on the city's six health priorities.

In FY06, pandemic flu preparedness was a major focus of the Department. Activities included developing an emergency dispensing plan, hiring a team of epidemiologists, organizing drills, and strengthening partnerships. The Alliance convenes or plays a major role in several City initiatives including the Agenda for Children, the Men of Color Health Initiative, and the Domestic Violence Free Zone Initiative.

SIGNIFICANT BUDGET MODIFICATIONS: The FY07 Cambridge health Alliance Budget for FY07 is \$6,000,000 which is a reduction of \$250,000 from FY06 in accordance with City's service agreement with the Alliance.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$6,000,000
Real Estate Taxes	\$6,000,000	
TOTAL FY07 BUDGETED REVENUE		\$6,000,000

STATUTORY ANALYSIS	SUMMARY
SALARY AND WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$6,000,000
TRAVEL AND TRAINING	\$0
EXTRAORDINARY EXPENSES	\$0
TOTAL FY07 BUDGETED EXPENDITURES	\$6,000,000

FULL TIME BUDGETED EMPLOYEES	FY05	FY06	FY07
	0	0	0

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC INVESTMENT
- Summary**

GENERAL GOVERNMENT	\$570,000
PUBLIC SAFETY	\$378,000
COMMUNITY MAINT. & DEV.	\$9,442,475
HUMAN RESOURCE DEV.	\$752,590
EDUCATION	<u>\$225,000</u>
	\$11,368,065

CAPITAL BUDGET DECREASES SUBSTANTIALLY IN FY07. Due primarily to a significant decrease in the Bond Proceeds component of the financing plan, the FY07 Capital Budget has decreased \$16,015,105, or 58.5%, from its FY06 level of \$27,383,170 to \$11,368,065 in FY07. This is a planned reduction in response to the increase in property tax supported debt for larger projects approved in earlier Capital Budgets. The FY06 Capital Budget included a loan order for \$2,000,000 which was set aside to finance

HVAC improvements at several City buildings including City Hall, Coffon Building, Senior Center, and Area 4 Youth Center, replacement of floors and installation of a sprinkler system in City Hall, and masonry repairs at several buildings as well as a loan order for \$6,000,000 to finance the acquisition of property for the West Cambridge Youth and Community Center for total tax-supported debt of \$8,000,000. A total of \$10,365,840 in debt was authorized for sewer projects. The amount to be authorized for sewer-related debt has decreased to \$1,500,000 with tax-supported debt decreasing to \$350,000. The substantial decrease in the Sewer Reconstruction component of the capital budget is primarily the result of the delay in scheduled sewer separation in the Alewife Watershed, a project that is being jointly funded with the MWRA. The only tax-supported loan order supplements previous funding for the Yerxa Road Underpass Construction project and covers certain costs that were unforeseen when the project was in its planning phase.

As the table on the following page indicates, the combination of Property Taxes and Free Cash is down \$380,000 from its FY06 level of \$2,830,000 due mainly to the significant increase in tax-supported debt service in FY07 as a result of the February 2006 bond issue. The allocation to the capital fund from the Parking Fund shows a significant increase from its FY06 level of \$600,000 to \$1,380,000 and reflects the projected increase in revenues related to parking fine increases that are being reflected on a full year basis for the first time in FY06. With sufficient revenues in the Parking Fund, projects that were previously funded through Property Taxes or Free Cash such as Traffic Calming are now financed through the Parking Fund. An additional \$100,000 has been set aside in the Water Fund to increase the total allocation for water improvement projects to \$920,000. While the largest portion of the Sewer Reconstruction budget is funded through bond proceeds (\$1,500,000), for which the debt service is covered through sewer service revenues, an allocation from current sewer revenues (\$900,000) is also made to cover costs relating to the structural maintenance of the City's storm, sanitary, and combined sewer systems, including certain emergency costs. These two sources will be supplemented with a grant from the MWRA for \$550,000, for a total Sewer Reconstruction budget of \$2,950,000.

A decrease in the City's FY07 Block Grant entitlement has necessitated a net reduction of \$324,760 in the portion allocated to the Capital Fund, with the Housing Rehab and Development allotment decreasing by that amount. It is important to emphasize that the City's contribution to Housing Rehab and Development has increased substantially in recent years with the acceptance of the Community Preservation Act (CPA) so that the decrease in the Block Grant share is slight in comparison with the increase due to the allocation of 80% of local funds as well as state matching funds for this program. These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee. The \$9,600,000 appropriation made to the Affordable Housing Trust Fund in FY06 was \$800,000 higher than the FY05 contribution of \$8,800,000 and increased the total contribution from the CPA since the acceptance of the act in FY02 to \$37,680,000. It is expected that a similar appropriation will be made in FY07. For additional information on the CPA, please see the following section.

There is a slight decrease in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY06 allocation of \$1,525,695 decreasing \$15,640 to \$1,510,055 in FY07. However, an allocation of \$91,135 from the Street Preservation Offset Fund (SPOF) will offset the decrease in Chapter 90 funds and, when combined with the \$330,000 in Property Taxes set aside for street and sidewalk reconstruction, will produce a total Street / Sidewalk Reconstruction budget of \$1,931,190, which is \$75,495 higher than the FY06 budget.

Golf course revenues will remain constant at \$27,500 and will be used to continue the program to improve conditions at the golf course.

The following chart shows a comparison of Capital Fund revenues for FY06 and FY07:

	FY06	FY07	Variance FY06-07
Property Taxes	\$1,500,000	\$1,450,000	(\$50,000)
Free Cash	1,330,000	1,000,000	(330,000)
Parking Fund	600,000	1,380,000	780,000
Sewer Service Charge	1,200,000	900,000	(300,000)
Water Service Charge	820,000	920,000	100,000
Block Grant	2,014,135	1,689,375	(324,760)
Chapter 90	1,525,695	1,510,055	(15,640)
MWRA Grant	0	550,000	550,000
SPOF	0	91,135	91,135
Bond Proceeds	18,365,840	1,850,000	(16,515,840)
Golf Course Fees	27,500	27,500	0
TOTAL	\$27,383,170	\$11,368,065	(\$16,015,105)

HOUSING, OPEN SPACE, AND HISTORICAL PRESERVATION. For several years after the abolition of rent control, the City allocated a combination of property taxes and free cash to the Affordable Housing Trust Fund to finance the creation and preservation of affordable housing units in the City. Prior to the submission of the FY02 budget, the City Manager proposed and the City Council approved placing the Community Preservation Act (CPA) on the ballot in the November municipal election for voter approval. The voters accepted the CPA and it became effective during FY02. The CPA levies a 3% surcharge on property tax bills (with certain residential exemptions) to fund housing, open space, and historical preservation. In addition, the City is eligible for state matching funds and has received approximately \$21 million from this source since the inception of the program. Since the implementation of the CPA in FY02, \$47,100,000 has been appropriated / reserved for housing (\$37,680,000), open space (\$4,710,000), and historic preservation (\$4,710,000). FY07 revenues from the CPA are expected to be up

slightly based on a higher FY07 property tax levy, with the state match expected to be approximately the same as in FY06 due to Property Taxes being levied at the same level in FY06 as in FY05 (the state match for the CPA is received by the City in the fiscal year following the year upon which it is based). It is expected that the CPA committee will meet in early FY07 to make recommendations to the City Manager for the use of funds in FY07. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY07. Thus, although CPA funds are used for purposes that would otherwise be funded through the capital budgeting process, there is no impact on the capital budget that is being submitted to the City Council for approval.

CURRENT REVENUES SUPPORT A WIDE RANGE OF PROJECTS. While the total of the Property Tax and Free Cash components of the capital budget is down from its FY06 level, the FY07 total is large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases; replacement of a pumper in the Fire Department; fire station and other public building renovations; public art and public art conservation program; park and cemetery tree pruning; sidewalk reconstruction; façade improvement program; open space improvements; school renovations; and improvements to public buildings to make them more accessible to persons with disabilities.

The allocation of Sewer Service revenues to the capital budget has been decreased by \$300,000 from the previous year's level due primarily to a 12.1% increase in the City's MWRA assessment and a significant increase in the sewer service component of the Debt Service budget that is directly attributable to bonds issued for sewer reconstruction in the February 2006 sale. Although the FY07 sewer rate increased less than originally projected, it was necessary to reduce the sewer service portion of the capital budget to mitigate the effects of the MWRA and Debt Service increases.

An allocation of water service revenues will fund improvements to the water system including the replacement of old water mains and valves and other improvements to the distribution system; the sixth phase of the Fresh Pond Master Plan (a planning study for continued capital improvements in and around the Fresh Pond Reservation); enhancements to laboratory instrumentation and monitoring; consulting services to continue to study the flow patterns through the Payson Park Reservoir, the transition of the distribution system maps to GIS, energy conservation efforts, dam safety inspections and the biennial leak detection program; and continuation of the water quality monitoring program.

CAPITAL BUDGETING PROCESS. As can be seen from the wide scope of projects included and the total funds allocated to the implementation of the plan, the capital budget is considered to be one of the most significant components of the City's financial plan. It is clear that decisions made during this process will have an impact on the City for many years to come. In order to achieve optimum results from this process, the Capital Improvement Committee, which includes the Deputy City Manager, Chief Fiscal Officer of the School Department, and the heads of the Budget, Community Development, Finance, Human Services, and Public Works Departments, meets on a regular basis throughout the year to ensure that, as needs arise, they may be addressed in a timely and efficient manner. The information received from reviewing the timing and structure of capital projects has proven to be a valuable planning tool. The committee works closely with the City's financial advisors to ensure that this information is applied to future capital budgeting processes.

The City uses its five-year financial projections for revenues and expenditures in addition to its five-year capital plan to formulate its budget guidelines for departments. The City's FY07 projections reflected a \$2.0 million target in the Pay-As-You-Go capital budget, a decrease of \$830,000 from FY06. This reduction was based on the fact that there are many large capital projects in

the current bonding schedule that will result in a significant increase in the tax supported debt service budget over the next several years. For the FY07 Capital Budget process, departments were instructed to submit Pay-As-You-Go capital requests (funded from property taxes and free cash) that were equal to or less than the approved/funded amount received in FY06. All requests that exceeded the FY06 amount were required to be designated as “supplemental requests.” Departments that did not receive a Pay-As-You-Go appropriation in FY06 could submit an FY07 request but it was required to be submitted as a supplemental request.

Also, the addition of new large projects to be financed through bonding, which were not already part of the FY06-10 plan, was restricted.

While the total Pay-As-You-Go budget for FY07 (\$2.45 million) is higher than the \$2.0 million target (but below the FY06 amount of \$2.83 million), the process required departments to focus their priorities and has produced a sustainable plan for future years.

In addition, Finance staff continued to work closely with department heads to monitor unexpended capital budget balances in order to develop a timeline for expenditures. Also, department heads were more involved in the process of developing detailed cash flow forecasts and project schedules for capital projects to be bonded. This involvement expanded their understanding of phases of the capital budgeting process that were previously handled primarily by Finance Department staff.

IMPACT ON OPERATING BUDGET DETERMINED. In order to carefully evaluate all capital requests, the Capital Improvement Committee asked that all departmental funding requests be submitted by early January 2006. During January and February, the committee met with the various department heads that had submitted requests, to review and analyze these

proposals. The impact on the operating budget, whether positive or negative, was an important factor in the decision-making process.

Allocations from the Parking Fund will continue to be made in FY07 with a high priority placed on completing the program to convert all traffic signals that currently have incandescent bulbs to Light Emitting Diodes (LEDs). It is expected that this program will have a significant impact on the Traffic, Parking, and Transportation operating budget by reducing energy and signal maintenance costs by approximately \$82,000. A prior year project that is currently being implemented and will have a significant effect on the operating budget is the installation of an automatic water meter reading system in homes and businesses throughout the city. It is anticipated that this project will eliminate the need for estimated readings, significantly improve customer service, and enhance revenues.

The Fire Department will continue to receive a significant portion of current revenues to replace vehicles and equipment that have outlived their useful lives. This program has achieved its goal of enhancing public safety and reducing maintenance costs in the operating budget.

Several public building renovation projects that will have an impact on the operating budget include replacing heating and cooling unit ventilators at the Area IV Youth Center with more energy efficient units and continuing to perform energy assessments to identify HVAC and other energy-efficient improvements at several City buildings.

While renovations and additions to the City’s many parks and playgrounds have significantly improved the quality of life in Cambridge, the park maintenance cost center in the Public Works operating budget has experienced increases in recent years. The City’s public art collection has grown due to new installations at

new and renovated facilities and has required the establishment of a separate cost center to fund a continuing program of restoration and maintenance.

While most projects described in the preceding paragraphs are financed through current revenues, bond-financed projects also have an impact on the operating budget. Public Works has used General Obligation bonds, MWRA loans and grants, and MWPAT loans to eliminate sources of inflow and infiltration that have been identified in investigations of the sewer system. This program has mitigated the effects of MWRA assessment increases in recent years.

Although there is no direct impact on the operating budget, the Façade Improvement Program, which improves storefronts throughout the city, provides economic benefits to the businesses that are participating in the program and assists in the building of a more stable tax base. The Neighborhood Business Development Program, financed through Community Development Block Grant (CDBG) funds, supports a wide range of economic development programs with the objective of improving the business climate of the city.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the capital budget process included \$11,368,065 for FY07 and \$144,232,720 for FY08-11. It is important to note that appropriations are made only for FY07 with future allotments subject to revision as financial circumstances change. As in most capital budgets, bond proceeds are the largest single source of financing, with grants from the MWRA for several sewer reconstruction projects also providing a large source of revenue to the capital budget, particularly in the FY08-11 section of the plan. Property taxes will continue to provide a large source of funding and will be combined with significant contributions from Free Cash to fund the Pay-As-You-Go portion of the capital budget.

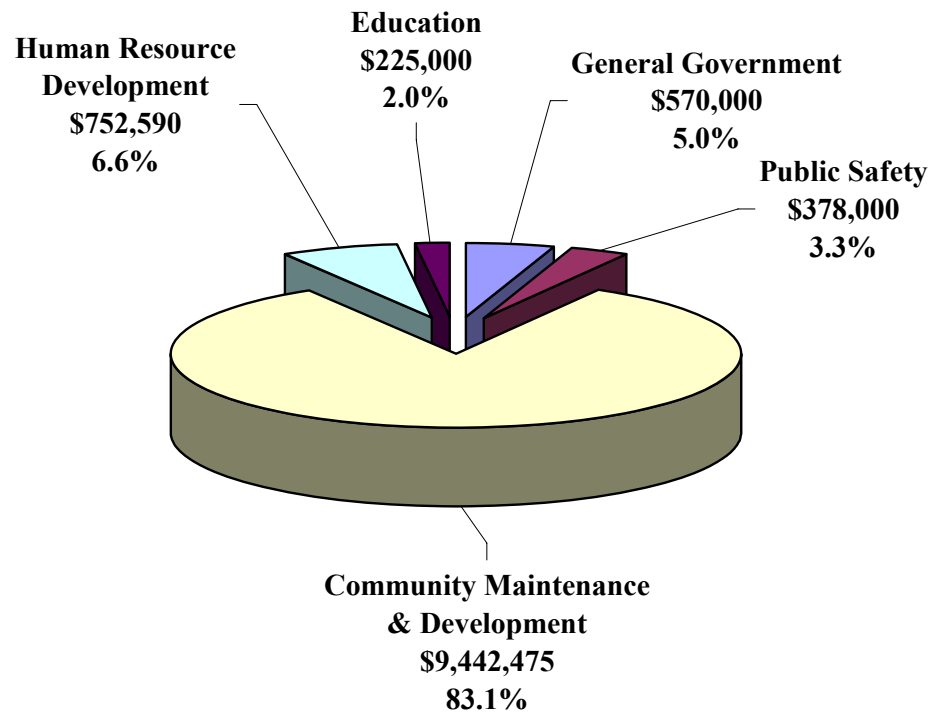
BOND ISSUES NOT INCLUDED IN APPROPRIATION. It is important to note that while the \$1,850,000 in bond proceeds are included in all charts, graphs and narratives in this section, those proceeds are not included in the Public Investment Fund appropriation order in Section VI. On the advice of the City's bond counsel, appropriations for all projects to be funded through bond proceeds are made separately and in conjunction with the authorization to borrow for these projects. It is anticipated that these orders will be submitted to the City Council prior to the adoption of the budget so that the entire capital budget can be approved intact.

BLOCK GRANT FUNDING. The Community Development Block Grant portion of the capital budget is \$324,760, or 16.1%, lower than FY06, as a result of a decrease in the City's FY07 Block Grant entitlement. As detailed in this section, the Neighborhood Business Development component of the capital budget has been level funded at \$243,000 to support business development and financial literacy programs provided by the Center for Women and Enterprise (\$75,000) and Retail Best Practices Program (\$50,000), with two career development programs, the Biomedical Careers Program and Cambridge Healthcare Career Advancement Program, receiving the remaining \$118,000. The Block Grant allocation to the Housing Rehab and Development Program has decreased by \$324,760 but funds from other sources have been used to offset this reduction and increase spending on Housing Rehab and Development to its highest level since the inception of the program. The Employment Program Fund and Open Space Contingency allotments have been level funded at \$350,000 and \$95,090 respectively.

FY08-11 FUNDING. As can be seen from the chart on page V-14, Property Taxes and Free Cash provide a total of \$9,800,000 to fund Pay-As-You-Go projects over the next four years. While this level of funding is lower than it has been in most capital budgets,

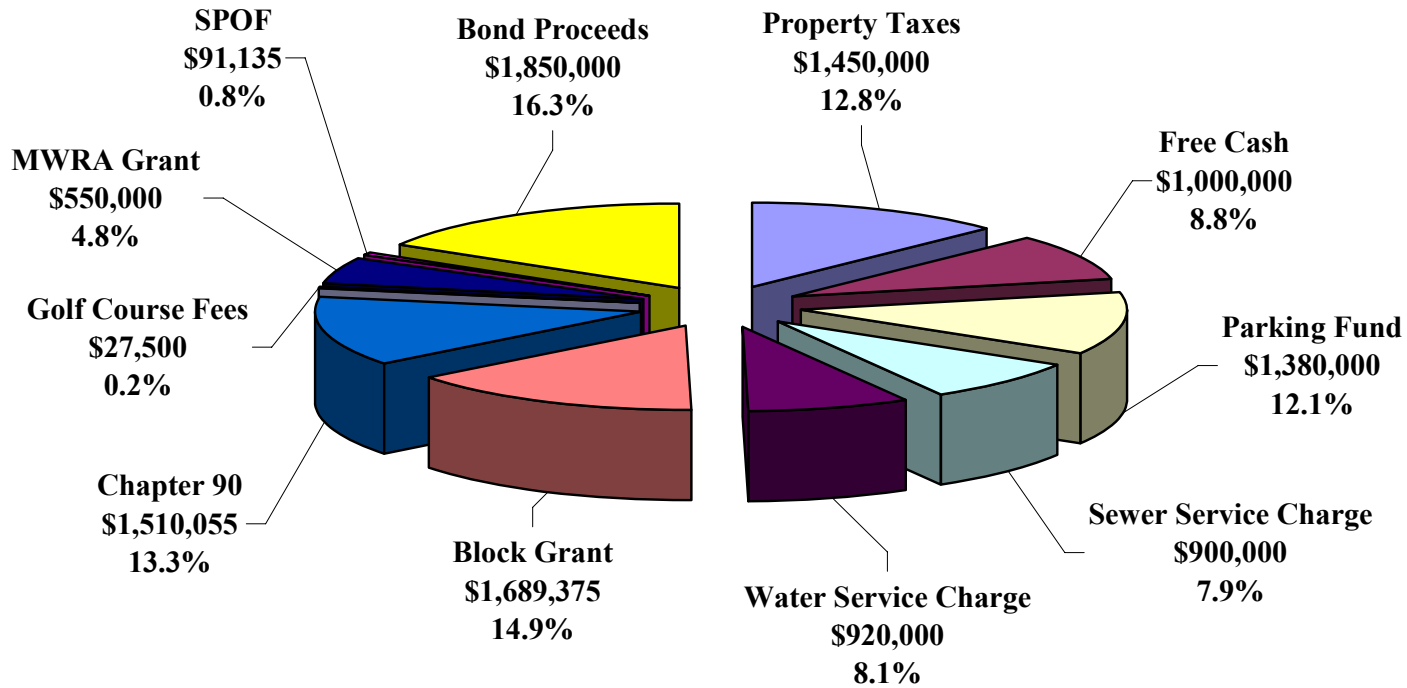
it will be sufficient to fund critical projects, while a larger portion of current revenues is used to fund debt service increases related to several large projects for which bonds will be issued during that period. Sewer revenues will fluctuate over the next four years based on the amounts required in the operating budget to fund MWRA and debt service increases and maintain the sewer rate at a manageable level. Water revenues to support capital budgets will increase in a more consistent manner from their FY07 level of \$920,000 (after a slight decrease in FY08 of \$20,000) to \$1,100,000 in FY09, \$1,300,000 in FY10, and \$1,400,000 in FY11, since there are fewer variables in programs funded through water revenues than sewer revenues and, as past bond issues are retired, revenues previously used to cover the debt service on these issues will be available to fund a portion of the Water capital budget. The Community Development Block Grant, Chapter 90, and golf course components of the financing plan are projected to remain stable over the next four years. Grants from the MWRA will provide funding for a significant portion of the Sewer Reconstruction budget for this period, particularly for the Fresh Pond / Alewife project. The figures shown for bond-financed projects relate to appropriations, with the amount of bonds issued in these years determined by the cash flow requirements of the projects. Projects to be funded from this source include several sewer reconstruction projects (\$45,450,000), the last phase of the Yerxa Road Underpass Construction Project (\$1,000,000), replacement of the Computer Aided Dispatch (CAD) system (\$750,000), and replacement of most mobile and portable radios and related equipment (\$6,500,000).

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2007



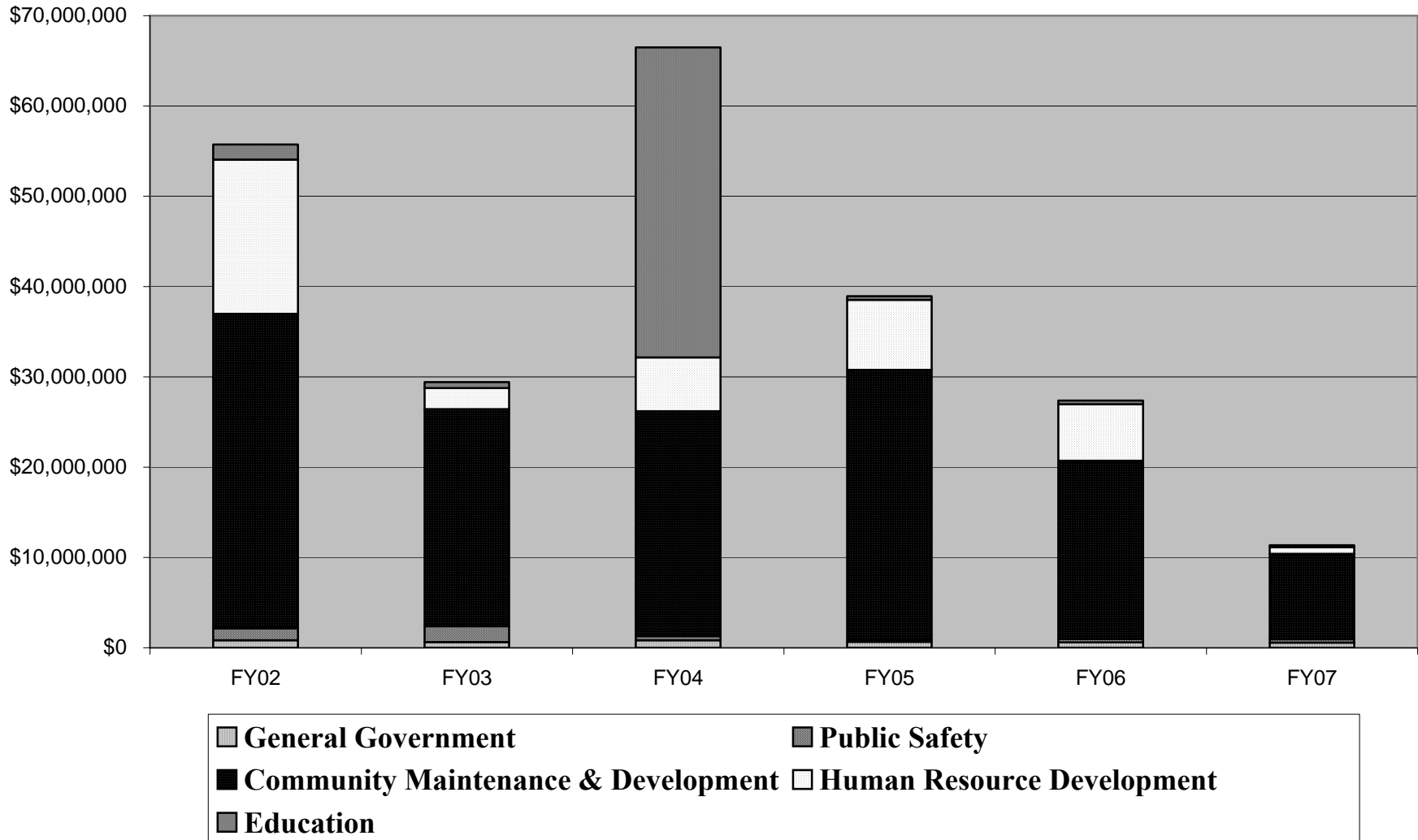
GRAND TOTAL \$11,368,065

PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2007



GRAND TOTAL \$11,368,065

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 2002-2007



PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/06 EXPENDITURES	3/31/06 ENCUMBRANCES	3/31/06 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT						
	Cable TV	\$940	\$534	\$48	\$358	-
	Finance/Information Technology Department	1,615	529	167	919	\$570
	General Services/Telephones	107	0	0	107	-
PUBLIC SAFETY						
	Fire Vehicles/Equipment/Renovations	772	23	7	742	378
	Police Equipment/Renovations	20,312	86	1,517	18,709	-
	Emergency Communications Equipment	67	7	0	60	-
	Street Light Conversion	287	127	0	160	-
COMMUNITY MAINTENANCE & DEV.						
	Sewer Reconstruction	48,828	6,088	4,925	37,815	2,950
	Housing Rehab & Development	10,261	2,037	668	7,556	1,001
	Neighborhood Stabilization	330	1	4	325	-
	Streets, Sidewalks, Trees, Lighting	22,095	6,032	5,861	10,202	2,886
	Water System Improvements	5,444	2,614	767	2,063	920
	Traffic/Parking Improvements	1,977	1,060	357	560	775
	Public Building Renovations	9,991	997	2,070	6,924	87
	Public Art	650	47	166	437	30
	Business Rehab/Development/Training	2,665	1,488	310	867	743
	Public Works Equipment	36	4	0	32	-
	Historical Restorations	775	237	440	98	-
	Cemetery Improvements	140	117	23	0	-
HUMAN RESOURCE DEVELOPMENT						
	Library Renovations	63,630	856	1,444	61,330	-
	Parks & Recreation	17,899	7,207	4,760	5,932	753
	Neighborhood Centers	114	39	21	54	-
	Accessibility Improvement	279	18	15	246	50
EDUCATION						
	School Equipment/Renovations	48,762	885	51	47,826	225
GRAND TOTAL		\$257,976	\$31,033	\$23,621	\$203,322	\$11,368

SUMMARY 2007-2011 APPROPRIATION PLAN

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Acquisition of Personal Computers	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Technology Upgrades/Enhancements	<u>520,000</u>	<u>545,000</u>	<u>540,000</u>	<u>540,000</u>	<u>540,000</u>	<u>2,685,000</u>
	\$570,000	\$595,000	\$590,000	\$590,000	\$590,000	\$2,935,000
PUBLIC SAFETY						
Fire Vehicles/Equipment	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Fire Station Renovations	28,000	28,000	28,000	28,000	28,000	140,000
Public Safety/Technology Upgrades	-	<u>750,000</u>	-	<u>6,500,000</u>	-	<u>7,250,000</u>
	\$378,000	\$1,128,000	\$378,000	\$6,878,000	\$378,000	\$9,140,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	\$87,000	\$10,000	\$10,000	\$10,000	\$10,000	\$127,000
Street/Sidewalk Reconstruction	1,931,190	1,840,055	1,840,055	1,840,055	1,840,055	9,291,410
Park and Cemetery Tree Pruning	50,000	75,000	100,000	100,000	100,000	425,000
Parking Improvements	775,000	600,000	500,000	1,000,000	-	2,875,000
Roadway Improvements	205,000	1,400,000	1,075,000	-	-	2,680,000
Yerxa Road Underpass Construction	350,000	-	-	-	1,000,000	1,350,000
Water System Improvements	920,000	900,000	1,100,000	1,200,000	1,400,000	5,520,000
Sewer Reconstruction	2,950,000	42,950,000	9,200,000	15,750,000	34,600,000	105,450,000
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Façade Improvement Program	150,000	182,000	185,000	185,000	185,000	887,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,001,285	1,001,285	1,001,285	1,001,285	1,001,285	5,006,425
Neighborhood Business Development	243,000	243,000	243,000	243,000	243,000	1,215,000
Percent for Art	-	-	-	-	-	-
Public Art Conservation Fund	<u>30,000</u>	<u>30,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>165,000</u>
	\$9,442,475	\$49,981,340	\$16,039,340	\$22,114,340	\$41,164,340	\$138,741,835
HUMAN RESOURCE DEV.						
Parks and Recreation	\$702,590	\$697,590	\$669,590	\$669,590	\$669,590	\$3,408,950
Accessibility Improvements	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>250,000</u>
	\$752,590	\$747,590	\$719,590	\$719,590	\$719,590	\$3,658,950

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>TOTAL</u>
EDUCATION						
School Equipment/Renovations	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$1,125,000</u>
	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
GRAND TOTAL	\$11,368,065	\$52,676,930	\$17,951,930	\$30,526,930	\$43,076,930	\$155,600,785

DETAIL 2007-2011 FINANCING PLAN

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Property Taxes	<u>\$570,000</u>	<u>\$595,000</u>	<u>\$590,000</u>	<u>\$590,000</u>	<u>\$590,000</u>	<u>\$2,935,000</u>
	\$570,000	\$595,000	\$590,000	\$590,000	\$590,000	\$2,935,000
PUBLIC SAFETY						
Property Taxes	\$378,000	\$378,000	\$378,000	\$378,000	\$378,000	\$1,890,000
Bond Proceeds	<u>-</u>	<u>750,000</u>	<u>-</u>	<u>6,500,000</u>	<u>-</u>	<u>7,250,000</u>
	\$378,000	\$1,128,000	\$378,000	\$6,878,000	\$378,000	\$9,140,000
COMMUNITY MAINT. & DEV.						
Property Taxes	\$502,000	\$477,000	\$482,000	\$482,000	\$482,000	\$2,425,000
Free Cash	145,000	150,000	178,000	178,000	178,000	829,000
Parking Fund	1,380,000	2,400,000	1,975,000	1,400,000	400,000	7,555,000
Sewer Service Charge	900,000	1,200,000	1,300,000	800,000	1,100,000	5,300,000
Water Service Charge	920,000	900,000	1,100,000	1,200,000	1,400,000	5,520,000
Block Grant	1,594,285	1,594,285	1,594,285	1,594,285	1,594,285	7,971,425
Chapter 90	1,510,055	1,510,055	1,510,055	1,510,055	1,510,055	7,550,275
Street Preservation Offset Fund	91,135	-	-	-	-	91,135
MWRA Grant	550,000	26,900,000	-	13,750,000	12,000,000	53,200,000
Bond Proceeds	<u>1,850,000</u>	<u>14,850,000</u>	<u>7,900,000</u>	<u>1,200,000</u>	<u>22,500,000</u>	<u>48,300,000</u>
	\$9,442,475	\$49,981,340	\$16,039,340	\$22,114,340	\$41,164,340	\$138,741,835
HUMAN RESOURCE DEV.						
Free Cash	\$630,000	\$625,000	\$597,000	\$597,000	\$597,000	\$3,046,000
Block Grant	95,090	95,090	95,090	95,090	95,090	475,450
Golf Course Fees	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>137,500</u>
	\$752,590	\$747,590	\$719,590	\$719,590	\$719,590	\$3,658,950
EDUCATION						
Free Cash	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$1,125,000</u>
	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
GRAND TOTAL	\$11,368,065	\$52,676,930	\$17,951,930	\$30,526,930	\$43,076,930	\$155,600,785

SUMMARY 2007-2011 FINANCING PLAN

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>TOTAL</u>
Property Tax	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000	\$1,450,000	\$7,250,000
Free Cash	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Parking Fund	1,380,000	2,400,000	1,975,000	1,400,000	400,000	7,555,000
Sewer Service Charge	900,000	1,200,000	1,300,000	800,000	1,100,000	5,300,000
Water Service Charge	920,000	900,000	1,100,000	1,200,000	1,400,000	5,520,000
Block Grant	1,689,375	1,689,375	1,689,375	1,689,375	1,689,375	8,446,875
Chapter 90	1,510,055	1,510,055	1,510,055	1,510,055	1,510,055	7,550,275
MWRA Grant	550,000	26,900,000	-	13,750,000	12,000,000	53,200,000
Street Preservation Offset Fund	91,135	-	-	-	-	91,135
Bond Proceeds	1,850,000	15,600,000	7,900,000	7,700,000	22,500,000	55,550,000
Golf Course Fees	27,500	27,500	27,500	27,500	27,500	137,500
GRAND TOTAL	\$11,368,065	\$52,676,930	\$17,951,930	\$30,526,930	\$43,076,930	\$155,600,785

SUMMARY: GENERAL GOVERNMENT

FIVE YEAR APPROPRIATION PLAN					
FY07	FY08	FY09	FY10	FY11	TOTAL

Acquisition of Personal Computers	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Technology Upgrades / Enhancements	<u>520,000</u>	<u>545,000</u>	<u>540,000</u>	<u>540,000</u>	<u>540,000</u>	<u>2,685,000</u>
	\$570,000	\$595,000	\$590,000	\$590,000	\$590,000	\$2,935,000

FIVE YEAR REVENUE PLAN					
FY07	FY08	FY09	FY10	FY11	TOTAL

Property Taxes	<u>\$570,000</u>	<u>\$595,000</u>	<u>\$590,000</u>	<u>\$590,000</u>	<u>\$590,000</u>	<u>\$2,935,000</u>
	\$570,000	\$595,000	\$590,000	\$590,000	\$590,000	\$2,935,000

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Acquisition of Personal Computers**

FY07	\$50,000
FY08	\$50,000
FY09	\$50,000
FY10	\$50,000
FY11	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. In the past 10 capital budgets, a total of \$2,425,000 has been allocated to purchase networked Windows-based computers. The purchase of these computers has enabled City employees to access from their desktops the most powerful and graphical software available and provided them with many other advancements in computer technology that have occurred in recent years. Also, it has been essential that employees have state-of-the-art equipment to accommodate the installation of the

various PeopleSoft applications, including Human Resources, Payroll, and Financial Systems.

At the beginning of the planning process for computer acquisitions, the City set the goal of purchasing 500 new personal computers over a five-year period. With the achievement of this goal in FY01, the City was able to reduce the annual allocation for this purpose from an average of \$400,000 per year to \$100,000 in FY02-04. The savings from this reduction have been allocated to other areas of technology to enable the City to keep pace with the technological advances that are constantly occurring in the computer industry. After a decrease to \$50,000 in FY05, this allotment was increased to \$75,000 in FY06 in recognition of the need to acquire additional personal computers for City employees.

FY07 FUNDING. As mentioned above, substantial allocations for the purchase of personal computers were made during FY97-06. Although this allotment increased to \$75,000 in FY06 from its FY05 level of \$50,000, it has been reduced to \$50,000 (funded through Property Taxes) in FY07 and is expected to be sufficient to fund the acquisition of the required number of new personal computers during FY07.

FY08-11 FUNDING. It has been determined that, by continuing to fund this program at a level of \$50,000 for the next four years, the City will be able to meet the needs of all employees who rely on technology to perform their duties and obtain information and services from City government.

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Technology Upgrades**

FY07	\$520,000
FY08	\$545,000
FY09	\$540,000
FY10	\$540,000
FY11	<u>\$540,000</u>
	\$2,685,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading many management information systems that are used in every City department to provide employees with the most advanced technology available to perform their duties. Bond proceeds have financed large projects such as the acquisition and installation of a new financial system and all phases of the Fiber Optic Infrastructure Project, while Property Taxes and Free Cash have financed several smaller

projects, including the upgrade of the application server to handle the large increase in the number of users since the original server was purchased several years ago, and the implementation of a secure remote access for necessary City employees to enable these employees to access the system from their homes. The FY06 allocation of \$525,000 financed system improvements and the development of new Web and database applications as well as continued improvements to the Geographic Information System (GIS).

The systems and Web improvement projects focused on the continued upgrade of the City Web site. Most applications that were previously on the VAX System have been moved to the Web, with the remainder to be completed in FY07. One of the key projects begun in FY06 and to be completed in FY07 is the Interdepartmental Ticketing and Invoicing Detail Systems for Public Works, Traffic, Weights & Measures and License departments. Other new Web site features initiated in FY06 and are expected to be completed in FY07 include the Cambridge City Street and Square Dedications page, that allows the public to view the list of street and square dedications, with personal information and street locators with maps online. Enhanced features on the Web like the property database will include information about services surrounding individual properties such as maps to the closest schools and churches.

FY07 FUNDING. An allocation of \$520,000 has been made from Property Taxes to fund this cost center at a level slightly below that of FY06. \$400,000 of this budget has been set aside to finance the upgrade of the PeopleSoft system to a newer version, which is necessary to ensure the continued operation of the system.

Of the remaining \$120,000, \$50,000 has been set aside to fund the second phase of the system improvements described in the above section and development of new Web and database applications, \$50,000 for the Cambridge Request System to enhance permitting with the addition of pay online features, and \$20,000 for GIS Projects.

Enhancements to the City's Web site will focus on upgrades to the Police and Library sites as work on the two new facilities progresses.

FY08-11 FUNDING. Funds have been allocated in future capital budgets to continue upgrades to the City's Web site and GIS system as well as to the PeopleSoft Financial and Human Resource systems.

SUMMARY: PUBLIC SAFETY

	FIVE YEAR APPROPRIATION PLAN					
	FY07	FY08	FY09	FY10	FY11	TOTAL
Fire Vehicles/Equipment	\$350,000	\$350,000	\$350,000	\$350,000	\$350,000	\$1,750,000
Fire Station Renovations	28,000	28,000	28,000	28,000	28,000	140,000
Public Safety Technology Upgrade	-	750,000	-	6,500,000	-	7,250,000
	<u>\$378,000</u>	<u>\$1,128,000</u>	<u>\$378,000</u>	<u>\$6,878,000</u>	<u>\$378,000</u>	<u>\$9,140,000</u>

	FIVE YEAR REVENUE PLAN					
	FY07	FY08	FY09	FY10	FY11	TOTAL
Property Taxes	\$378,000	\$378,000	\$378,000	\$378,000	\$378,000	\$1,890,000
Bond Proceeds	-	750,000	-	6,500,000	-	7,250,000
	<u>\$378,000</u>	<u>\$1,128,000</u>	<u>\$378,000</u>	<u>\$6,878,000</u>	<u>\$378,000</u>	<u>\$9,140,000</u>

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Vehicles/Equipment**

FY07	\$350,000
FY08	\$350,000
FY09	\$350,000
FY10	\$350,000
FY11	<u>\$350,000</u>
	\$1,750,000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of \$6,840,000 has been set aside to fund the replacement of fire vehicles and equipment on a timely and cost-effective basis. At the beginning of this program, the City established a policy that recognized the importance of replacing obsolete pieces of equipment when the need arises and has consistently allocated a combination of Property Taxes and Free Cash to implement this policy. In order to ensure that

funds are allocated to those needs with the highest priority, the staff of the Fire Department conducts an annual survey of all equipment to determine the condition of each piece and makes recommendations to the Fire Chief concerning capital budget requests.

The FY06 allotment of \$350,000 enabled the Fire Department to replace the 1991 pumper at the Inman Square Fire Station. The current vehicle will be traded in to reduce the cost of the new vehicle that has been designed with extra compartment space to accommodate additional requirements for hazardous materials and decontamination equipment. This combined use will provide for a quicker response to specialized needs and avoid the use of additional vehicles to transport this equipment.

FY07 FUNDING. \$350,000 in Property Taxes has been set aside in the FY07 Capital Budget to fund the replacement of a 1995 pumper. The current vehicle will be placed in a reserve status and a vehicle that has been in reserve status will be traded in to reduce the cost of the new vehicle. This vehicle will be a standard pumper without the additional compartment space described in the above section.

FY08-11 FUNDING. It is the City's plan to continue to allocate funds for the replacement of fire vehicles and related equipment (it is important to note that certain pieces of equipment are funded in the Extraordinary Expenditures account in the operating budget) during the years included in this plan. The process described above will be adhered to closely with the goal of ensuring that available funds are allocated to the most serious needs of the Department. It is expected that there will be sufficient current revenues available to continue funding this program from those sources without the need for borrowing.

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Station/Renovations**

FY07	\$28,000
FY08	\$28,000
FY09	\$28,000
FY10	\$28,000
FY11	<u>\$28,000</u>
	\$140,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, a combination of bond proceeds and General Fund revenues have financed improvements to several fire stations with the \$5,130,000 allocated for the complete restoration of the Taylor Square station being the largest individual project. Other projects included repairs to the floor at Lexington Avenue and replacement of the membrane roofing and repairs to the masonry and flashing at Fire Headquarters. In addition, a \$200,000 supplemental appropriation for the replace-

ment of two boilers at Fire Headquarters is currently being reviewed and, based on the results of the review, may be made during FY06.

FY07 FUNDING. A \$28,000 allocation from Property Taxes has been made to provide funds for many small repair projects in the eight fire stations. This allocation will provide funds for the purchase of materials needed to perform these repairs. It is essential that these repairs be made to prevent these small scale projects from becoming large capital projects in future years.

FY08-11 FUNDING. It is expected that funds will continue to be allocated to this cost center to minimize the need for large fire station renovation projects in the future.

PUBLIC INVESTMENT FUND

BUDGET

**PUBLIC SAFETY
- Public Safety Technology Upgrades**

FY07	-
FY08	\$750,000
FY09	-
FY10	\$6,500,000
FY11	-
	<u>\$7,250,000</u>

STATUS OF PRIOR YEAR PROJECTS. A total of \$831,000 was allocated to this cost center in recent years which enabled the City to replace all first generation radios. A total of 197 portable radios and 120 mobile radios were purchased with these funds over a three year period ending in FY03. When this cycle was completed funding was not required in the past few capital budgets.

The Computer-Aided Dispatch (CAD) system, which is operated by the Emergency Communications Department on behalf of the Police and Fire Departments, was originally acquired in FY95. Since the acquisition of the system, no significant upgrades or maintenance have been required.

FY07 FUNDING. While there is no specific allocation for this program in the FY07 Capital Budget, both operating and grant funds have been identified that will be used to serve the short-term needs of the radio replacement program.

FY08-11 FUNDING. It is anticipated that bond proceeds will be used to finance the acquisition of a new CAD system in FY08 and, in FY10, a full replacement of all aging and soon-to-be-obsolete analog City radio systems with new digital technology. The City's radio systems serve users in 20 departments and agencies on a 24 hour / 7 day per week basis and are central to the City's ability to provide for public safety and daily operations. In addition, City radios are now interconnected mostly with public safety radio systems throughout the Boston region.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY07	FY08	FY09	FY10	FY11	TOTAL
Public Building Renovations	\$87,000	\$10,000	\$10,000	\$10,000	\$10,000	\$127,000
Street/Sidewalk Reconstruction	1,931,190	1,840,055	1,840,055	1,840,055	1,840,055	9,291,410
Park and Cemetery Tree Pruning	50,000	75,000	100,000	100,000	100,000	425,000
Parking Improvements	775,000	600,000	500,000	1,000,000	-	2,875,000
Roadway Improvements	205,000	1,400,000	1,075,000	-	-	2,680,000
Yerxa Road Underpass Construction	350,000	-	-	-	1,000,000	1,350,000
Water System Improvements	920,000	900,000	1,100,000	1,200,000	1,400,000	5,520,000
Sewer Reconstruction	2,950,000	42,950,000	9,200,000	15,750,000	34,600,000	105,450,000
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Façade Improvement Program	150,000	182,000	185,000	185,000	185,000	887,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	1,001,285	1,001,285	1,001,285	1,001,285	1,001,285	5,006,425
Neighborhood Business Development	243,000	243,000	243,000	243,000	243,000	1,215,000
Percent for Art	-	-	-	-	-	-
Public Art Conservation Fund	30,000	30,000	35,000	35,000	35,000	165,000
	<u>\$9,442,475</u>	<u>\$49,981,340</u>	<u>\$16,039,340</u>	<u>\$22,114,340</u>	<u>\$41,164,340</u>	<u>\$138,741,835</u>

FIVE YEAR REVENUE PLAN						
	FY07	FY08	FY09	FY10	FY11	TOTAL
Property Taxes	\$502,000	\$477,000	\$482,000	\$482,000	\$482,000	\$2,425,000
Free Cash	145,000	150,000	178,000	178,000	178,000	829,000
Parking Fund	1,380,000	2,400,000	1,975,000	1,400,000	400,000	7,555,000
Sewer Service Charge	900,000	1,200,000	1,300,000	800,000	1,100,000	5,300,000
Water Service Charge	920,000	900,000	1,100,000	1,200,000	1,400,000	5,520,000
Block Grant	1,594,285	1,594,285	1,594,285	1,594,285	1,594,285	7,971,425
Chapter 90	1,510,055	1,510,055	1,510,055	1,510,055	1,510,055	7,550,275
Street Preservation Offset Fund (SPOF)	91,135	-	-	-	-	91,135
MWRA Grant	550,000	26,900,000	-	13,750,000	12,000,000	53,200,000
Bond Proceeds	1,850,000	14,850,000	7,900,000	1,200,000	22,500,000	48,300,000
	<u>\$9,442,475</u>	<u>\$49,981,340</u>	<u>\$16,039,340</u>	<u>\$22,114,340</u>	<u>\$41,164,340</u>	<u>\$138,741,835</u>

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Building Renovations**

FY07	\$87,000
FY08	\$10,000
FY09	\$10,000
FY10	\$10,000
FY11	<u>\$10,000</u>
	\$127,000

STATUS OF PRIOR YEAR PROJECTS. The City's most significant building improvement project completed in recent years is the complete renovation of the City Hall Annex. The building was reoccupied in February 2004 and the City has received a Leadership in Energy and Environmental Design (LEED) Gold certification from the United States Green Building Council. The Annex is the first municipal building in Massachusetts to receive a LEED rating. The building has also won numerous awards, including the

Massachusetts Historical Commission's 2005 Preservation Award, Massachusetts Municipal Association's Memorial Innovation Award and the Building Design & Construction Magazine's 2004 Grand Award.

In FY06, the City continued its commitment to the maintenance and upgrade of City buildings with a \$2,150,000 allocation for building improvements. The design of heating, ventilation and air conditioning (HVAC) systems is underway at City Hall, the Senior Center and Coffon Building. The upgrades, which will be installed beginning in the summer of 2006, will improve both occupant comfort and energy efficiency. The City is undertaking these projects with assistance from NSTAR's energy efficiency programs. The City also allocated \$40,000 for energy efficiency studies and improvements, which is being utilized for building assessments, an energy tracking system and building upgrades.

The design of structural stair supports in City Hall, which is a prerequisite to the installation of new flooring, the design of a sprinkler system and the design of elevator upgrades at City Hall are all under way. Construction of these projects will occur in FY07. New front and back doors will also be installed by the end of FY06.

Additional work under way or to be completed in FY06 includes unit ventilators for the Area IV Youth Center, new Senior Center automatic door operators and a new chair lift for the Police Department.

FY07 FUNDING. In FY07 \$87,000 in property tax revenues will be allocated for the following projects: \$30,000 for the replacement of three remaining unit ventilators in the Area IV Youth Center, \$25,000 for energy efficiency studies and upgrades, \$22,000 for asbestos abatement of the pipes in the Electrician's garage and \$10,000 for Senior Center carpet replacement and other renovations to the facility.

FY08-11 FUNDING. An allocation of \$10,000 will be made in each of the next four years to fund renovations to the Senior Center. As other building needs arise, it is expected that funds will be allocated to address these needs.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Street/Sidewalk Reconstruction**

FY07	\$1,931,190
FY08	\$1,840,055
FY09	\$1,840,055
FY10	\$1,840,055
FY11	<u>\$1,840,055</u>
	\$9,291,410

STATUS OF PRIOR YEAR PROJECTS. In FY06 the City appropriated \$1,855,695 toward its street and sidewalk reconstruction program. An allocation of \$330,000 from property tax revenue supplemented the City's Chapter 90 allocation from the State of \$1,525,695. Design and construction work is ongoing to address those streets listed for reconstruction in last year's budget book.

FY07 FUNDING. The City will receive \$1,510,055 from the Massachusetts Highway Department through its Chapter 90 program in accordance with Chapter 291B allocations and Memorandum of Understanding MA 0039197. A total of \$421,135 will be appropriated for sidewalk and pedestrian ramp reconstruction projects. Funding comes from \$330,000 in Property Taxes together with an additional \$91,135 from Street Preservation Offset Fees (SPOF).

The streets proposed for reconstruction include streets with high volume pedestrian and vehicle traffic. Some of the streets included have experienced significant construction activity over the past number of years, and some neighborhood streets warrant reconstruction due to the extent of degradation from factors including utility excavations.

Proposed FY07 Chapter 90 List

Street	From/To	Description	Cost
Brattle Street	Fresh Pond/Mason	Roadway/Ramps	\$345,857
Putnam Avenue	Kinnard/Western	Roadway/Ramps	130,865
Putnam Avenue	River/Magazine	Roadway/Ramps	121,517
Broadway (inbound)	Longfellow Br/Ames	Roadway/Ramps	243,035
Cushing Street	Lawn Ct/Belmont	Roadway/Ramps	94,722
Hancock Street	Mass Ave/Broadway	Roadway/Ramps	77,584
Bryant Street	Scott/Francis	Roadway/Ramps	45,106
Spring Street	Second/Fulkerson	Roadway/Ramps	173,863
Massachusetts Avenue	Inman/Mt Auburn	Roadway/Ramps	277,506

Total:**\$1,510,055**

FY08-11 FUNDING. Future spending on street reconstruction is primarily dependent on Chapter 90 allocations. Street Preservation Offset Fees (funds are available from contractors who excavate city streets), to the extent they are available, will also be used to supplement the State supplied funds. It is also possible that, based on a review of future Parking Fund revenues, allocations will be made from the Parking Fund to finance a portion of the Street / Sidewalk Reconstruction budget.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Park & Cemetery Tree Pruning**

FY07	\$50,000
FY08	\$75,000
FY09	\$100,000
FY10	\$100,000
FY11	<u>\$100,000</u>
	\$425,000

STATUS OF PRIOR YEAR PROJECTS. In the FY06 Capital Budget, the City funded a fifth year of cyclical tree pruning at \$100,000. This allocation allows for the pruning of trees in the City's open space inventory (of nearly 3,000 trees), as well as continued tree pruning efforts at the cemetery.

FY07 FUNDING. Funding for FY07 has been decreased to \$50,000 and will be used to continue to care for the aging tree canopy in the City's open spaces,

with 700-750 trees to be pruned. The emphasis of this program differs from the City's already-established cycle of street tree pruning. In addition to crown cleaning and public safety, pruning in parks and at the cemetery features more intensive tree health care techniques such as crown thinning and reduction. Funding for this project is from Property Taxes.

FY08-11 FUNDING. Funds have been included in future capital budgets to continue parks and cemetery tree pruning efforts.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Parking Improvements**

FY07	\$775,000
FY08	\$600,000
FY09	\$500,000
FY10	\$1,000,000
FY11	-
	\$2,875,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has maintained the fund balance of the Parking Fund at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking, and Transportation budget and still be able to fund the operating budget at the amount required to provide necessary services.

The FY06 Capital Budget included \$100,000 for LED conversions. By the end of FY06, conversions will have been completed at 53% of the department's 164 signal locations.

FY06 funding also supported completion of the upgrade of all parking meters in the City to digital meters with new housings and larger canisters to support an increase in parking meter rates. Multi-space pay stations were installed in two parking lots. Remaining FY06 funds will be used to install new parking meters in various locations and for installation of additional pay stations in City lots.

\$25,000 in FY06 funding was used to implement a new online application system and database for street obstruction permits.

The Department received an \$800,000 FY06 supplemental budget that funded various garage improvements and repairs including: new access and revenue equipment at the City's two parking garages, a new manager's office and cashier booth at the Green Street Garage, a new cashier booth at the First Street Garage, replacement of the drainage pump station at Green Street and structural and fire sprinkler system repairs at First Street.

FY07 FUNDING. \$775,000 in Parking Fund revenues have been allocated to fund the following projects:

- **Light Emitting Diodes (LED) Traffic Signal Conversion Project: (\$350,000)** - These funds will allow the City to convert the traffic signals at the remaining 76 locations which still have incandescent bulbs to LEDs. These conversions increase traffic light visibility, reduce energy demand, and decrease signal maintenance costs.
- **Traffic signal repair and upgrade: (\$225,000)** - These funds will support the replacement of traffic signals knocked down in traffic accidents, the ongoing repair of signals and the relocation of obsolete and poorly located signal control boxes.

- **Parking Garage Repairs: (\$200,000)** - These funds will be used to implement the in initial phases of the garage repair program recommended in the condition analysis reports for the Green Street and First Street Parking Garages.

FY08-11 FUNDING. Future allotments will fund traffic signal improvements and phased repairs at the First Street and Green Street Parking Garages.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Roadway Improvements**

FY07	\$205,000
FY08	\$1,400,000
FY09	\$1,075,000
FY10	-
FY11	-
	<u>\$2,680,000</u>

STATUS OF PRIOR YEAR PROJECTS. Of the two roadway improvement projects included in this allotment, Brookline Street and Blanchard Road, only Brookline Street has received funding in previous capital budgets. This project is an outgrowth of the Cambridgeport Roadways process, during which residents and the City's Advisory Committee supported improvements to Brookline Street to reduce the speed of traffic, improve pedestrian safety, and emphasize the residential character of the street. The improvements

will be constructed after the completion of the Cambridgeport Roadways project. The Cambridgeport Roadways Project, currently under way, is scheduled to be completed during FY06.

In FY06, an allocation of \$75,000 supported the first phase of the community input and design processes.

FY07 FUNDING. A total of \$205,000 from the Parking Fund has been included in this allotment to fund both the final phase of the Brookline Street community input and design process (\$55,000 of which will be combined with \$20,000 in previously appropriated Block Grant funds) for a total budget of \$75,000 for the second phase of this project and the design of long-term improvements to Blanchard Road, which will address the issues identified in a recently completed safety study of Blanchard Road between Concord Avenue and Grove Street, that was requested by residents of Blanchard Road (\$150,000). The Blanchard Road report identified significant safety issues including a high crash rate and high speeds at the curve in the road and recommended both short-term and long-term safety improvements. Short-term improvements are currently being made with funds from the FY06 Public Works and Traffic, Parking and Transportation operating budgets and will be completed in the Spring of 2006. The \$150,000 included in this allotment will finance the design of long-term improvements.

FY08-11 FUNDING. Allocations of \$1,400,000 and \$1,075,000 have been made from the Parking Fund in the FY08 and FY09 budgets to fund the construction phases of the Brookline Street and Blanchard Road projects respectively. However, since the community input and design processes for both projects have not been completed, it will be necessary to review the schedules for the construction phase of the projects to determine the timetables for each project.

Improvements to Brookline Street will likely include paving, street trees, traffic calming, and sidewalk reconstruction to improve accessibility at corners and crossing locations. Work at Blanchard Road will likely include reconstructing the roadway with a super-elevated cross section at the curve, accessible concrete sidewalks, and a crossing island at Glenn Road.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Yerxa Road Underpass Construction**

FY07	\$350,000
FY08	-
FY09	-
FY10	-
FY11	<u>\$1,000,000</u>
	\$1,350,000

STATUS OF PRIOR YEAR PROJECTS. In FY06 the City appropriated \$750,000 towards the construction of this project. This money was in addition to the \$4,450,000 that was appropriated in previous years. Construction has begun on the contract, which is approximately 50% complete, with a significant portion of the concrete and utility work done on the north side of the railroad.

FY07 FUNDING. It is anticipated that the contract will be substantially complete, weather permitting, by the end of 2006. Additional funding of \$350,000 (from Bond Proceeds) is required to address additional consultant costs, railroad costs, significant utility conflict costs and other unforeseen conditions costs through the remainder of this project.

FY08-11 FUNDING. It is expected that approximately \$1 million will be required to address soil remediation and environmental issues on the north side of the railroad before 2011.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Water System Improvements**

FY07	\$920,000
FY08	\$900,000
FY09	\$1,100,000
FY10	\$1,200,000
FY11	<u>\$1,400,000</u>
	\$5,520,000

STATUS OF PRIOR YEAR PROJECTS. The Automatic Meter Reading (AMR) Program was initiated in FY04 and is a two-year construction project that started in late 2004. This project will include the replacement of about 7,500 water meters and the installation of approximately 15,000 radio based automatic meter reading devices onto each of the water meters in the city. The long term benefits of the AMR program will be to virtually eliminate all estimated meter readings, significantly enhance customer service and automatically provide daily water meter readings.

The debt service on the General Obligation bonds for the construction of the Walter J. Sullivan Water Purification Facility and the AMR Project are fully paid by revenues from the water service charge. The water service charge covers approximately 67% of the total debt service on the loan from the MWPAT, with the remainder of the debt service covered through state subsidies. While debt service of this magnitude would normally have a significant impact on the water rate, the City is able to mitigate this effect by using a portion of the retained earnings in the Water Enterprise Fund (\$5,151,605 as of June 30, 2005) to offset debt service costs. By using these reserve funds, the City projects water rate increases (ranging from a high of 4.7% in FY08 to a low of 0.0% in FY11) over the next five years. If the City did not have significant retained earnings in the Water Fund that it was able to use to lower the water rate, projected rate increases in the future would be higher.

In addition to the bond-financed water treatment plant and the AMR project, current water service charge revenues of \$820,000 support a wide range of projects in FY06, including replacement of infrastructure components of the water distribution system, continued implementation of the Fresh Pond Master Plan – specifically the construction oversight of the Little Fresh Pond and Northeast Sector Projects, and continued US Geological Survey water quality monitoring of our reservoir system.

FY07 FUNDING. Funding for this cost center in FY07 is provided by current water service charge revenues (\$920,000) and will finance the following projects:

- **Improvements to Water System in Conjunction with City Projects (\$150,000)** - These funds will provide for the replacement of old valves, hydrants, lead water services and mains, utilizing in-house personnel in tandem with the Department of Public Works sewer, storm water and roadway work and Community Development Department surface enhancement projects including the Walden Street Bridge project.

- **Water Works Improvements to the Distribution System (\$200,000)** - This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergency response and support to other departments. This will be accomplished through the annual Water Works Construction Contract.
- **Facility Equipment and Improvements (\$125,000)** - These funds will be used to purchase laboratory instrumentation and monitoring (\$60,000), plant equipment and instrumentation (\$30,000), and office and facility equipment and improvements (\$35,000).
- **Consulting Services (\$100,000)** - These funds will be used for consultant services to continue to study the flow patterns through the Payson Park Reservoir (\$25,000), GIS mapping (\$10,000), energy conservation/HVAC efforts (\$15,000,) clearwell overflow efforts (\$20,000), and to perform dam safety inspections (\$10,000) and the biennial leak detection program (\$20,000).

- **Implementation of Fresh Pond Master Plan (\$250,000)** - Funds have been included in this budget to cover the cost of various reservation priorities such as the construction oversight of both the Little Fresh Pond and Northeast Sector Projects (\$200,000) and additional source water protection and grant eligibility planning as required by DEP (\$50,000).
- **Continuation of the US Geological Survey Water Quality Monitoring Program (\$95,000)** - Funds have been allocated for the continuation of a contract with the US Geological Service to continue cooperative and cost shared watershed water quality monitoring.

FY08-11 FUNDING. Allocations from the retained earnings of the Water Fund balance and water service charges in future years will continue to provide funding for work in the Transmission/Distribution, Engineering/Administration, Treatment and Watershed areas, with the focus on water main improvements.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Sewer Reconstruction**

FY07	\$2,950,000
FY08	\$42,950,000
FY09	\$9,200,000
FY10	\$15,750,000
FY11	<u>\$34,600,000</u>
	\$105,450,000

STATUS OF PRIOR YEAR PROJECTS. The Public Works Department continues to work on the various Sewer Separation, Stormwater Management and Flood prevention programs throughout the city. All of these programs are multi-year programs and are funded through a variety of mechanisms, including General Obligation Bonds, loans from the Massachusetts Water Pollution Abatement Trust (MWPAT) and Massachusetts Water Resources Authority (MWRA) loans and grants. Similar to FY06, due to continued

uncertainty with regard to state funding of the MWPAT program, future projections do not presume state financial assistance.

FY07 FUNDING. The FY07 allocation of \$2,950,000 represents a significant reduction in funding from last year’s projection for FY07 of \$30,587,000. The reduction represents a delay in the scheduled sewer separation in the Alewife watershed, a project which is being funded jointly with the MWRA. The FY07 sewer reconstruction funding combined with previous allocations, will allow for the award of four significant capital construction projects in the various program areas this year, to include stormwater management at the Library Expansion project, further system improvements in Cambridgeport, the construction of a major stormwater management system for Area 4, and common manhole removal work in the Cambridge Highlands area of the city. The improvement plan presumes these projects will be primarily funded through the issuance of general bonds. However, the City expects to receive MWRA grant and loan funds for common manhole removal work and the City expects to be successful in applying for State Revolving Fund loans and subsidies for the work associated with the Area 4 flood relief and sewer separation work.

- **Agassiz area: \$100,000.** This money will be used to address Combined Sewer Overflow (CSO) controls to the Charles river from that system that primarily services the Agassiz community. Presently, the city has a permit from the Environmental Protection Agency for this and other CSOs along the Charles. This money will be used to assess the possibility of further reducing or eliminating some CSOs, through system optimization, without affecting service levels.
- **Cambridge Highlands Common Manholes/Infiltration/ Inflow (I/I) removal: \$1,444,444.** This funding will be used to begin to eliminate common manhole structures in the Cambridge Highlands neighborhood and to reconstruct a number of sewer and drain lines in the area. This work is part of the continuing project to

eliminate common manhole structures from separated areas of the city. The funding will be \$444,444 from bond sales, \$550,000 in MWRA 5-year zero interest loans and \$450,000 in MWRA grants. The MWRA money is specifically set aside for inflow and infiltration removal.

- **Cambridgeport: \$505,556.** The funding will be used to address the design of common manholes in the northern area of Cambridgeport, primarily between Erie Street and Massachusetts Avenue. Our capital planning program presumes a bond issuance for approximately \$255,556 of this work with the remainder being funded through the MWRA inflow and infiltration Grant/Loan program.
- **Remedial Construction: \$900,000.** The Public Works Department uses this funding to maintain the existing storm, sanitary and combined sewer systems. This funding constitutes a critical component of our overall program. These monies are used for various contracts to provide structural repairs and corrections to various systems to ensure their functions are not compromised by the passage of time, capacity constraints, or other factors.

FY08-11 FUNDING. Future allocations contain funds for later phases of these projects. It is anticipated that during the FY08-11 time period the majority of the sewer separation and CSO control work scheduled in the Alewife area, which will be cost shared between the MWRA and the City, will be completed.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Traffic Calming**

FY07	\$400,000
FY08	\$400,000
FY09	\$400,000
FY10	\$400,000
FY11	<u>\$400,000</u>
	\$2,000,000

STATUS OF PRIOR YEAR PROJECTS. Traffic calming focuses on redesigning streets to improve the comfort and safety of people walking, biking and driving on them. Mechanisms may include raised crosswalks and intersections, curb extensions, crossing islands, and other physical features which calm traffic and enhance safety. The Community Development Department works to coordinate traffic calming projects with scheduled street and sewer improvements planned by the Department of Public Works. This allows the

most efficient use of resources and reduces the disruption to residents during construction.

In FY06, designs were completed for traffic calming on Rindge Avenue at Russell Field, Upland Road from Massachusetts Avenue to Newell Street, Huron Avenue from Aberdeen Avenue to Grove Street, Linnaean Street at Garden Street, Fulkerson Street at Charles Street, Lakeview Avenue at Brattle Street and Huron Avenue, and Mt. Auburn Street from Story Street to Fresh Pond Parkway. All of these projects will be under construction during the 2006 construction season.

FY07 FUNDING. An allocation of \$400,000 from the Parking Fund will finance FY07 projects. The funding will be used for the design and construction of traffic calming measures, and construction will be managed by the Department of Public Works. Likely projects include portions of Putnam Avenue and Cushing Street, Broadway at Sennott Park, Brattle Street, Albany Street at Portland Street, Massachusetts Avenue at Ellery Street and Pemberton Street at Yerxa Road.

FY08-11 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Façade Improvement Program**

FY07	\$150,000
FY08	\$182,000
FY09	\$185,000
FY10	\$185,000
FY11	<u>\$185,000</u>
	\$887,000

STATUS OF PRIOR YEAR PROJECTS. The Façade Improvement Program is used throughout the City to support business owners with matching grants of up to \$35,000 for construction of storefront improvement projects including handicapped accessibility. Business owners also may apply for matching grants of up to \$3,500 for exterior signage and lighting projects. An architectural consultant, retained by the City, provides preliminary design services to applicants.

In FY06, the Façade Improvement Program's Capital Budget allocation of \$185,000 supported 6 facade improvements and 14 signage and lighting projects, as well as design services for 20 additional participants.

FY07 FUNDING. The Façade Improvement Program funds will continue façade improvements in commercial districts citywide. The allocation will support approximately 2 façade improvement projects, 10 signage and lighting improvement projects, and design services for additional participants in the program. Funding for this program is from a combination of Property Taxes (\$35,000) and Free Cash (\$115,000).

FY08-11 FUNDING. It is anticipated that this program will receive funding in future years.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Employment Program Fund**

FY07	\$350,000
FY08	\$350,000
FY09	\$350,000
FY10	\$350,000
FY11	<u>\$350,000</u>
	\$1,750,000

STATUS OF PRIOR YEAR PROJECTS. The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

FY07 FUNDING. \$350,000 in Block Grant funds will continue to finance the Just-A-Start (JAS) Rehabilitation Assistance Program (RAP), which trains and employs Cambridge youth to provide a range of low-cost housing rehabilitation, energy conservation

and de-leading services throughout Cambridge and for the Cambridge Housing Authority. As in prior years, the crews will work on housing units for CDBG eligible, low and moderate-income households.

FY08-11 FUNDING. It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Housing Rehab and Development**

FY07	\$1,001,285
FY08	\$1,001,285
FY09	\$1,001,285
FY10	\$1,001,285
FY11	<u>\$1,001,285</u>
	\$5,006,425

STATUS OF PRIOR YEAR PROJECTS. This program combines the Community Development Block Grant (CDBG) Capital Fund allocation with funds from the HOME Program, Affordable Housing Trust Fund, and other public and private sources to finance renovations to existing housing units and the development of new units.

FY07 FUNDING. \$1,001,285 of Block Grant funds, will be used with funds from HOME, Affordable

Housing Trust and other sources to finance a range of programs to meet the City's diverse housing needs. The Block Grant funding will continue to finance the rehab of existing housing stock and the development of new housing units for low- and moderate-income Cambridge residents.

Block Grant funding of housing programs includes \$637,440 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners' Rehab, Inc. (HRI). In addition, \$155,650 will support the efforts to rehabilitate multi-family properties while keeping rents affordable through a program administered by the Cambridge Neighborhood Apartment Housing Services (CNAHS).

\$188,195 of Block Grant funds will be made available to neighborhood-based development corporations (JAS and HRI) to continue to acquire and rehab properties for affordable homeownership and rental housing. In addition, \$20,000 in Community Development Block Grant funds will be used to support the Historical Commission, through the Historic Preservation Home Improvement Program, to assist owners improving their properties.

FY08-11 FUNDING. It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Neighborhood Business Development**

FY07	\$243,000
FY08	\$243,000
FY09	\$243,000
FY10	\$243,000
FY11	<u>\$243,000</u>
	\$1,215,000

STATUS OF PRIOR YEAR PROJECTS. The FY06 allocation of \$243,000 in Block Grant funds was used to support the City's economic development programs for low- and moderate-income individuals and small businesses, including financial literacy and business planning workshops provided by the Center for Women and Enterprise (CWE), the Best Retail Practices program grants, and the career development programs operated by Just-a-Start and the Cambridge Health Alliance.

FY07 FUNDING. An allocation of \$243,000 from Block Grant funds will be used to support a range of Economic Development workshops and programs. Funds in the amount of \$75,000 will support the continued work of the Center for Women & Enterprise for their workshops on "Getting Started in Business" and "Minding Your Own Business," as well as financial literacy training in the fundamentals of personal and business financial management. An additional \$50,000 will be allocated to the Retail Best Practices grant program, which provides small matching grants to income-eligible businesses to implement recommended improvements related to interior design, merchandising, marketing or operations. In support of the City's workforce development efforts, \$118,000 will be allocated to two career development programs: the Biomedical Careers Program run by Just-A-Start to help low-moderate income individuals obtain skills for jobs in the bio-medical industries; and the Cambridge Healthcare Career Advancement Program, run by the Cambridge Health Alliance, which provides training in careers such as nursing and medical imaging to facilitate advancement of healthcare employees to higher-skilled jobs.

FY08-11 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Percent for Art**

FY07	-
FY08	-
FY09	-
FY10	-
FY11	<u>-</u> -

STATUS OF PRIOR YEAR PROJECTS. Several prior year public projects were completed in FY06, including Porter Square Plaza, a sculpture garden and landscaping for the Taylor Square Fire Station, a functional bus shelter at Russell Field, sculptural bronze elements for the gateways to Gore Street Park, and Vellucci Community Plaza. At the close of FY06, the Arts Council currently has 14 permanent artworks in progress in various stages of implementation. Of these projects, seven have been fully designed and are

awaiting installation as part of larger construction projects: Harvard Square/Palmer St., Yerxa Road Underpass, two projects for the Main Library Expansion Project, Goldstar Mothers' Pool, Trolley Square and Harvard Street Park. Additionally, work on public art projects is underway in conjunction with Lafayette Square, Dana Park, Cambridge Street, Danehy Park, Vassal Lane, the West Cambridge Youth and Community Center/VFW the Robert W. Healy Public Safety Facility.

Significant emphasis continues to be placed in FY06 on community outreach and education about the City's public art collection. A program entitled Public Art ACTS placed interactive theatrical performances by Underground Railway Theater in dialogue with selected public artworks to educate the community about the artworks. Another program entitled Public Art/Moving Site resulted in an innovative traveling public art project that stretched the concept of "site," defining it as movable as well as stationary. The Cambridge Arts Council, the Rockingham Arts & Museum Project in Bellows Falls, VT, and ArtsSPACE in New Haven, CT collaborated to present the work of DeWitt Godfrey, Michael Oatman and the artist collective, Spurse. Site responsive exhibitions occurred in the CAC Gallery, in locations around the City of Cambridge and in partner communities in Vermont and Connecticut. Work on established programs also continued in FY06 and included: a work training program titled *Art Among Us* presented in collaboration with Mayor's Summer Youth Employment Program (MSYEP) and DPW, in which high school youth are trained in understanding the impact and process related to public art and using this knowledge to paint utility boxes around the city, which also serves to curb graffiti. Finally, several events such as artist talks, panel discussions and art performances were planned in relation to CAC Gallery installations to educate the Cambridge community about public art.

Additionally, funds were allocated in both FY05 and FY06 for a two-phased project by Mierle Laderman Ukeles designed to engage large-scale community outreach in the residential areas around Danehy Park and to support the installation of the final component, "Community Implants," for the project *Turnaround/Surround* in that location.

FY07 FUNDING. Funding for the development of public art projects at Lafayette Square, Trolley Square, Vassal Lane traffic calming project, the West Cambridge Youth and Community Center/VFW, and Robert W. Healy Public Safety Facility are included in separate appropriations and will cover the costs of initiating the process to identify and engage the artists who will complete the public art component for these projects.

FY08-11 FUNDING. Although the five-year capital plan does not include specific allocations for public art, it is expected that the appropriate budget transfers for one percent of the overall construction budget for approved building and capital improvement projects will be made concurrent with the budget allocations for such projects.

PUBLIC INVESTMENT FUND**BUDGET****COMMUNITY MAINTENANCE & DEV.
- Public Art Conservation and Maintenance**

FY07	\$30,000
FY08	\$30,000
FY09	\$35,000
FY10	\$35,000
FY11	<u>\$35,000</u>
	\$165,000

STATUS OF PRIOR YEAR PROJECTS. In FY06, contracts were initiated with painting and sculpture conservators to provide routine cleaning and preventative maintenance for the City of Cambridge public art collection. Current and prior year reports identified significant maintenance and cleaning work required to resolve problems with the brass cylinders and lighting elements for Multicultural Manifestos in Carl Barron Plaza in Central Square, sculptural seating elements at Roethlisberger Park, water damage that

occurred to the mural cycle "*Town Green*" in the City Hall Annex, the sculptural pump and water cylinder at the Walter J. Sullivan Water Purification Facility, and the sculptural elements at Donnelly Field.

FY07 FUNDING. An allocation of \$30,000 from Free Cash has been made to this program which will focus on continuing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments to be done prior to the close of FY07.

FY08-11 FUNDING. The program will continue to provide routine maintenance, treatment, and re-assessment of the physical status of artworks in the City's collection.

SUMMARY: HUMAN RESOURCE DEVELOPMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY07	FY08	FY09	FY10	FY11	TOTAL
Parks and Recreation	\$702,590	\$697,590	\$669,590	\$669,590	\$669,590	\$3,408,950
Accessibility Improvements	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>250,000</u>
	\$752,590	\$747,590	\$719,590	\$719,590	\$719,590	\$3,658,950

	FIVE YEAR REVENUE PLAN					
	FY07	FY08	FY09	FY10	FY11	TOTAL
Free Cash	\$630,000	\$625,000	\$597,000	\$597,000	\$597,000	\$3,046,000
Block Grant	95,090	95,090	95,090	95,090	95,090	475,450
Golf Course Fees	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>27,500</u>	<u>137,500</u>
	\$752,590	\$747,590	\$719,590	\$719,590	\$719,590	\$3,658,950

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Parks & Recreation**

FY07	\$702,590
FY08	\$697,590
FY09	\$669,590
FY10	\$669,590
FY11	<u>\$669,590</u>
	\$3,408,950

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$80,000 from Free Cash was combined with \$27,500 in Golf Course Revenues and \$95,090 in Block Grant Funds for a total budget of \$202,590. In addition to this funding allocation, a comprehensive community planning process was initiated for the complete renovation of the Tobin School – Concord Avenue Playground.

- **Improvements to Thomas P. O’Neill, Jr./Fresh Pond Golf Course (\$27,500)** - An allotment of \$27,500 from golf course fees is being used to provide funds for continuing environmental improvements, including buffer zone enhancements to the golf course.
- **Beautification Program (\$50,000)** - This allocation supported new irrigation and fencing for Arsenal Square, new planting sites at King Open School and Zimmerman Square, and flower plantings at multiple locations.
- **Block Grant Open Space / Gore Street Park (\$95,090)** - These funds are being used to supplement existing funds for renovations to Gore Street Park. Improvements include new play equipment, a water play area upgrade, additional park lighting, park furniture replacement, fencing and drainage, and ADA accessibility improvements.
- **Improvements to Danehy Park (\$30,000)** – This allotment has been used for engineering and landscape architectural services at Danehy Park as well as continued site improvements, maintenance contract oversight, and field renovation work.

FY07 FUNDING. An allocation of \$580,000 from Free Cash will be combined with \$27,500 from golf course revenues and \$95,090 in Block Grant Funds for a total budget of \$702,590 to finance the following projects in FY07.

- **Tobin School Playground Improvements (\$400,000)** - \$400,000 from Free Cash has been allocated for renovations to the Father Callanan Playground at the Tobin School that will include the replacement of the existing pressure treated lumber play equipment structures with new age appropriate play equipment. Safety surfacing and water play will also be added. Renovations to the park will also include fencing repairs and replacement, improved lighting, new park regulatory signs and landscaping improvements.

- **Corrective Action Design at Danehy Park (\$30,000)** - A landfill gas assessment conducted by engineering consultants revealed a need to alleviate landfill gas migration from the landfill in the area of New Street. This allocation will be used to prepare a Corrective Action Design (CAD) for a passive/action landfill gas venting system. Future funding will be requested for construction of the venting system upon approval of the CAD by the Massachusetts Department of Environmental Protection (DEP).
- **Construction of Dog Park at Danehy Park (\$100,000)** - This allocation will be for the construction of a new 15,000 square foot dog park. This project will include expansion of the existing dog run area, significant regrading and drainage improvements, fencing of the entire site, and other site amenities.
- **Improvements to Thomas P. O'Neill, Jr./Fresh Pond Golf Course (\$27,500)** - An allotment of \$27,500 from golf course fees will be used for improvements to the golf course irrigation system.
- **Beautification Program (\$50,000)** - These funds will be used to continue the seasonal flower program that includes construction of new planting sites as well as enhancement of existing high profile intersections.
- **Block Grant Contingency Fund (\$95,090)** - The remainder of the Block Grant entitlement that is not allocated to specific programs has been set aside as a contingency for eligible open space projects.
- **Park at Western Avenue and Memorial Drive (\$3,000,000)** As part of the rezoning of the former Mahoney's site at the corner of Western Avenue and Memorial Drive, Harvard University agreed to permanently deed to the City the 34,000 square foot parcel at this corner for permanent use as open space. It is expected that a community-based design process will begin in the fall of 2006 with construction anticipated to begin in the summer of 2007 or when the underground garage on Memorial Drive is complete. A contribution of \$780,000 from Harvard University will fund the design of landscape and hardscape surfaces, with allotments from the Community Preservation Act (\$800,000) and Open Space Acquisition Fund (\$1,420,000) funding the design and construction costs associated with the passive landscape restoration phase of the project.
- **Open Space at Trolley Square (\$400,000)** – As part of the affordable housing project at the former trolley yard site in North Cambridge, 3,600 square feet of open space will be added for public use. It is expected that a community-based design process will begin in the spring of 2006 with construction expected to take place during FY07. This new open space area will provide a link to Linear Park and will be financed through an allocation from the Open Space Acquisition Fund.

In addition to the projects listed above, two new open space improvement projects will begin in either FY06 or FY07 and will be funded through a combination of private grants and City funds. These projects are as follows:

FY08-11 FUNDING. Free cash allocations will be the primary financing source for a wide range of open space projects including the construction of a passive / action landfill gas venting system at Danehy Park that will be based on the recommendations of the Corrective Action Design that is included in the FY07 capital budget and repairs to the Wheeler Water Garden spray jets, actuator, and computer controls. Additional funds, including the Block Grant Contingency, have been set aside for renovations to several parks as well as continued improvements to the golf course.

PUBLIC INVESTMENT FUND**BUDGET****HUMAN RESOURCE DEVELOPMENT
- Accessibility Improvements**

FY07	\$50,000
FY08	\$50,000
FY09	\$50,000
FY10	\$50,000
FY11	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. Allocations of \$50,000 to this cost center have been made for the past eight years to fund a wide range of projects to improve access for people with disabilities, consistent with the requirements of the Americans with Disabilities Act of 1990 (ADA). Recent accessibility projects that have been completed (or slated to be completed by the end of FY06) include the Coffon Building (51 Inman Street) basement men's restroom access and Collins branch library access. The following projects have been identified and will be addressed through future capital budget allotments.

Fire alarms: visual alarms and pull station access	\$25,400
City Hall: accessible door hardware/door thresholds	22,200
Portable assistive listening system	15,000
Police station: restroom accessibility	15,000
Accessible interior signage for City Hall, Coffon Building, and Lombardi Building	5,000
TOTAL	\$82,600

FY07 FUNDING. In order to continue the program of making public facilities more accessible to people with disabilities, an allocation of \$50,000 will be made from Free Cash and spent as follows: \$22,200 will be allocated for ADA-accessible door hardware and door threshold improvements in City Hall; \$27,800 will be allocated for ADA upgrades to fire alarms and pull stations in various municipal buildings; and the balance will be allocated toward future ADA projects.

FY08-11 FUNDING. It is the City's intent to continuing allocating \$50,000 in future capital budgets to improve access to public facilities for persons with disabilities.

SUMMARY: EDUCATION

FIVE YEAR APPROPRIATION PLAN						
	FY07	FY08	FY09	FY10	FY11	TOTAL
School Equipment/Renovations	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$1,125,000</u>
	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000

FIVE YEAR REVENUE PLAN						
	FY07	FY08	FY09	FY10	FY11	TOTAL
Free Cash	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$225,000</u>	<u>\$1,125,000</u>
	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000

PUBLIC INVESTMENT FUND**BUDGET****EDUCATION
- School Equipment/Renovations**

FY07	\$225,000
FY08	\$225,000
FY09	\$225,000
FY10	\$225,000
FY11	<u>\$225,000</u>
	\$1,125,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$400,000 was made to the School Department from the City "Pay-As-You-Go" capital fund for FY06. These funds are supplemented by \$580,000 allocated within the School Operating Budget to fund the following projects in FY06:

A comprehensive facilities study of building system and infrastructure in all school facilities to serve as a guide for priorities for future capital projects; weight room equipment for the Russell Field fieldhouse facility; final costs for the Rindge School of Technical Arts (RSTA) Media Arts/Cable TV facility; replacement of fire alarm systems in schools; and replacement of corroded HVAC piping in the King/Amigos School.

Cambridge has two projects on the state School Building Assistance approved project list: the CRLS Major Repair Project (including HVAC, roof, windows, interior lighting), and the War Memorial Major Renovation project (full gut rehab). Total costs were estimated at approximately \$50 million in 2003. Both projects are waiting state funding before proceeding. State reimbursement is estimated at approximately 65% of the original costs estimates. It is unclear how inflationary cost increases will be addressed since there are legislative proposals to build cost increase factors into the reimbursement formula.

FY07 FUNDING. \$225,000 in Free Cash will be supplemented by \$580,000 in maintenance project funding allocated within the School Budget to fund projects that will be identified as priority needs from the comprehensive facilities study referenced above. One project that is certain is the King/Amigos school HVAC piping replacement, which will require funding beyond that available in the FY06 budget.

FY08-11 FUNDING. Based on the comprehensive facilities study which is scheduled to be completed by the end of FY06, detailed discussions relating to the scope and financing of the building repair and maintenance projects will take place. Projects such as the War Memorial Major Renovation Project and CRLS Major Repair Project, which have been previously appropriated, are projected to be bonded in FY08 and FY09 respectively.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2006

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
GENERAL GOVERNMENT								
	Mayor	\$ 568,810	\$ 117,130	\$ 20,500		\$ 706,440		\$ 706,440
	Executive	1,107,570	442,950	37,500		1,588,020		1,588,020
	City Council	969,150	41,900	45,500		1,056,550		1,056,550
	City Clerk	727,640	58,110	2,420		788,170		788,170
	Law	1,093,905	509,225	259,675		1,862,805		1,862,805
	Finance	7,112,800	2,240,140	193,500	\$77,800	9,624,240		9,624,240
	Employee Benefits	21,864,140	704,310			22,568,450		22,568,450
	General Services	427,640	627,635			1,055,275		1,055,275
	Election	560,540	250,540	2,270		813,350		813,350
	Public Celebrations	381,960	197,100	1,125		580,185		580,185
	Reserve		237,500			237,500		237,500
	TOTAL	<u>\$34,814,155</u>	<u>\$5,426,540</u>	<u>\$562,490</u>	<u>\$77,800</u>	<u>\$40,880,985</u>		<u>\$40,880,985</u>
 PUBLIC SAFETY								
	Animal Commission	\$ 236,390	\$ 13,305	\$ 150		\$ 249,845		\$ 249,845
	Fire	30,142,585	920,940	331,750	\$ 95,000	31,490,275		31,490,275
	Police	32,602,490	970,290	184,000	432,100	34,188,880		34,188,880
Traffic, Parking & Transportation		5,485,580	3,269,040	19,400	75,000	8,849,020		8,849,020
Police Review & Advisory Board		61,310	1,000	3,000		65,310		65,310
Inspectional Services		2,259,445	124,400	51,825	15,000	2,450,670		2,450,670
License		719,145	60,650	9,240		789,035		789,035
Weights & Measures		97,755	8,280	1,745		107,780		107,780
Electrical		1,274,830	1,041,705	1,670	25,000	2,343,205		2,343,205
Emergency Management		145,570	14,535	100		160,205		160,205
Emergency Communications		3,279,890	174,010	15,850	4,000	3,473,750		3,473,750
	TOTAL	<u>\$76,304,990</u>	<u>\$6,598,155</u>	<u>\$618,730</u>	<u>\$646,100</u>	<u>\$84,167,975</u>		<u>\$84,167,975</u>

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE AND DEVELOPMENT								
	Public Works	\$15,514,445	\$ 9,679,845	\$102,085	\$ 400,000	\$25,696,375		\$25,696,375
	Community Development	4,106,545	563,790	20,500	68,800	4,759,635		4,759,635
	Historical Commission	462,985	27,380	800		491,165		491,165
	Conservation Commission	89,185	3,865	885		93,935		93,935
	Peace Commission	68,950	10,780	1,350		81,080		81,080
	Cable T.V.	489,340	633,315	3,450		1,126,105		1,126,105
	Debt Service		216,000		32,853,585	33,069,585		33,069,585
	TOTAL	<u>\$20,731,450</u>	<u>\$11,134,975</u>	<u>\$129,070</u>	<u>\$33,322,385</u>	<u>\$65,317,880</u>		<u>\$65,317,880</u>
HUMAN RESOURCE DEVELOPMENT								
	Library	\$ 4,742,350	\$ 960,695	\$ 36,650		\$ 5,739,695		\$ 5,739,695
	Human Services	13,348,230	2,560,005	53,450	\$25,000	15,986,685		15,986,685
	Women's Commission	158,205	9,835	1,025		169,065		169,065
	Human Rights Commission	166,510	4,055	700		171,265		171,265
	Veterans	261,660	48,900	291,150		601,710		601,710
	TOTAL	<u>\$18,676,955</u>	<u>\$3,583,490</u>	<u>\$382,975</u>	<u>\$25,000</u>	<u>\$22,668,420</u>		<u>\$22,668,420</u>
	CITY TOTAL	\$150,527,550	\$26,743,160	\$1,693,265	\$34,071,285	\$213,035,260		\$213,035,260
EDUCATION								
	Schools Operating	<u>\$92,565,965</u>	<u>\$25,199,350</u>	<u>\$1,614,715</u>	<u>\$5,982,175</u>	<u>\$125,362,205</u>		<u>\$125,362,205</u>
	TOTAL	<u>\$92,565,965</u>	<u>\$25,199,350</u>	<u>\$1,614,715</u>	<u>\$5,982,175</u>	<u>\$125,362,205</u>		<u>\$125,362,205</u>
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority		\$17,678,620			\$17,678,620		\$17,678,620
	Cherry Sheet Assessments						\$16,197,970	16,197,970
	Cambridge Health Alliance		6,000,000			6,000,000		6,000,000
	TOTAL		<u>\$23,678,620</u>			<u>\$23,678,620</u>	<u>\$16,197,970</u>	<u>\$39,876,590</u>
	GRAND TOTALS	\$243,093,515	\$75,621,130	\$3,307,980	\$40,053,460	\$362,076,085	\$16,197,970	\$378,274,055

BE IT FURTHER ORDERED: That the city appropriations and state assessments in the General Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Mayor	\$ 674,440				\$ 32,000		\$ 706,440
	Executive	1,209,155		\$215,000		163,865		1,588,020
	City Council	1,042,440				14,110		1,056,550
	City Clerk	504,920	\$35,000		\$228,950	19,300		788,170
	Law	1,712,805	2,500	97,500		50,000		1,862,805
	Finance	6,044,655			473,950	605,635	\$2,500,000	9,624,240
	Employee Benefits	9,145,750				9,562,700	3,860,000	22,568,450
	General Services	956,450		4,000		94,825		1,055,275
	Election	705,880			2,000	105,470		813,350
	Public Celebrations	538,105	12,000			30,080		580,185
	Reserve	237,500						237,500
	TOTAL GENERAL GOVT.	\$22,772,100	\$49,500	\$316,500	\$704,900	\$10,677,985	\$6,360,000	\$40,880,985
	Animal Commission	\$ 234,945	\$ 11,000	\$ 2,000	\$ 1,200		\$ 700	\$ 249,845
	Fire	30,683,775	75,000	12,500	719,000			31,490,275
	Police	25,283,970	126,065	3,187,425	1,615,355	\$2,275,065	1,701,000	34,188,880
	Traffic, Parking & Transportation		202,500	4,753,715	3,481,605		411,200	8,849,020
	Police Review & Advisory Board	65,310						65,310
	Inspectional Services	(1,114,670)	3,483,340		82,000			2,450,670
	License	(1,086,560)	1,810,995		25,600	39,000		789,035
	Weights & Measures	63,355			26,500	17,925		107,780
	Electrical	1,597,405	22,935		512,000	207,865	3,000	2,343,205
	Emergency Management	160,205						160,205
	Emergency Communications	3,473,750						3,473,750
	TOTAL PUBLIC SAFETY	\$59,361,485	\$5,731,835	\$7,955,640	\$6,463,260	\$2,539,855	\$2,115,900	\$84,167,975

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
	Public Works	\$19,243,735	\$112,000	\$400,000	\$ 3,351,145	\$2,281,130	\$308,365	\$25,696,375
	Community Development	3,115,050	55,000	50,000	281,895	1,092,690	165,000	4,759,635
	Historical Commission	476,165				5,000	10,000	491,165
	Conservation Commission	69,305			24,630			93,935
	Peace Commission	57,630				23,450		81,080
	Cable T.V.	(630)			1,126,435		300	1,126,105
	Debt Service	<u>15,282,915</u>		<u>157,190</u>	<u>11,671,325</u>	<u>3,905,605</u>	<u>2,052,550</u>	<u>33,069,585</u>
	TOTAL COMMUNITY MAINTENANCE & DEV.	\$38,244,170	\$167,000	\$607,190	\$16,455,430	\$7,307,875	\$2,536,215	\$65,317,880
	Library	\$ 5,287,545		\$30,000		\$ 422,150		\$ 5,739,695
	Human Services	12,658,015			\$2,513,985	814,685		15,986,685
	Women's Commission	159,105				9,960		169,065
	Human Rights Commission	171,265						171,265
	Veterans	<u>403,455</u>				<u>198,255</u>		<u>601,710</u>
	TOTAL HUMAN RESOURCE DEVELOPMENT	\$18,679,385		\$30,000	\$2,513,985	\$1,445,050		\$22,668,420
	CITY TOTAL	\$139,057,140	\$5,948,335	\$8,909,330	\$26,137,575	\$21,970,765	\$11,012,115	\$213,035,260
EDUCATION	Schools Operating	<u>\$98,633,655</u>		<u>\$100,000</u>		<u>\$26,328,550</u>	<u>\$300,000</u>	<u>\$125,362,205</u>
	SCHOOL TOTAL	\$98,633,655		\$100,000		\$26,328,550	\$300,000	\$125,362,205
INTERGOVERNMENTAL	Massachusetts Water Resources Authority				\$17,678,620			\$17,678,620
	Cherry Sheet Assessments	\$10,485,960			478,440	\$5,233,570		16,197,970
	Cambridge Health Alliance	<u>6,000,000</u>						<u>6,000,000</u>
	TOTAL INTERGOVERN.	\$16,485,960			\$18,157,060	\$5,233,570		\$39,876,590
	GRAND TOTALS	\$254,176,755	\$5,948,335	\$9,009,330	\$44,294,635	\$53,532,885	\$11,312,115	\$378,274,055

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2006

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

FUNCTION	DEPARTMENT	SALARIES & WAGES	OTHER ORDINARY MAINTENANCE	TRAVEL & TRAINING	EXTRA ORDINARY EXPENDITURES	CITY APPRO- PRIATION	STATE ASSESS- MENT	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water	\$5,282,290	\$3,360,305	\$28,855	\$8,523,595	\$17,195,045		\$17,195,045

BE IT FURTHER ORDERED: That the city appropriations in the Water Fund are to be financed by estimated revenues drawn from the following sources:

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER- GOVERN- MENTAL REVENUE	MISCELL- ANEOUS REVENUE	GRAND TOTAL
COMMUNITY MAINTENANCE & DEVELOPMENT	Water				\$16,127,790	\$1,067,255		\$17,195,045

INTRODUCED BY CITY MANAGER ROBERT W. HEALY
AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2006

ORDERED: That the following sums are hereby appropriated in the Public Investment Fund of the City of Cambridge.

FUNCTION	PROJECT	APPROPRIATIONS	FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT			COMMUNITY MAINT. & DEV. (cont.)		
	Acquisition of Personal Computers	\$ 50,000		Façade Improvement Program	150,000
	Technology Upgrades	<u>520,000</u>		Employment Program Fund	350,000
		\$570,000		Housing Rehab & Development	1,001,285
PUBLIC SAFETY				Neighborhood Business Development	243,000
	Fire Vehicles/Equipment	\$350,000		Public Art Conservation	<u>30,000</u>
	Fire Station/Renovations	<u>28,000</u>			\$7,592,475
		\$378,000	HUMAN RESOURCE DEVELOPMENT		
COMMUNITY MAINTENANCE & DEV.				Parks & Recreation	\$702,590
	Public Building Renovations	\$ 87,000		Accessibility Improvements	<u>50,000</u>
	Streets/Sidewalks Reconstruction	1,931,190			\$752,590
	Park and Cemetery Tree Pruning	50,000	EDUCATION		
	Parking Improvements	775,000		School Equipment/Renovations	<u>\$225,000</u>
	Water System Improvements	920,000			\$225,000
	Sewer Reconstruction	1,450,000			
	Traffic Calming	400,000		TOTAL	\$9,518,065
	Roadway Improvements	205,000			

BE IT FURTHER ORDERED: That the above appropriations are to be financed from the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE	FINANCING PLAN CLASSIFICATIONS	REVENUE
Property Taxes	\$1,450,000	Block Grant	1,689,375
Free Cash	1,000,000	Chapter 90	1,510,055
Parking Fund	1,380,000	Golf Course Fees	27,500
Sewer Service Charge	900,000	MWRA Grant	550,000
Water Service Charge	920,000	Street Preservation Offset Fund	<u>91,135</u>
			\$9,518,065

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IV - 59	Employee Benefits/Summary	IV - 172	Public Works
IV - 4	Executive	IV - 45	Purchasing
II - 19	Facts on File	IV - 86	Reserve
IV - 27	Finance/Summary	IV - 50	Revenue
II - 27	Financial Charts	II - 15	Selected Acronym Table
III - 1	Financing Plan/Summary	III - 19	Taxes
II - 24	Financial Policies and Guidelines	II - 20	Tax Facts
III - 33	Fines and Forfeits	IV - 11	Tourism
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II - 33	General Fund/Projected Balance	IV - 53	Treasury
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IV - 1	General Government/Summary	IV - 215	Water Department
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THIS SPACE RESERVED FOR COUNCILLORS' NOTES