



ANNUAL BUDGET 2008-2009

ADOPTED BY
THE CITY COUNCIL,
CAMBRIDGE,
MASSACHUSETTS



RELOCATED AND NEWLY RENOVATED CAMBRIDGE PUBLIC SAFETY FACILITY

Cover Photo:

Relocated and Newly Renovated Cambridge Public Safety Facility

In April 2005, the City purchased a shell building located at 125 Sixth Street in East Cambridge for build-out as the new Robert W. Healy Public Safety Facility. The newly built-out 5-story structure will house a state-of-the-art Police Headquarters and Emergency Communications Center. The roughly 100,000 square foot fully accessible Police Administration building will include 16 prisoner detention cells, a holding cell and juvenile cells, a media room, state of the art evidence processing and training facilities and a 91 car garage. This facility will also include the citywide Emergency Communications Center and 911 operation. Construction of the interior began in March 2007 and completion is anticipated for fall 2008. Total project cost, for the building acquisition, design and construction build-out, is \$62 million.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Cambridge
Massachusetts**

For the Fiscal Year Beginning

July 1, 2007

Handwritten signature of Charles S. Cox in cursive.

President

Handwritten signature of Jeffrey R. Erwin in cursive.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of Cambridge for its annual budget for the fiscal year beginning July 1, 2007.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operation guide, as a financial plan and as a communication medium.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



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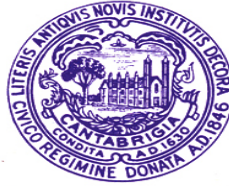
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THIS SPACE RESERVED FOR COUNCILLORS' NOTES



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

ADOPTED BUDGET MESSAGE

May 19, 2008

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

I herewith present to you the FY09 Operating and Capital Budgets for the City of Cambridge approved by the City Council on May 19, 2008, as well as the proposed FY10 - 13 Capital Plan, which reflect no revisions to the City Manager's submitted budget.

The adopted Operating Budget of \$434,126,990 represents an increase of \$20,849,575, or 5%, over the FY08 adjusted budget. The budget increase is largely attributable to an annualized 4.4% cost of salary increase for employees, a 12.8% increase in employee health insurance, a 3.0% increase in employee pension costs, a 4.6% combined increase in Massachusetts Water Resource Authority and State (Cherry Sheet) assessments, a property-tax supported debt service increase of 9.7% and energy increases of 16.2%. In addition, the Operating Budget includes the net increase of 5 full-time positions as well as increases in non-salary accounts, primarily due to the opening of new facilities in the new fiscal year. Overall, the City has reduced 25 full-time positions since FY03.

This Budget accomplishes the following:

- 1) Maintains city and school services that citizens have come to expect and provides for a strong capital plan. This should not be taken for granted, based on the current economic uncertainties and the fiscal challenges facing many cities and towns in the Commonwealth;
- 2) Provides funding increases to support City Council Goals, especially around public safety, by funding additional police and support personnel and implementing a new Transitional Jobs Program, which evolved out of the efforts of the Neighborhood Safety Task Force;
- 3) Provides funding to support programmatic and operational costs for the new facilities which are scheduled to open in FY09; and
- 4) Achieves the above with a moderate increase in the property tax levy, which supports the City Council Goal of "evaluating expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers."

In FY09, the City will celebrate the opening of the following facilities: The new state-of-the art Public Safety Facility on Sixth Street in East Cambridge is scheduled to have construction completed by late summer 2008, with the Police and Emergency Communications Departments moving in mid/late fall 2008; the West Cambridge Youth and Community Center, which includes youth programming space, athletic facility space and a large theatre/performance space, which will enable a wide variety of users to enjoy a large community gathering space, with completion anticipated for late fall 2008; the War Memorial Athletic Facility, with completion anticipated in late fall 2008; and the Main Library renovation and expansion project, with completion anticipated for spring 2009. Also, renovations to the CRLS buildings are in the Design Development phase. Construction of this phased project is anticipated to be under way in early summer 2009. The citizens of Cambridge will benefit from these new facilities for decades to come.

Despite our ability to manage our resources to provide services and infrastructure improvements, Cambridge also faces the same challenges as other cities and towns with regard to municipal financing and reliance on the property tax. The City receives approximately 60% of its revenues from the property tax. Fortunately, Cambridge has been able to stay below the Proposition 2 ½ property tax levy limit because of its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. The City's excess levy capacity in FY08 is \$88.3 million. In addition, the City has been able to achieve a low property tax rate and an overall lower residential property tax bill than surrounding communities.

However, the pressures of rising health insurance and pension costs, energy costs, state aid funding and debt service increases to fund infrastructure improvements will continue to be major concerns for the foreseeable future.

In the past three fiscal years, we have been able to produce budgets that have reflected an average annual increase of less than 3% in the property tax levy. In FY08, this resulted in having approximately 92.5% of the residential taxpayers receiving a property tax bill that was lower, the same or only slightly higher (less than \$100) than the previous year. It should also be noted that the City Council adopted an FY08 water and sewer rate, which reflected no increase from the previous year. The FY09 water and sewer rates reflected a 2.1% increase in the water rate, a 4.8% increase in the sewer rate and a 3.9% increase in the combined rate, which were below the estimated increases from the previous year.

The City administration and department heads have worked hard during the budget process to produce an FY09 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, including 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, calls for a total FY09 property tax levy of \$256,097,120, a \$13,762,745 or a 5.68% increase. This percentage increase is below the 7.3% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in December 2007.

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.

The FY09 proposed Capital Budget totals \$28,566,615, an increase of \$8,517,955 or 42.5% over the previous year. The largest change in the FY09 Capital Budget is the increase of bonded projects from \$8,510,000 to \$16,330,000. The FY08 Capital Budget contained only one tax

supported bonded project, the Harvard Square Enhancement Project for \$600,000, which supplemented previous funding for the project, and \$7,910,000 for sewer reconstruction projects, funded from sewer service revenues. The FY09 Capital Budget contains \$7,700,000 in bonded projects, funded from tax supported debt, for the replacement of public safety and city radio systems (\$6,700,000) and \$1,000,000 for Fire Station renovations, as well as \$8,630,000 in bonded sewer projects, funded from sewer service revenues. The FY09 Pay-As-You-Go Capital Budget (funded from property taxes and free cash) of \$2.2 million has remained the same from FY08, in recognition of the increase in our property tax supported debt.

In keeping with the practice of recent years, the proposed FY09 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY08 and FY09. 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. While I encourage readers to review each department's budget in detail, the submitted budget message beginning on page I-7 highlights the adopted spending plan to implement City Council priorities.

OUTLOOK AND CONCLUSION

The long-term outlook for Cambridge continues to be very strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when some communities have seen a reduction in their ratings. As noted, this year Standard and Poor's revised its Financial Management Assessment (FMA) of the City from "good" to "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. We will continue to use our five year financial and capital plan and the City Council Goals as a blue print for our long-range planning.

Because of our continued strong financial condition, we have been able to maintain both City and School services, address City Council Goals and embark on a very ambitious public investment program, which is highlighted by the new Main Library Project, Public Safety Facility, West Cambridge Youth and Community Center, and renovations to War Memorial and CRLS, 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 \$73.8 million in Free Cash, \$88.3 million in excess levy capacity, \$12.5 million in Parking Fund balances, \$6.7 million in Water Fund balances and balances in other reserve accounts. As part of our planning, this Budget uses these reserves to fund important projects and to lessen the increase of the property tax levy.

This allows Cambridge the flexibility to respond to periods of economic decline, the ability to take advantage of unique opportunities and address one-time needs. The City Council has been wise to increase the balance in the City's Debt Stabilization Fund in FY07 and FY08 with an \$8 million dollar appropriation each year from Free Cash. The balance in the Debt Stabilization Fund is projected to be \$19.5 million as of June 30, 2008. The use of the Debt Stabilization Fund will allow the impact of the increased property tax supported debt costs for the five major capital projects to be partially mitigated. Likewise, the increase in the School Stabilization Fund, which is projected to have a balance of \$12.6 million as of June 30, 2008, is important to partially fund the War Memorial and CRLS renovation projects. These projects cost substantially more than initially expected.

While we should be proud of our ability to move forward on these projects, which will benefit the citizens of Cambridge for decades to come, they will have an impact on our capacity to undertake new large capital projects financed from property tax supported debt for the next 4-5 years, as well as significantly expand our pay-as-you-go Capital and Operating Budgets.

The Commonwealth and 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. As noted above, we will continue to analyze the overall finances of the City in the long-term, using our five-year financial plan, debt and reserve policies, in order to maintain stability and predictability in our budgeting and financial planning processes.

In the short-term, future budgets will continue to contain many of the same challenges for the City. These challenges include limited local aid increases from the State; unfunded elementary school building capital needs with unlikely reimbursement from the Massachusetts School Building Authority; increasing construction and material costs; substantial contributions to fund Other Post Employment Benefits (OPEB) liabilities as a result of GASB 45 reporting requirements; reductions in our Community Development Block Grant and other federal grants and increasing employee benefit and energy costs. In addition, the actual cost of the CRLS renovations, which currently has a budget of \$95 million, may be higher than estimated. As updated estimates become available, we may be required to revisit the scope of the project. We've faced similar challenges before and dealt with them successfully, but we must be aware of them, plan accordingly and work together collaboratively. As I noted at the beginning of my message, we should not take for granted our success in maintaining city and school services that citizens have come to expect.

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. We must always be mindful that increases in the property tax levy must be modest so they do not overburden our residential and commercial taxpayers, nor stifle economic growth.

I believe we have responded to the City Council's Goal of producing an FY09 Budget that is limited in its growth of the property tax levy but maintains city and school services, addresses City Council Goals, and supports programmatic and operational costs for the new facilities which are scheduled to open in FY09. 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,



Robert W. Healy
City Manager

SUMMARY: OPERATING BUDGET (all funds)

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$38,511,600	\$38,680,550	General Government	\$47,517,470
84,880,185	88,622,875	Public Safety	93,253,190
81,925,415	86,042,700	Community Maintenance & Development	93,477,320
23,019,220	24,394,705	Human Resource Development	26,187,535
122,566,600	126,511,200	Education	130,704,170
37,294,040	40,986,435	Intergovernmental	42,987,305
<u>\$388,197,060</u>	<u>\$405,238,465</u>		<u>\$434,126,990</u>

FINANCING PLAN	FY09 BUDGET
Taxes	\$278,093,435
Licenses & Permits	6,536,100
Fines & Forfeits	9,961,325
Charges for Service	65,408,660
Intergovernmental Revenue	51,875,030
Miscellaneous Revenue	22,252,440
	<u>\$434,126,990</u>

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY09 BUDGET
----------------------	----------------

General Government	\$550,000
Public Safety	7,985,000
Community Maintenance & Development	19,366,615
Human Resource Development	440,000
Education	<u>225,000</u>
	\$28,566,615

FINANCING PLAN	FY09 BUDGET
----------------	----------------

Property Taxes	\$1,200,000
Free Cash	1,000,000
Parking Fund	900,000
Fund Balance/Parking	1,750,000
Sewer Service Charge	1,600,000
Water Service Charge	1,000,000
Water Fund Balance	1,000,000
Block Grant	1,533,225
Chapter 90	1,908,525
Street Preservation Offset Fund (SPOF)	304,865
Bond Proceeds	16,330,000
Golf Course Fees	<u>40,000</u>
	\$28,566,615



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

SUBMITTED BUDGET MESSAGE

April 28, 2008

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

I herewith submit for your consideration the proposed FY09 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY10 - 13 Capital Plan.

The proposed Operating Budget of \$434,126,990 represents an increase of \$20,849,575, or 5%, over the FY08 adjusted budget. The budget increase is largely attributable to an annualized 4.4% cost of salary increase for employees, a 12.8% increase in employee health insurance, a 3.0% increase in employee pension costs, a 4.6% combined increase in Massachusetts Water Resource Authority and State (Cherry Sheet) assessments, a property-tax supported debt service increase of 9.7% and energy increases of 16.2%. In addition, the Operating Budget includes the net increase of 5 full-time positions as well as increases in non-salary accounts, primarily due to the opening of new facilities in the new fiscal year. Overall, the City has reduced 25 full-time positions since FY03.

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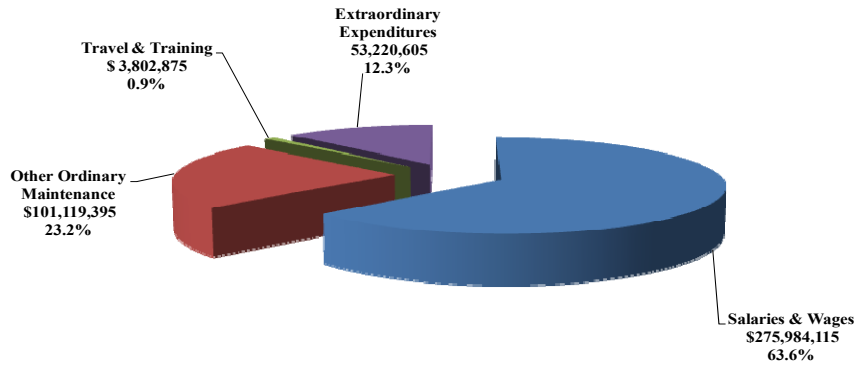
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SUMMARY: CAPITAL BUDGET

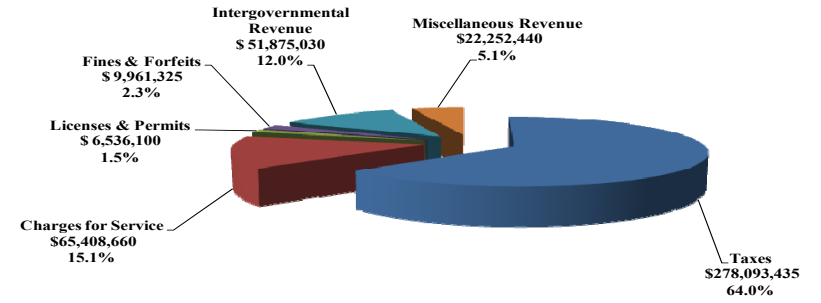
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APPROPRIATION BY STATUTORY CATEGORY



REVENUE BY SOURCE



TOTAL OPERATING BUDGET \$434,126,990

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Despite our ability to manage our resources to provide services and infrastructure improvements, Cambridge also faces the same challenges as other cities and towns with regard to municipal financing and reliance on the property tax. The City receives approximately 60% of its revenues from the property tax. Fortunately, Cambridge has been able to stay below the Proposition 2 ½ property tax levy limit because of its ability to generate non-property tax revenues, new construction growth, controlled budget growth and the prudent use of reserves. The City's excess levy capacity in FY08 is \$88.3 million. In addition, the City has been able to achieve a low property tax rate and an overall lower residential property tax bill than surrounding communities.

However, the pressures of rising health insurance and pension costs, energy costs, state aid funding and debt service increases to fund infrastructure improvements will continue to be major concerns for the foreseeable future.

In the past three fiscal years, we have been able to produce budgets that have reflected an average annual increase of less than 3% in the property tax levy. In FY08, this resulted in having approximately 92.5% of the residential taxpayers receiving a property tax bill that was lower, the same or only slightly higher (less than \$100) than the previous year. It should also be noted that the City Council adopted an FY08 water and sewer rate, which reflected no increase from the previous year. The FY09 water and sewer rates reflected a 2.1% increase in the water rate, a 4.8% increase in the sewer rate and a 3.9% increase in the combined rate, which were below the estimated increases from the previous year.

The City administration and department heads have worked hard during the budget process to produce an FY09 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, including 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, calls for a total FY09 property tax levy of \$256,097,120, a \$13,762,745 or a 5.68% increase. This percentage increase is below the 7.3% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in December 2007.

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 levy increase will be slightly less than 5.68% by the fall, when the City Council votes on the City Manager's property tax and classification recommendations in September 2008. It is anticipated that the City will be able to use increased non-property tax revenues, such as parking fund revenue, debt stabilization or state aid, at a higher level than what is included in the FY09 Budget, once actual FY08 receipts and final state aid figures are known.

The FY09 Budget continues to use its reserves to reduce the increase in the property tax levy in the following ways:

- The FY09 Budget includes the use of \$6.7 million from the City's (Debt) 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 \$9,000,000 is being used from "Free Cash" in the FY09 Budget; \$2,000,000 in the Operating Budget, \$1,000,000 in the Capital Budget and \$6,000,000 to lower the tax levy increase.
- The FY09 Budget includes the use of \$1,000,000 from Water Fund Balance in the Capital Budget to fund the Concord Avenue Water Main Replacement Project.
- The Parking Fund Balance is providing \$1,750,000 in the Capital Budget for the Brookline Street Reconstruction Project. In FY08, \$1.5 million in Parking Fund Balance was used to fund the Blanchard Road Improvement Project.
- The FY09 Budget uses \$2.9 million from the School Debt Stabilization Fund to offset the drop-off in Massachusetts School Building Authority reimbursements prior to the completion of principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs of the War Memorial Facility.

Even though the amounts in three major state aid categories have been recently agreed to by the Governor and the Legislature, the preparation of the annual budget is difficult, due to uncertainty over the level of state aid funding to the City. This is especially true this year, due to the uncertain overall state revenue picture for the current and new fiscal year.

In FY08, the City received \$26,737,295 in Additional Assistance and Lottery Aid. FY08 School Aid/Chapter 70 was \$8,516,350. The total of these three major state aid revenues is \$35,253,645. Based on the Governor's FY09 Budget released in February 2008, the City estimates it will receive \$800,350 more in FY09 than it did in FY08 for these three major categories, for a total of \$36,053,995. However, there is a net increase overall of \$409,205 after taking into account decreases in other state aid revenue categories, with the largest decrease, of \$544,035, occurring in Charter School Tuition Reimbursement. These three local aid categories represent 8.3% of the total FY09 Operating Budget.

The FY09 proposed Capital Budget totals \$28,566,615, an increase of \$8,517,955 or 42.5% over the previous year. The largest change in the FY09 Capital Budget is the increase of bonded projects from \$8,510,000 to \$16,330,000. The FY08 Capital Budget contained only one tax

supported bonded project, the Harvard Square Enhancement Project for \$600,000, which supplemented previous funding for the project, and \$7,910,000 for sewer reconstruction projects, funded from sewer service revenues. The FY09 Capital Budget contains \$7,700,000 in bonded projects, funded from tax supported debt, for the replacement of public safety and city radio systems (\$6,700,000) and \$1,000,000 for Fire Station renovations, as well as \$8,630,000 in bonded sewer projects, funded from sewer service revenues. The FY09 Pay-As-You-Go Capital Budget (funded from property taxes and free cash) of \$2.2 million has remained the same from FY08, in recognition of the increase in our property tax supported debt.

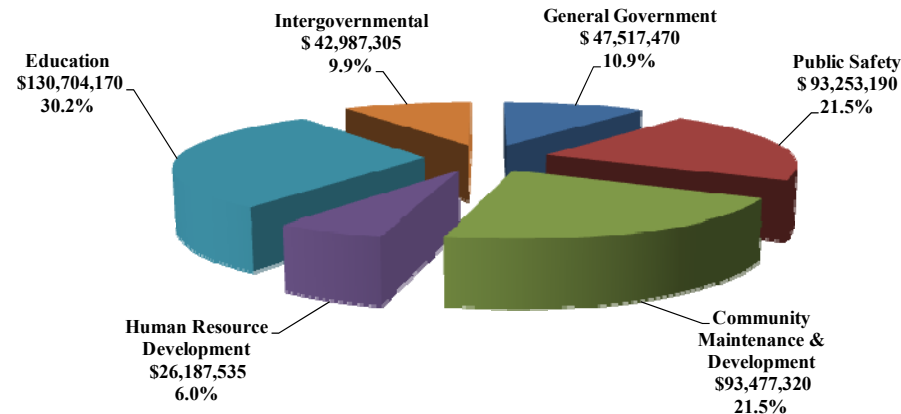
Not included in the proposed budget are funds from the Community Preservation Act (CPA) surcharge. The Community Preservation Act Committee will be making their recommendations for the use of the funds, approximately \$10,900,000, in the coming months. The CPA funds may only be used for certain affordable housing, open space and historic preservation purposes. In addition to the CPA funds raised locally, the City receives state matching funds, which will be made available in October 2008. In prior years, the City received a 100% state match. However, it is projected that the percentage match will decrease as a result of decreasing collections of fees at the Registry of Deeds and the increased number of communities participating in the program. The Department of Revenue estimates that the balance in the state trust fund will be sufficient to provide a first round match of approximately 65% of the surcharge levied by each city and town.

A recommendation for the appropriation of 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 since the acceptance of the CPA in 2001, the City Council has already appropriated/reserved \$72,200,000 from CPA revenues and state matching funds. The City has received approximately \$33.9 million in state matching funds.

In keeping with the practice of recent years, the proposed FY09 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY08 and FY09. 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.

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.

APPROPRIATION BY FUNCTION



INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET

Since 1996, the City Council has conducted an in-depth biennial process to develop and produce its Goals for the City. The Goals listed below were adopted by the City Council in December 2006 and reflect the priorities of the City Council for fiscal years 2008 and 2009. The Council Goals provide guidance to the City Administration during the annual budget planning process. The following pages provide highlights of the Budget in support of these Goals.

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

The FY09 Budget reflects a 5% increase. Despite the increased costs related to health and pension costs, debt service, energy and salary increases, the FY09 Budget reflects a modest property tax levy increase of 5.68% while maintaining City services and providing for improvements to our infrastructure. This percentage increase is below the 7.3% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in December 2007. However, it is anticipated that the actual percentage increase will be slightly less by the fall when the City Council votes on the City Manager's property tax and classification recommendations in September 2008. It is anticipated that the City will be able to use increased non-property tax revenues, such as parking fund revenue, debt stabilization or state aid, in a higher amount than what is included in the FY09 Budget once actual FY08 receipts and final state aid figures are known.

The City's excess tax levy capacity, an extremely important indication of the City's financial health, is \$88.3 million in FY08 and is projected to be approximately the same for FY09. 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, 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 service delivery. This includes proceeding with a public investment program that will result in a projected increase in our annual tax supported bonding costs. Between FY09 and FY11, the projected annual tax supported debt service will increase by a total of \$7.2 million (before the use of the Debt Stabilization Fund), which reflects the borrowing costs for the major construction projects now under way plus CRLS renovation projects. Cambridge is unique in its ability to maintain services while improving our infrastructure in these challenging economic times. It is not uncommon to see neighboring communities that are requiring Proposition 2^{1/2} overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

As noted in the previous section on page I-6, the FY09 Budget utilizes the City's reserves as part of its fiscal planning strategy.

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 required 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 and operational costs related to the new facilities scheduled to open in FY09. All operating items known to be increasing were to be absorbed within existing budgets and department heads were required to document the impact on their Operating Budget if cost increases were absorbed in their existing budget. And lastly, supplemental requests were required to have a corresponding reduction.

City and school officials have worked collaboratively early in the Budget process to establish a financial guideline that 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 2.4% in FY09.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes and free cash) for FY09 remained the same as FY08 at \$2,200,000, 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 FY08. All requests that exceeded the FY08 amount were required to be designated as "supplemental requests." Departments that did not receive a Pay-As-You-Go appropriation in FY08 could submit an FY09 request but it was required to be submitted as a supplemental request. The addition of new large projects financed through bond proceeds, which were not already part of the FY08-12 plan, was restricted.

In conjunction with the sale of \$69.9 million in bonds in February 2008, the City of Cambridge continued to be one of approximately 20 cities in the United States to receive a “AAA” rating from the nation’s three major credit rating agencies. The City’s AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.42%.

In its rating opinion, Moody’s Investor Services noted “the assignment of Moody’s highest quality long-term rating incorporates an exceptionally strong financial position supported by the city’s seasoned and highly effective management team, a large and diverse tax base with a significant tax-exempt sector and a favorable debt profile supported by healthy enterprise systems and significant Commonwealth school building aid. Cambridge continues to maintain a very healthy financial position given a prudent fiscal strategy implemented by a strong management team, adoption of prudent fiscal policies in its fiscal 2008 budget, steady revenue streams generated by its substantial and economically vibrant tax base and a notable degree of flexibility to address future budgetary challenges.” In its rating opinion, Fitch Ratings noted “Cambridge’s financial performance has been consistently strong, characterized by ample reserves and liquidity levels, as well as significant taxing capacity under Proposition 2½.”

This year, Standard and Poor’s revised its Financial Management Assessment (FMA) of the City from “good” to “strong.” An FMA of “strong” indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most best practices deemed critical to supporting credit quality and that these are well embedded in the government’s daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.

Section II of this document again contains policies on investment practices, debt management and fund balance reserves for approval by the City Council. This practice is recommended by the rating agencies and the Government Finance Officers Association (GFOA).

Listed below are some additional activities that demonstrate the City’s achievement of this City Council Goal.

- Last year, the City initiated an Other Post Employment Benefits (OPEB) Steering Committee, which oversaw the issuance of the City’s first ever actuarial study in FY08 to comply with Government Accounting Standards Board (GASB) 45, which included developing economic and actuarial cost assumptions and amortization methods. The Steering Committee will continue to develop funding strategies, pending approval by the state allowing municipalities to create OPEB trust funds.
- Every two years, the City performs an actuarial study to determine the level of yearly contributions needed to fully fund the Pension System’s actuarial accrued liability by the year 2028, as required by the Commonwealth of Massachusetts. The City is in the process by completing this actuarial study.
- The City successfully completed the tri-annual Department of Revenue certification of real and personal property valuation process, without delay to the tax billing, thereby ensuring uninterrupted tax income for the City.
- Created an Investment Oversight Committee, which reviews cash investments on a quarterly basis. Monitored cash balances to ensure that cash was invested at the best rate.

- Received, for the 22nd consecutive year, the GFOA Award for excellence in preparation of the FY08 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 21st consecutive year.
- Adoption of Investment, Debt Management and Reserve Policies by the City Council.
- Collaboration with the City Council Finance Committee to provide fiscal updates and information.
- Executed the City's first Project Funding Agreement with the Massachusetts School Building Authority for the War Memorial Renovation Project, which yielded a \$9 million reimbursement to the City. A funding agreement for the CRLS Renovation Project totaling \$28 million is underway.

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

- ***DELIVER HIGH QUALITY PUBLIC SAFETY SERVICES AND MAINTAIN A HIGH LEVEL OF PUBLIC CONFIDENCE IN THESE SERVICES***

The FY09 Budget provides significantly more resources to support this Goal.

The total Public Safety Budget for FY09 is \$93,253,190, or 21.5% 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.

The FY09 Police Budget is \$37,526,700, with a total staff of 313. In FY09, the Police Department will move into its new facility. This move will require additional resources to cover the facility operations costs. In addition, the FY09 Police Budget reflects new initiatives, which not only take advantage of the new facility but also reflect the Police Department's ongoing effort to reassess its capabilities and style of policing deployments to improve the overall quality of police services.

Specifically, the Department has enhanced its overall capabilities in assessing data, how the data is used to drive resources and how it can be used to anticipate pending crime trends. In addition, the Police Department has made a concerted effort to be more responsive and accountable to the community and has heard the public's concern regarding police presence and establishing closer ties to the community. Toward these ends, the Department has experimented with an expanded deployment of its officers on bicycles and it has greatly enhanced the number of officers assigned to walking beats. The Community Relations Unit has been used to provide greater coverage in parks and playgrounds. The Unit has a presence at various community events in an effort to enhance a sense of community well being.

In the interest of providing more information on a more frequent basis, the Police Department has revamped its entire Web site and is experimenting with the use of Reverse 9-1-1 to alert the community to ongoing crime patterns. The Department recently launched a web-based bulletin and alert system that will allow both the resident and business communities to self-subscribe to bulletins and alerts that are geographically based.

In addition, the Department has completely revamped its Neighborhood Sergeants' meetings so they offer more details with respect to crime and safety data, methods for community response to identifiable trends, and adjusted deployment plans. The Department also created an e-mail protocol whereby residents can directly correspond with their respective neighborhood sergeants.

The FY09 Budget includes the following additions to support these initiatives and operating costs:

- Identification Technician (\$63,390) to significantly reduce the time needed to process crime scene evidence and provide coverage beyond normal business hours;
- Information Systems Specialist (\$88,270) to maintain information technology infrastructure in the new facility;
- Grant Administrator (\$87,740) to identify and obtain grant resources to support initiatives. With the work the Police Department is doing on the juvenile front, how it is using crime data to drive our resources, and the countless collaborations it is engaging in with other City departments, social service providers, and City boards and commissions, this position will provide an opportunity to attract grant sources the Police Department had not previously been able to pursue. We are confident that Cambridge is leading the way on so many fronts, and that a skilled grant writer will be able to secure grant funding that will greatly enhance our initiatives;
- Crime Analyst III (\$58,660) to provide better data to police officers and the public on patterns of crime. Since crime analysis data has become essential in determining how resources will be deployed, the Department continues to look for new and innovative ways to collect data and blend it with other sources of information. In addition to furnishing officers with information that greatly assists them in directed patrol activities, the Department now provides more information to the general public. This additional analyst would focus on providing more information to better inform the public about patterns of crime and ways they can work closely with the Police Department on intervention involving identifiable patterns.
- Four Police Officers (\$376,640) to create a full-time Explosive Ordnance Unit which is supplemented by a Federal UASI grant that will provide equipment, training and four explosive ordnance canines (which will also support community policing initiatives). In addition, these canines will be deployed in the city to augment the assets the Department has already set in motion to impact the number of gun discharge incidents. In addition to detecting explosive devices, these animals will also be trained in the detection of the presence of firearms and/or spent ammunition.

Overtime support (\$17,000) for the newly created Youth/Family Service Unit (YFS), which is implementing a community based diversionary program in collaboration with other City Departments. The YFS Unit comprised of five School Resource Officers, two Juvenile Detectives and a supervisor. School Resource Officers are assigned to each school in the district as well as a youth center. They serve as liaisons to school officials,

school security, probation officers from Middlesex County, Department of Youth Services (DYS) agents, Department of Social Services (DSS) agents, other non-law enforcement advocates (i.e. Youth Center Workers) and street workers. The objective is to informally identify students who potentially would be disruptive if their behavior were left unaddressed. The YFS unit works closely with families and service providers in the community to assist families and to foster positive interactions with school-aged adolescents in order to prevent disruptive behavior within the community. Juvenile Detectives work closely with the School Resource Officers and other Patrol Officers when a youth comes into the system, to determine whether a diversion program is appropriate, rather than proceeding with the court system. This partnership has enhanced the lines of communication between the overlapping agencies by improving intelligence, and helps make the neighborhoods and community safer for our residents.

- \$75,000 to provide replacement equipment, uniforms and supplies for tactical operations; \$528,055 for energy costs for the operation of the new public safety facility and \$170,000 to support network, technology and building maintenance costs for the new public safety facility.

Building on the efforts of the Neighborhood Safety Task Force, DHSP's Office of Workforce Development will launch a new Transitional Jobs Program for disengaged adults who are disconnected from the labor market and lack the skills and support systems necessary to secure and retain employment. The program, with a budget of \$295,300, will provide a temporary job with the City, while also offering intensive case management, soft skills development, and job search assistance to help participants secure a non-subsidized job upon program completion.

The FY09 Fire Department Budget is \$35,577,690 with a total staff of 284. 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. Cambridge is one of only 52 fire departments in the country to receive this distinction. 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.

Cambridge is only one of approximately five communities in the country served by a Class 1 Fire Department and a Commission on Accreditation of Ambulance Service (CAAS) accredited ambulance service.

In addition, the City has completed the installation and operation of a state-of-art Emergency Operations Command center based at the Cambridge Water Department.

The FY09 Capital Budget contains, \$1,250,000 to support the replacement of 1992 aerial ladder truck located at Fire Headquarters and fire station renovations at Lafayette Square and Headquarters.

In addition, the FY09 Capital Budget request includes a recommendation to bond \$6.7 million to finance the phased replacement of public safety and City radio systems mandated by the change to digital technology and the requirement to replace aging end-of-lifecycle equipment. The system will also incorporate enhanced survivability and interoperability with surrounding local, state and federal public safety partners.

- ***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. This is demonstrated as one reads each departmental narrative, which provides information on accomplishments, goals and performance measures. Another measure of our success can be found in a review of the list of awards and acknowledgements that the City has received in the past year from outside organizations listed below. The delivery of high quality services will also be enhanced by the completion of the major capital projects noted at the beginning of my message, which represent almost \$300 million in commitments. Also, the last Cambridge citizen telephone survey conducted by Opinion Dynamics indicated satisfaction with the City and its municipal services. In this survey, 86% of the respondents indicated that Cambridge was an excellent or good place to live. Funding to conduct an updated survey this year is contained in the FY09 Budget.

Selected listing of awards and acknowledgments:

- U.S. Environmental Protection Agency Environmental Merit Award for the City's climate protection initiatives.
- Commonwealth of Massachusetts gave Cambridge a Sustainable Community Forestry Award for having achieved the highest level of municipal forest management.
- The American Institute of Architects recognized two City-funded affordable housing projects in their national AIA "Show You're Green" program for excellence in affordable green housing.
- *ComputerWorld* Magazine listed Cambridge as one of the Top City Web Sites (for population 50,001 - 250,000) with an "A" grade in its report cards for E-government.
- The City was recognized, for the fifteenth year, by the Massachusetts Department of Conservation and Recreation (DCR) as a Tree City USA. Cambridge was also among 22 communities presented with the first ever Massachusetts Sustainable Community Forestry Award for achieving a particularly high standard of community forest management.
- The King Open Preschool became one of the first early childhood programs in the nation, and the first in Cambridge, to earn accreditation from the National Association for the Education of Young Children (NAEYC) – the nation's leading organization of early childhood professionals. This distinction has been followed by the East Cambridge and the King Preschools.
- In October 2007, the City received a 2007 National Exemplary Award for Innovative Substance Abuse Programs for its 21 Proof Server/Seller training program developed by the Cambridge Prevention Coalition, the Cambridge License Commission and the Cambridge Licensee Advisory Board. The award is given by the National Association of State Alcohol and Drug Abuse Directors, which recognizes local, innovative and effective programs working with the community to prevent substance abuse.

- In October, the Citizens' Housing and Planning Association recognized the City's continued efforts in affordable housing by presenting Cambridge with a 2007 Municipal Leadership Award for Affordable Housing Initiatives.
- The City was named a 2007 Climate Champion by Clean Air-Cool Planet, the region's leading organization dedicated to finding and promoting solutions to global warming.
- Cambridge's Healthy Children Task Force was honored by the US Department of Health and Human Services for its success in addressing childhood obesity in Cambridge schools. The Task Force includes representatives from partners across the city that have been working to promote healthy eating and physical activity in kids.
- The City received the Massachusetts Municipal Association Innovation Award for its partnership to reduce Greenhouse Gas emissions through the creation of the Cambridge Energy Alliance.
- *Prevention Magazine* named Cambridge the *Best Walking City in America*.
- *Popular Science Magazine* ranked Cambridge the sixth greenest city in the U.S.
- The City received E-Government Award presented by Common Cause Massachusetts, in recognition of its commitment to open government by posting all key government records on its website. Common Cause is a non-partisan citizen's organization whose goal is to ensure open, honest, accountable and effective government at the federal, state, and local levels.
- Cambridge was recognized for the third time by America's Promise - The Alliance for Youth as one of the 100 Best Communities for Young People, for its many programs and services for the young people in the community.
- The Emergency Medical Services (EMS) system in Cambridge was recognized by the Metro Boston EMS Council with its Innovation Award.
- The Cambridge Energy Alliance was featured on the PBS Emmy Award winning weekly newsmagazine NOW, which highlighted the citywide campaign under way to make buildings throughout Cambridge more energy efficient and which will serve as a model for the nation.

The City continually tries to improve its ability to provide excellent customer service and provide information to our citizens. As an example, the Water Department implemented an Automated Meter Read (AMR) system, which provides four daily readings per account and has eliminated estimated water and sewer bills, since actual readings are now used to determine bills. As an outgrowth of this project, the Water Department initiated the "High Read" notification system for customers. This system uses daily meter reads from the AMR System to detect and highlight abnormally high water usage (potential leaks). When a high read is detected, over a two week period, the Water Department contacts the property owner, which enables the property owner to address the problem early, minimizing high water bills and conserving water. An additional enhancement planned for FY09, is the implementation of an online feature through AMR, so customers can review their water use activity.

Other initiatives that the Budget supports to achieve this Goal include: the implementation of MUNIS Online (MOL), an online bill inquiry option that allows a taxpayer to view his/her real estate, personal property and motor excise tax bills online; implementation of PayMode, an electronic payment solution that enables the City to pay vendors via electronic funds transfer (EFT), rather than a physical check; increasing communication with taxpayers to reduce the number of tax liens placed on real estate accounts, which includes sending a second notice of advertisement to all delinquent taxpayers and mailing individually tailored letters to those delinquent taxpayers with small balances and to any new owners of property with delinquent taxes; improving the Assessor's Web page to allow access to comparable sales data, GIS information and maps, in order to ensure taxpayers of the overall validity and fairness of assessed values; for the first time making Resident Parking Permits available for renewal for qualified residents online; implementation of an online fee payment option for Traffic & Parking permits, including online credit card capability; and continued collaboration between Treasury, Information Technology and Auditing Departments to create standards for online credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments.

One of the major ways that our City communicates with and provides information to the public is through our Information Technology Department (ITD). ITD is continuously developing and improving the City's Web site, which provides remote access to important City resources and information. These services include: the ability to transact business with online payment options; permit and license application services; access to City Council meeting agendas and information; 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; wireless access for the public via the Cambridge Public Internet; property search capability and City mapping information via the GIS system; ability to download bid documents by vendors and for vendors to access bid results; Cambridge E-Line newsletter and special alerts for street cleaning, rubbish pick-up schedules and snow emergency parking bans; and expanded use of the Cambridge Request System, which is a web-based interdepartmental system that tracks resolution of a variety of requests.

In support of these activities, the FY09 capital budget includes \$50,000 for the purchase of new personal computers for departments; \$50,000 has been set aside to fund system improvements and new development of Web and database applications; \$25,000 for GIS Projects; and \$25,000 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, continued its effort to provide information to taxpayers and citizens through the City's Web site, Cable TV and various publications. In FY08, 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 that determine a property tax bill. The second newsletter, *FY08 Property Tax Update*, provided information on property assessments, FY08 property tax rates, 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. The FY09 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, *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 Public Information Officer prepares and posts helpful and timely information on the City's Web site, www.cambridgema.gov, on a daily basis and posts employee information on the City's Intranet site, Common Ground, on a regular basis.

In addition, the City has launched an online version of the City's Boards and Commissions directory, which includes member names and promoted a new Citizen Alert Network through the Police Department. Several City departments collaborated this year to promote the Municipal Firefighter examination, launching a recruitment campaign targeting under-represented, protected status groups. Special outreach efforts to over 150 community organizations were undertaken to encourage Cambridge residents to apply and prepare for the examination.

In an effort to improve customer service and other professional development opportunities, the City has developed over 25 training programs or courses for employees. In collaboration with Cambridge College a new municipal finance training curriculum will be offered in the fall 2008 to managers, to improve their understanding of budgeting, accounting, purchasing and other related financial operations of the City.

To minimize the number of new positions required when the new main library opens, all efforts are being made to reallocate existing staff to absorb anticipated increases in library use as a result of the new facility. These include moving toward allowing patron self-checkout, purchasing the majority of library materials pre-processed (with covers, spine labels, security tags, etc.) and acquiring software to manage time limits and printing on public access computers. To this end, the FY09 Budget includes \$19,500 to support the pre-processing of books, \$2,650 for additional computer software licenses, and \$19,000 for computer software to manage time limits and printing on public access computers. In addition, \$25,500 for additional energy costs associated with the expanded facility for a portion of the fiscal year has been included in FY09 and \$39,750 to fund increased demand for deliveries. Also, the acquisitions budget has been increased by \$15,985 to comply with Massachusetts Board of Library Commissioners standards.

The Capital Budget contains \$35,000 for the replacement of approximately 35 steel street light poles with aluminum poles as part of the City's ongoing maintenance and repair program for street lights that the City purchased from NSTAR. Under City ownership, this has resulted in more street lights working and having them repaired more quickly. In addition, \$200,000 has been included in the Capital Budget to upgrade and repair traffic signals at various locations and \$300,000 has been recommended to support phase two of priority garage repairs based on a garage condition study. Also, \$180,000 has been allocated in the Capital Budget to support an upgrade to the Coffon Building elevator, energy studies and improvements, and carpet and furnishings replacement at various buildings.

● ***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 \$33.9 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, \$72,200,000 has been appropriated/reserved for housing (\$57,760,000), open space (\$7,220,000) and historic preservation (\$7,220,000). FY09 local revenues from the CPA are expected to be up slightly based on a higher property tax levy. In addition to the CPA funds raised locally, the City receives state matching funds to be made available in October 2008. In prior years, the City received a 100% state match. However, it is projected that the percentage match will decrease as a result of decreasing collections of fees at the Registry of Deeds and the increased number of communities participating in the program. The Department of Revenue estimates that the balance in the state trust fund will be sufficient to provide a first round match of approximately 65% of the surcharge levied by each city and town.

The Community Preservation Act Committee will be making its recommendations on the use of the FY09 CPA revenues of approximately \$10,900,000 from all sources during the upcoming months. Recommendations will be forwarded to the City Council for appropriation prior to the setting of the tax rate.

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 2,850 units of affordable housing since the end of rent control in 1995.

The FY09 Operating Budget for the Housing Division contained in the Community Development Budget 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 FY09 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of \$965,225. 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.

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

The proposed FY09 Budget contains a recommended School Budget amount of \$130,704,170, an increase of \$3,013,210 or 2.4% over the current year. Property tax support of the School Budget has increased by 4% or \$3,969,220. In addition, \$225,000 has been budgeted in the Capital Budget to fund relocation and transitional costs related to the CRLS Renovation Project. City and School officials worked closely early in the budget process to arrive at the above budget allocation, which included an additional one-time \$1,000,000 in property tax support from initial estimates. For additional information on the FY09 School Budget, please go to page IV-356 or their Web page www.cpsd.us.

In addition to the recommended funds for the School Department, the City's Operating Budget continues to fund a wide array of programs and activities, which support not only this City Council Goal specifically but other City Council Goals as well. For example, the Department of Human Services Programs (DHSP) contains funding for the Childcare and Family Support Services Division. This division has a total budget of \$2,926,375. Services provided include six licensed Pre-School programs and seven licensed After School Programs and the Center for Families.

Together these programs serve 285 children in licensed programs and approximately 500 families in family support services. An additional \$64,060 has been included to provide increased staff in classrooms and summer camps to support inclusion and expansion of site support for programs. Also, the FY09 Budget includes \$588,870 to support the King Open Extended Day Program (KOED), which provides a positive and safe out-of-school time setting that promotes the social, emotional and intellectual development of children.

\$45,400 has been added in FY09 to provide 12 month funding for the Cambridge Connections Program (Early Learning Initiative), which was funded in FY08 at \$200,000 as a 10 month Budget and included partial grant support. Cambridge Connections provides outreach and literacy related programming to at risk and underserved linguistic and other minority families with young children. In FY08, the City, in collaboration with the Agenda for Children and the Early Learning Opportunities Steering Committee provided funding to continue the Cambridge Connections Program, the funding for which was scheduled to expire.

\$2,650 in travel funds has been added to the Kids' Council budget to provide adequate supervision to the youth involvement subcommittee who attend the National League of Cities conference.

The Community Learning Center (CLC), with a budget of \$803,230 plus grant funding (\$1.1 million) also supports the above City Council Goal as well as the Goals of valuing diversity and fostering community. 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. More than 1,000 adults are served each year at the CLC. These students come from 70 different countries, with over 40 different native languages represented.

The Community Schools Division, with a budget of \$2,076,605 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. The programs have been adapted to encourage participation of children with special needs. \$22,000 has been added to the Community Schools Budget to support community school programs.

The Youth Center Division, with a budget of \$2,091,390, 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, an Arts Programs and a girls-only Program), and pre-teen and teen basketball leagues for girls and boys.

During FY09, the Division will continue to focus on strengthening teen programming that builds on the best practices in the youth development field. New programming will be implemented at the Moore Youth Center, now serving teens in the afternoon and evening hours. The Youth Programs will launch the Terrascope Youth Radio Program in collaboration with MIT and funded by the National Science Foundation. In this

program, teens will learn about environmental science and produce and broadcast a weekly radio program. Work will continue with the Youth Development and Research Fund to engage youth in outreach and recruitment of teens into programs. As part of this strategy, the Youth Programs will be working with the Kids' Council Youth Involvement Subcommittee and the RSTA Graphics Department to introduce teens not currently engaged in the Youth Centers.

The Youth Program will continue to operate several work-based learning programs for teens during the school year, including: *Leaders in Action*, a leadership development program; *Neighborhood Service Project*, a community-service learning program for younger teens; and *City Peace*, a new violence prevention and service program. During the summer, in addition to the evening programs, teens may participate in Girls Taking Action, Youth In Leadership or Global Citizens, experiential learning programs that provide service to the community while promoting work and life skills.

\$60,290 has been included to cover the cost of adding a Youth Center Program Director at the West Cambridge Youth and Community Center as well as part time staff to bring staffing levels comparable to those at other youth centers. These positions are budgeted for a portion of the fiscal year, which will allow the hiring process to proceed in concert with the opening of the new facility.

The Office of Workforce Development (OWD), with a budget of \$2,204,495, has a mission 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 over 1,000 residents and businesses each year.

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 job-readiness program.

\$89,900 has been added to the Mayor's Summer Youth Employment Program (MSYEP) to cover the cost of expanding the program from 800 to 830 youths as well as to cover the increase in the minimum wage paid to participants from \$7.50 to \$8.00. The total allocation for this Program is \$907,355.

The Water Department provides 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.

Lastly, the Community Development Department (CDD) sponsors the Employment Program Fund (\$350,000) through the 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 for 500 Cambridge residents and provides one-on-one counseling to more than 150 individuals. Also, CDD sponsors education and outreach activities to Cambridge residents about lead hazards and mitigation.

- ***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 FY09 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 the above activities, facilities and roadways 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 Budget supports community activities such as the annual Dance Party, Danehy Park Family Day, Cambridge Science Festival, Holiday Celebrations and Community Events, Taste of Cambridge, Screen on the Green movie nights, Arts in the Park, events sponsored by the Employees' Committee on Diversity and many others.

One of the ways that the Budget supports these City Council Goals is through committing 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, Dana Park, Gold Star Mothers Park, Alden Park and the Russell Field Complex.

In FY08, the City completed construction of the new William G. Maher Park and ecological restoration project for the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor. The facility includes a youth soccer field, community garden, constructed wetland, natural habitat area and passive recreation pathways. Improvements to the 238 Broadway/Harvard Street Park are nearing completion. Improvements 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 also includes utility improvements, sidewalk reconstruction on the Harvard Street side, and sidewalk and roadway improvements on Dickinson Street. Park construction completion is anticipated in spring 2008. In addition, a renovated Father Callanan Playground at the Tobin School and Trolley Square Plaza were opened in the current fiscal year.

This list will be expanded in FY09 with a completed Dog Park and Skate Park located at Danehy Park, Costa Lopez Taylor Park, Cambridge Common Playground and Magazine Beach Park. Also, Design Development for the new park on Memorial Drive at Western Avenue is nearing completion after a series of public meetings for community input. Construction of the park should begin in late summer 2008.

Other initiatives to support these City Council Goals, which have received additional funding, include the following:

- An allotment of \$200,000 contained in the FY09 Capital Budget, combined with \$200,000 from previously approved Area IV park projects, will fund a renovation to the Clement Morgan Park. The project will include replacement of the existing pressure treated wood

playground equipment with new play equipment, safety surfacing, fencing improvements, new park signage and improvements to the existing basketball court.

- \$100,000 in additional funds to supplement previous appropriations is recommended to complete the Skate Park and Dog Park located at Danehy Park and \$40,000 has been budgeted in the Capital Budget for ongoing improvements to the golf course.
- \$20,000 has been added to the Multi-Service Center Budget to support the rental assistance program, which prevents homelessness by supporting individuals and families in retaining their existing housing or relocating into new housing. This brings the total allocation to \$95,500.
- \$18,000 has been included to support the food pantry network, which represents a 20% increase from the current \$88,000 allocation.
- An increase of \$3,800 has been added to the amount provided to support Cambridge Youth Hockey programming, which reflects a 20% increase from FY08.
- The FY09 Public Works Budget includes service and material increases of \$221,930 for street sweeping, solid waste collection, curbside recycling, park maintenance, building and sewer maintenance contracts, materials and supplies, and energy costs. In addition, the budget includes two additional laborer positions (\$118,250) to support the cleaning of the new Public Safety Facility and the West Cambridge Youth and Community Center.
- An allocation of \$1,750,000 from the Parking Fund Balance will be used to fund the construction improvements on Brookline Street. Improvements will include new paving, traffic calming measures, accessible sidewalks, street furniture and street trees. The Brookline Street Reconstruction Project is an outgrowth of the Cambridgeport Roadways Design 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.
- Continued funding for the Tree Pruning Program (\$50,000) in order to perform structural pruning to approximately 500 trees in parks throughout the City and at the Cambridge Cemetery. Also, \$50,000 has been included for the Beautification Program which supports an ongoing planting effort to implement seasonal color displays at dozens of sites citywide, as well as the creation of new planting opportunities.
- 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 \$2,543,390 for street and sidewalk reconstruction at various locations throughout the city. 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 FY09 Budget includes \$41,000 for the publication of the Historical Commission's latest oral history project, "World War II and the Home Front."
- An increase of \$40,700 for veterans' benefits based on the FY08 projected costs and estimated FY09 increases is included in the FY09 Veterans' Budget. The Veterans' Benefits Budget is \$415,200 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.
- ***PROMOTE A HEALTHY ENVIRONMENT BY ADOPTING ENVIRONMENTALLY SOUND AND ENERGY EFFICIENT PRACTICES THROUGHOUT THE COMMUNITY***

City Departments continue to implement strategies to demonstrate progress in achieving this City Council Goal. The best example of this commitment is the City's partnership with the Henry P. Kendall Foundation to create the non-profit Cambridge Energy Alliance, a large-scale energy efficiency implementation project designed to reduce peak power demand from all city (public and private) sectors by 50 Megawatts (15% of current demand). This unique 5-year program is a public/private partnership that will result in significant new jobs and economic development, while reducing fossil fuel use and greenhouse gas emissions and is being developed as a national model.

Other examples that demonstrate the City's ongoing progress to achieve this goal include:

- Completed the development of an Energy Information System (EIS) in collaboration with the Rebuild Massachusetts program to track and manage the City's energy consumption; created a reporting system for managers on energy consumption. Expanded the EIS to include vehicle fuel usage.
- Installed new energy efficient modulation boilers and direct digital control systems in the Fire Headquarters.
- Completed the energy efficiency evaluations of several City buildings to determine their relative suitability for the installation of direct digital controls for more control of the HVAC systems and to realize potential energy savings.
- Implemented recommended energy saving measures from the Kilojolts report in the Frazier, Garage and Simard buildings at the Department of Public Works, the Coffon building, Cemetery buildings and at City Hall to include programmable thermostats, plug in timers and radiant heaters.
- Expanded the distribution of large recycling totes to include 7-12 unit multi-family dwellings where previously only 13+ unit buildings were eligible under the Refuse and Littler Ordinance.
- Expanded the scrap metal recycling program at the Drop-Off Center and at the curb to realize over \$10,000 in recycling revenues.

- Installed new public area recycling containers at Kendall, Central and Inman Squares, Lechmere, Mt. Auburn Hospital and Cambridge Rindge and Latin School.
- Launched an organics recycling pilot program for food waste from Cambridge residents at the Recycling Drop-off Center.
- Conducted three days of vehicle maintenance training for hybrid vehicles for DPW mechanics, as well as for employees at the Police, School and Water departments.
- The Cambridge Taxicab Subcommittee formulated the new Cambridge Clean Air Cab Policy, encouraging conversion of existing medallions to hybrids or other clean air vehicles and proposing to bid two new medallions, one hybrid and one accessible vehicle, in the spring of 2008.
- Completed 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 and habitat improvement components have been partially funded by the Community Preservation Act (CPA) Open Space Fund.
- The Tourism Office, as a longtime member of the Cambridge Hotel Association, was instrumental in encouraging Cambridge hotels and B&Bs to enhance their "green" efforts, with the support of the City.
- The Community Development Department worked with other City departments to establish GreenSense, an energy conservation program aimed at City employees; held the third annual home and energy fair; worked with community groups on strategies for reducing greenhouse gas emissions; and developed strategies for reaching the Council's goal to obtain 20% of the municipal electric supply from renewable energy sources. This includes an increase of \$14,500 to \$29,000 for the purchase of renewable energy certificates.
- Initiated and maintained a peak electrical demand management plan to reduce electricity demand charges for the City.
- Completed the first phase of the energy savings program at the Water Department by 1) replacing Sodium Vapor lights with High Intensity Florescent (HIF) lighting, which use about 50% less electricity than the original lighting; and 2) installing variable frequency drives (VFDs) on the raw water pumps. Received 50% of the funding for both projects from NSTAR.
- Received a \$40,000 grant from the Massachusetts Technology Collaborative and initiated a study to determine the feasibility of generating electricity within the raw water transmission system.

- \$40,000 is contained in the Capital Budget for Energy Studies and Improvements. This funding will be used to continue energy efficiency studies and upgrades. Projects will include insulation of City Hall attic, replacement of the remaining inefficient T-12 light fixtures in City Hall, and analysis of existing digital control systems to further improve HVAC system efficiency.
- The FY09 Public Works Budget contains funding for a Wastewater Compliance Officer (\$81,000) and a part-time Energy Specialist position.
- Funds have been included in the FY09 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of \$10,230,000. Projects included in this program are funded through a combination of general obligation bonds and current sewer revenues. This funding will provide for more common manhole and stormwater management infrastructure improvements in the Central Square / Area 4 and Agassiz neighborhoods as well as the sewer separation work in the Alewife watershed. In addition, \$2 million has been included in the Capital Budget for water system improvements and for the Concord Avenue Water Main Replacement Project.
- ***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 success, 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. In addition, the City has formed many partnerships with local businesses. For example, the City expanded public plantings and partnerships around the maintenance of public spaces. This included partnering with the Harvard Square Business Association in the hanging planter program, along with the Huron Village Association.

The Cambridge Office for Tourism (COT), with a budget of \$355,000, is a non-profit agency that receives City funding and serves as the central clearinghouse for all tourism marketing and visitor information in Cambridge. The COT 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 COT 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 COT 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 COT marks its 13th anniversary. The 2007/2008 tourism industry continues to gain strength, with occupancy and rates reaching levels unsurpassed in the past decade. Aggressive pricing and strong marketing efforts, in concert with the opening of the Boston Convention and Exhibition Center (BCEC) and its booking successes, have served to drive the hotels to new heights. Additionally, the international market has seen a surge with the strong Euro against the US dollar. Cambridge hotels in particular have benefited from the universities' role in this international travel resurgence. As always, strategic partnerships with the GBCVB and the Massachusetts Office of Travel and Tourism have proven fruitful and allowed us to increase our outreach to these important markets through e-mail marketing and print ads. The Cambridge Office of Tourism redesigned its Web site (www.cambridge-usa.org) to incorporate more functionality and create a fresher look. The renewed site includes a Press Room, a Meeting Planner section and will include a mobile tourism feature enabling visitors to download information onto a cellular phone.

The Economic Development Division of the Community Development Department has a recommended FY09 Budget of \$447,585. This 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 Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs through an extensive series of workshops, such as “Steps to Starting Your Own Business” and “E-Marketing;” support for women- and minority- owned businesses; programs to encourage workforce development, especially in the biotech, health care and emerging environmental fields; and real estate information in support of the City’s development districts and neighborhood retail areas. Other activities include:

- Worked with other City departments to research green collar jobs in the emerging environmental field, with emphasis on identifying employment and training opportunities.
- Convened advisory group to solicit new ideas for programs to support small businesses. Published new online Minority-and Women-Owned Business Directory.
- Through the Best Retail Practices Program, assisted 45 Cambridge retailers and provided 10 matching grants for interior and marketing improvements to businesses. Through the Façade Improvement Program, provided matching grants for 20 commercial storefronts and provided architectural design services to 15 additional businesses.
- Provided assistance to 120 existing and potential Cambridge entrepreneurs through educational workshops including “Steps to Starting Your Own Business,” “Holiday Marketing Strategies” and “Sell It on eBay.”
- Supported Just-A-Start’s Cambridge Biomedical Careers program and the Cambridge Health Alliance Healthcare Center Advancement program. As a result, 22 Cambridge residents have upgraded their skills, mostly in preparation for jobs in the local health care and bio-medical sectors.

In addition, the City continues to sponsor within the Capital Budget the Façade Improvement Matching Grant Program (\$150,000) and the Retail Best Practices Program (\$40,000), which provide technical assistance and matching grants to income eligible businesses regarding marketing techniques and interior organization of retail space. In addition, \$12,500 has been included in the operating budget to provide grants through the Best Retail Practices program for non-CDBG eligible small businesses.

Also, to support start-ups, funding is provided (\$75,000) for small business workshops including: Exploring Entrepreneurship; Steps to Starting Your Own Business; and Financing Your Business; as well as financial literacy training in the fundamentals of personal and business financial management. Additional support (\$103,000) is also provided to two career development programs noted above: 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 strong as long as we continue to manage our resources wisely. This has been confirmed by our continued AAA bond rating at a time when some communities have seen a reduction in their ratings. As noted, this year Standard and Poor's revised its Financial Management Assessment (FMA) of the City from "good" to "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. We will continue to use our five year financial and capital plan and the City Council Goals as a blue print for our long-range planning.

Because of our continued strong financial condition, we have been able to maintain both City and School services, address City Council Goals and embark on a very ambitious public investment program, which is highlighted by the new Main Library Project, Public Safety Facility, West Cambridge Youth and Community Center, and renovations to War Memorial and CRLS, 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 \$73.8 million in Free Cash, \$88.3 million in excess levy capacity, \$12.5 million in Parking Fund balances, \$6.7 million in Water Fund balances and balances in other reserve accounts. As part of our planning, this Budget uses these reserves to fund important projects and to lessen the increase of the property tax levy.

This allows Cambridge the flexibility to respond to periods of economic decline, the ability to take advantage of unique opportunities and address one-time needs. The City Council has been wise to increase the balance in the City's Debt Stabilization Fund in FY07 and FY08 with an \$8 million dollar appropriation each year from Free Cash. The balance in the Debt Stabilization Fund is projected to be \$19.5 million as of June 30, 2008. The use of the Debt Stabilization Fund will allow the impact of the increased property tax supported debt costs for the five major capital projects to be partially mitigated. Likewise, the increase in the School Stabilization Fund, which is projected to have a balance of \$12.6 million as of June 30, 2008, is important to partially fund the War Memorial and CRLS renovation projects. These projects cost substantially more than initially expected.

While we should be proud of our ability to move forward on these projects, which will benefit the citizens of Cambridge for decades to come, they will have an impact on our capacity to undertake new large capital projects financed from property tax supported debt for the next 4-5 years, as well as significantly expand our pay-as-you-go Capital and Operating Budgets.

The Commonwealth and 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. As noted above, we will continue to analyze the overall finances of the City in the long-term, using our five-year financial plan, debt and reserve policies, in order to maintain stability and predictability in our budgeting and financial planning processes.

In the short-term, future budgets will continue to contain many of the same challenges for the City. These challenges include limited local aid increases from the State; unfunded elementary school building capital needs with unlikely reimbursement from the Massachusetts School Building Authority; increasing construction and material costs; substantial contributions to fund Other Post Employment Benefits (OPEB) liabilities as a result of GASB 45 reporting requirements; reductions in our Community Development Block Grant and other federal grants and increasing employee benefit and energy costs. In addition, the actual cost of the CRLS renovations, which currently has a budget of \$95 million, may be higher than estimated. As updated estimates become available, we may be required to revisit the scope of the project. We've faced similar challenges before and dealt with them successfully, but we must be aware of them, plan accordingly and work together collaboratively. As I noted at the beginning of my message, we should not take for granted our success in maintaining city and school services that citizens have come to expect.

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. We must always be mindful that increases in the property tax levy must be modest so they do not overburden our residential and commercial taxpayers, nor stifle economic growth.

I believe we have responded to the City Council's Goal of producing an FY09 Budget that is limited in its growth of the property tax levy but maintains city and school services, addresses City Council Goals, and supports programmatic and operational costs for the new facilities which are scheduled to open in FY09. 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, written over a white background.

Robert W. Healy
City Manager

BUDGET CALENDAR

December 5, 2007	Issuance of FY08-09 City Council Goals. Briefing on FY09 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.	March 13, 2008 through March 30, 2008	City Manager and Budget staffs conduct final review of departmental budgets and supplemental requests.
December 5, 2007 through December 20, 2007	All personnel analysis sheets reviewed for accuracy. All corrections placed on the personnel analysis sheets. All personnel analysis sheets returned to the Budget Office.	April 28, 2008	Submission of the City Manager's Budget to the City Council.
January 11, 2008	Deadline for budget submission to the City Manager. Department benchmarks updated as of 12/31/07.	April 28, 2008 through May 16, 2008	Dates for public hearing on FY09 Budget. Department benchmarks updated as of 3/31/08.
January 24, 2008 through March 12, 2008	Formal department presentations to the City Manager	May 19, 2008	Projected Budget Adopted by City Council.
		June 11, 2008	Deadline for City Council adoption of the Budget.
		June 30, 2008	City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution.
		July 1, 2008	Begin execution of FY09 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 FY09 was initiated in October, 2007. 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 FY09, 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 FY09 budget cycle was on the further integration of community values and City Council goals with departmental goals and performance measures. This is the 13th 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 FY09 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, except for costs associated with the opening of the new facilities in FY09. 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 FY09 goal was to submit a budget to the City Council that supports Council priorities and the programmatic and operational needs associated with the new facilities scheduled to open in FY09 with the fewest number of new positions. A particular emphasis has been placed on the goal to evaluate all expenditures with a view of maintaining the strong fiscal condition that the City has experienced over the past several years and alleviating the impact on the taxpayers. 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 11, 2008.

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 FY09 budget, except for programmatic and operations increases related to the new facilities.

From mid-March through late-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 FY09 Budget to the City Council on April 28, 2008.

From May 1 – May 19, 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 11.) The City Council adopted the FY09 Budget on May 19, 2008. The Annual Budget for FY09 becomes effective July 1, 2008.

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.

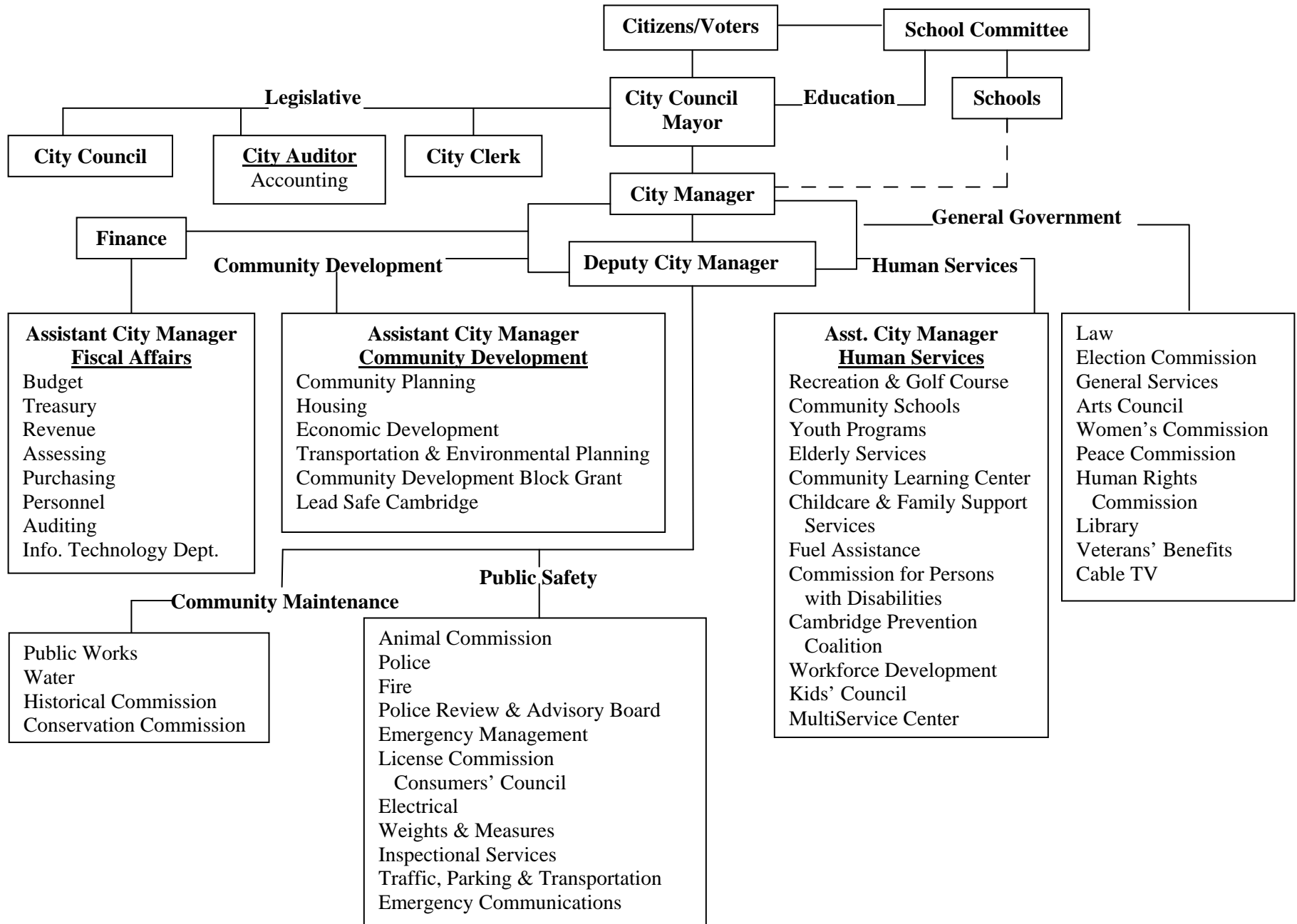
CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any amount appropriated for the use of any department to another appropriation for the same department, but no transfer shall be made of any amount appropriated 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.

Advance Refunding Bonds. Bonds issued to refund an outstanding bond issue prior to the date on which the outstanding bonds become due or callable. Proceeds of the advance refunding bonds are deposited in escrow with a fiduciary, invested in U.S. Treasury Bonds or other authorized securities, and used to redeem the underlying bonds at maturity or call date and to pay interest on the bonds being refunded or the advance refunding bonds.

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 23 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.

FY07 Actual. FY07 actual numbers provided by departments based on the departments internal tracking methods.

FY08 Budget. Numbers stated in the FY09 budget document as the FY08 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

FY08 Projected. Estimate of what will be achieved in FY08 based on year-to-date performance.

FY09 Proposed. Estimated FY09 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, 2008 to June 30, 2009 is FY09.

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 FY08 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.

Refunding Bonds. The retirement of an existing bond issue through the sale of a new bond issue. When interest rates have fallen, issuers may want to exercise the call feature of a bond and replace it with another debt instrument paying a lower interest rate.

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
Arlington-Belmont-Cambridge	ABC
Accessible Cambridge Transportation	ACT
Americans with Disabilities Act	ADA
American Institute of Architects	AIA
Advanced Life Support	ALS
Automatic Meter Reading	AMR
Automotive Service Excellence	ASE
Advancement Via Individual Determination	AVID
Boston Area Rape Crisis Center	BARC
Boston Convention and Exhibition Center	BCEC
Bunker Hill Community College	BHCC
Board of Zoning Appeal	BZA
Campus Alcohol Advisory Boards	CAAB
Commission on Accreditation of Ambulance Service	CAAS
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
Cambridge Community Television	CCTV
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
Children In Need of Services	CHINS
Cambridge Human Rights Commission	CHRC
Cambridge Alcohol Advisory Board	CLAB
Community Learning Center	CLC
Cambridge Leadership Network	CLN
Cambridge Neighborhood Apartment Housing Services	CNAHS
Council on Aging	COA
Cost-Of-Living-Allowances	COLA
Criminal Offender Record Information	CORI
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
Cathode-Ray Tube	CRT
Combined Sewer Overflow	CSO
Cambridge Veterans' Organization	CVO
Cambridge Water Department	CWD
Massachusetts Department of Conservation and Recreation	DCR
Draft Environmental Impact Report	DEIR
Massachusetts Department of Environmental Protection	DEP
Massachusetts Department of Housing and Community Development	DHCD
Department of Human Services and Programs	DHSP
U.S. Department of Energy or Massachusetts Department of Education	DOE
Massachusetts Department of Revenue	DOR
Department of Public Works	DPW
Department of Social Services	DSS

Domestic Violence-Free Zone	DVFZ
Domestic Violence Task Force	DVTF
Department of Youth Services	DYS
Emergency Action Plan	EAP
Emergency Communications and 911 Center	ECC
Equal Employment Opportunity	EEO
Equal Employment Opportunity Commission	EEOC
U.S. Department of Energy, Energy Information Administration	EIA
Energy Information System	EIS
Emergency Medical Services	EMS
Emergency Operating Center	EOC
Massachusetts Executive Office of Environmental Affairs	EOEA
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
Fresh Pond Advisory Board	FPAB
Full-time equivalent	FTE
Generally Accepted Accounting Principles	GAAP
Government Accounting Standards Board	GASB
Greater Boston Convention and Visitors Bureau	GBCVB
Gay, Bisexual, Lesbian and Transgender	GBLT
General Education Degree	GED
Geographic Information System	GIS
Global Positioning System	GPS
Help America Vote Act	HAVA
High Efficiency Particulate Air	HEPA
High frequency	HF
High Intensity Florescent	HIF
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
In Case of Emergency	ICE
Inspectional Services Department	ISD
Insurance Services Office	ISO
Intensive Studies Program	ISP
Information Technology	IT
Information Technology Department	ITD
Just-A-Start	JAS
King Open Extended Day	KOED
Kilowatt Hour	KwH
Lifetime Empowerment and Awareness Program	LEAP
Light Emitting Diode	LED
Leadership in Energy and Environmental Design	LEED
Local Emergency Planning Committee	LEPC
London Interbank Offered Rate	LIBOR
Leading Pedestrian Interval	LPI
Lead-Safe Cambridge	LSC
Library Services and Construction Act	LSCA
Long Term 2 Enhanced Surface Water Treatment Rule	LT2ESWTR
Massachusetts Association of Conservation Commissions	MACC
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
Massachusetts Comprehensive Assessment System	MCAS
Metropolitan District Commission	MDC
Massachusetts Emergency Management Agency	MEMA
Massachusetts General Laws	MGL
Massachusetts Institute of Technology	MIT
Municipal Lien Certificate	MLC
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
National Association for the Education of Young Children	NAEYC
Neighborhood Conservation Districts	NCD
No Child Left Behind	NCLB
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
Occupational Safety and Health Administration	OSHA
Overtime	OT
Office of Workforce Development	OWD
Program in Afterschool Education and Research	PAER
Public Art Youth Council	PAYC
Public Employee Retirement Administration Commission	PERAC
Police Executive Research Forum	PERF
Payments In-Lieu-Of Tax	PILOT
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
Post Traumatic Stress Disorder	PTSD
Radio Amateur Civil Emergency Service	RACES
Rape Aggression Defense	RAD
Rehabilitation Assistance Program	RAP
Record Management System	RMS
Registry of Motor Vehicles	RMV
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
Supervisory Control and Data Acquisition	SCADA
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
Stage 2 Disinfection Byproduct Rule	Stage2DBPR
Students Teaching About Respect	STARS
Treasury Bill	T-Bill
Transportation Demand Management	TDM
True Interest Cost	TIC
Technical Services Division	TSD
Urban Area Security Initiative	UASI
Urban Park and Recreation Recovery	UPARR
Underground Railway Theater	URT
Vulnerability Assessment or	VA
U.S. Department of Veterans Affairs	
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

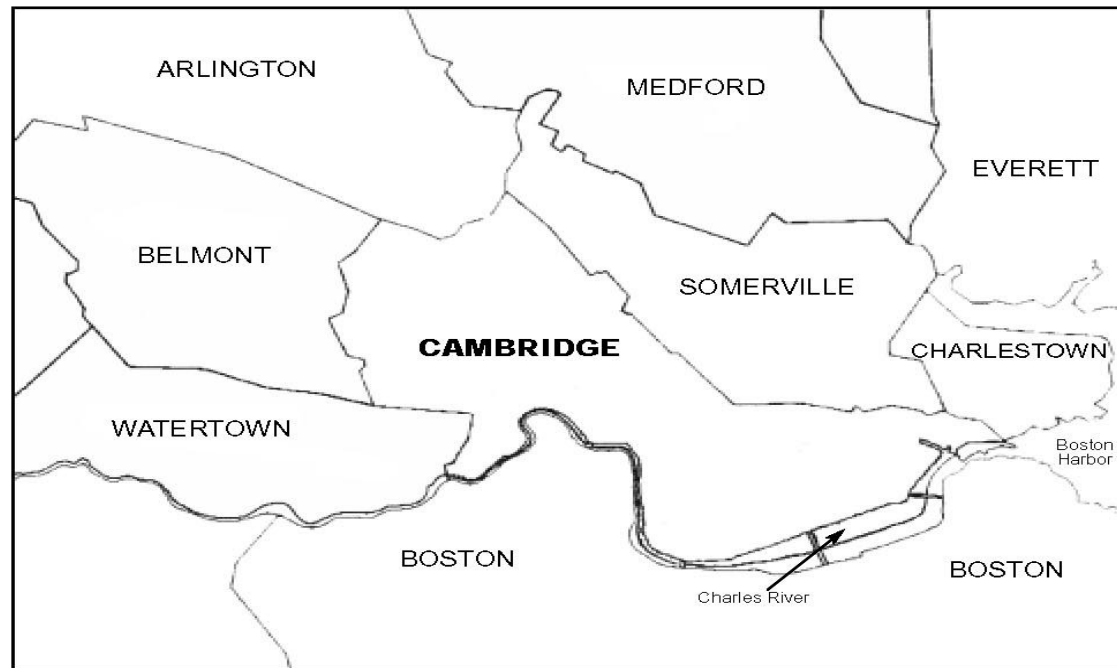
The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. 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 1942, 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. In addition, there are six Commercial Districts and five R&D/Industrial districts which form the basis of the City's business community.
- 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 (86%). Service employment is dominated by education, business including research and development and computer/software, engineering, government and management, and health services. Nine percent (9%) of all jobs are in retail and wholesale trade; 5% are in manufacturing and construction. The largest employers in Cambridge include (1) Harvard University, (2) MIT, (3) City of Cambridge, (4) Mt. Auburn Hospital, (5) Biogen Idec, (6) Cambridge Health Alliance, (7) Federal Government, (8) Novartis Institute, (9) Genzyme Corporation, and (10) Draper Laboratory. (Source: Cambridge Community Development Department and cited employers, 2007).
- Cambridge continues to have a diverse economy with a major presence in the areas of biotechnology, education, medicine, and government.
- 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	Median Value	# of Parcels
One family	\$664,750	3,745
Two family	\$664,900	2,741
Three family	\$748,200	1,378
Condominium	\$366,000	11,972

(Source: City of Cambridge as of 01/01/07)

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 4/22/2008) 59,054
 Number of Parks & Play areas: 80
 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, 2007)

Rank	Name of Employer	Nature of Business	Number of 2007 Employees
1.	Harvard University	Education	10,031
2.	MIT	Education	8,044
3.	City of Cambridge	Government	2,857
4.	Mt. Auburn Hospital	Medical	1,875
5.	Biogen Idec	Biotechnology	1,543
6.	Cambridge Health Alliance	Medical	1,436
7.	Federal Government	Government	1,426
8.	Novartis Institute	Biotechnology	1,399
9.	Genzyme Corporation	Biotechnology	1,388
10.	Draper Laboratory	Research & Development	1,123

Cambridge continues to be a net importer of jobs within the region, enjoying its position as a center of employment in the Boston area. In 2006 the City's employment ratio was 104 jobs per 100 residents.

As can be seen in the chart to the right, the employment base extends across a diverse range of professions including higher education, research and development, consulting, and health services. Compared to the previous year, the number of jobs has increased by 3.0%.

The chart below shows a comparison of per capita personal income for Cambridge, surrounding communities, Massachusetts and the United States.

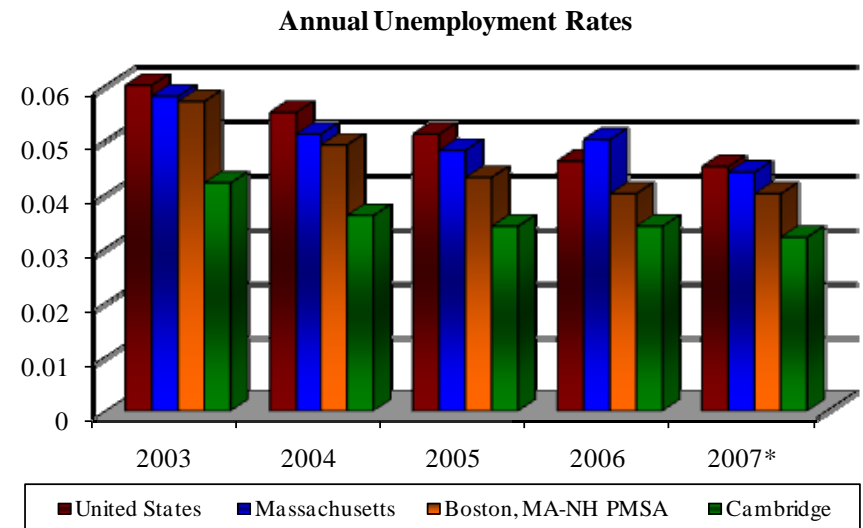
Per Capita Personal Income					
	2001	2002	2003	2004	2005
United States	\$30,562	\$30,795	\$31,466	\$33,090	\$34,471
Massachusetts	38,880	38,866	39,442	41,636	43,501
Boston MSA	42,440	42,325	42,835	45,195	47,168
Cambridge*	46,931	46,941	47,173	49,595	51,869
Cambridge as % of MA	120.7%	120.8%	119.6%	119.1%	119.2%
Cambridge as % of US	153.6%	152.4%	149.9%	149.9%	150.5%

*Cambridge-Newton-Framingham, MA Metropolitan Division
 Source: US Department of Commerce, Bureau of Economic Analysis, Per capita personal income; most recent, available

The graph to the right illustrates that the City of Cambridge continue to enjoy a lower unemployment rate than the Boston PMSA, the State of Massachusetts and the United States. The unadjusted rate as of September 2007 was 3.2% for Cambridge, 4.0% for the Metro area, 4.4% for the State and 4.5% for the United States.

Percentage Distribution of Jobs by Sector				
	2005		2006	
Trade, Transportation & Utilities	10,227	10%	9,902	9%
Construction	2,261	2%	1,744	2%
Manufacturing	3,654	4%	3,503	3%
Information	5,097	5%	4,676	4%
Financial Activities	2,730	3%	2,566	3%
Professional and Business Services	24,411	24%	26,628	25%
Education and Health Services	34,126	33%	36,416	35%
Leisure and Hospitality	8,963	9%	9,007	9%
Other Services	2,263	2%	2,188	2%
Government	8,518	8%	8,662	8%
TOTAL	102,250	100%	105,292	100%

Source: Mass Division of Employment & Training



*Unemployment rate for September 2007

*Source: US Dept of Labor, Bureau of Labor Statistics

TAX FACTS

ASSESSMENTS (In Millions)

Fiscal Year	Real Property	Personal Property	Total
2008	\$22,804.7	\$736.5	\$23,541.2
2007	21,507.8	659.3	22,167.1
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

TAX RATES

Fiscal Year	Commercial Industrial	Residential	Full Value
2008	\$17.24	\$7.36	\$9.88
2007	18.30	7.48	9.55
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

CITY LEVIES

Fiscal Year	Total Levy
2008	\$242,334,374
2007	231,787,094
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

TOP TEN TAXPAYERS FISCAL 2008

Owner	Nature of Business	Assessed Valuation	Amount of Taxes	% of Total Tax Levy
Mass. Institute of Technology	Education	\$1,570,107,800	\$25,399,853	10.48%
BioMed Realty Trust	Commercial	720,854,800	12,346,800	5.09
Boston Properties	Commercial	594,228,900	10,244,506	4.23
Equity Partners	Commercial	285,593,900	4,560,178	1.88
Pres. & Fellows of Harvard College	Education	371,106,600	4,532,821	1.87
New England Development	Commercial	220,000,000	3,792,800	1.57
Novartis Pharmaceuticals	Commercial	204,571,600	3,526,814	1.46
PREEF American Reit II Corp.	Commercial	199,921,100	3,446,640	1.42
Alexandria Real Estate	Commercial	193,479,300	3,335,583	1.38
RB Kendall Fee LLC	Commercial	194,428,600	3,330,222	1.37
		<u>\$4,554,292,600</u>	<u>\$74,516,217</u>	<u>30.75%</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, 2007.

	Revenues	Expenditures
As reported on a budgetary basis	\$365,070,711	\$371,090,715
Adjustments:		
Revenues to modified accrual basis	10,051,030	-
Expenditure, encumbrances, and accruals, net	-	(6,377,141)
As reported on a GAAP basis	<u>375,121,741</u>	<u>364,713,574</u>
Premium on bond issuance	708,969	-
Issuance of Debt	13,495,000	13,819,510
Interfund Transfers	<u>16,368,865</u>	<u>11,174,615</u>
As shown on Page II-52	<u>\$405,694,575</u>	<u>\$389,707,699</u>

FINANCIAL POLICIES AND GUIDELINES

Since 1999, 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. This year, Standard and Poor's revised its Financial Management Assessment (FMA) of the City from "good" to "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable. The strong rating indicates that the government maintains most best practices deemed critical to supporting credit quality and that these are well embedded in the government's daily operations and practices. Formal policies support many of these activities, adding to the likelihood that these practices will continue into the future and transcend changes in the operating environment or personnel.

As Moody's noted in its most recent credit report, "Cambridge continues to maintain a very healthy financial position given a prudent fiscal strategy implemented by a strong management team, adoption of prudent fiscal policies in its fiscal 2008 budget, steady revenue streams generated by its substantial and economically vibrant tax base and a notable degree of flexibility to address future budgetary challenges." Fitch Ratings noted "Debt levels should remain manageable given the city's limited capital needs."

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. 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. The City's 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 and within our debt policy 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. This document again includes investment, debt management and reserve policies which begin on page II-27.

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 approximately 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	Gross Direct Debt as % of Assessed Valuation
Median	\$200,771	23.98%	0.74%	1.89%
Cambridge	\$218,708	33.24%	0.70%	1.26%

Source: Moody's Investors Service 2007 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.

	FY05	FY06	FY07	FY08	FY09
Excess Levy Capacity (1)	\$44,697,016	\$65,088,067	\$73,658,042	\$88,242,928	\$90,000,000
General Fund Balance (2)	\$124,254,182	\$136,673,783	\$152,660,659	\$162,150,619	\$162,150,619
Free Cash (3)	\$53,554,528	\$68,010,377	\$73,785,122	\$73,000,000	\$73,000,000
Rapidity of Debt Retirement (4)	82.2%	81.8%	81.8%	79.4%	80.0%

- 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 FY05-08 are actual amounts and FY09 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 is defined as funds remaining from the previous fiscal year that are available for appropriation. The figures shown for FY05-07 are actual amounts and those shown for FY08-09 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.

INVESTMENT POLICY

I. PURPOSE

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of City of Cambridge, “the City,” funds. The City’s investment program is operated by the City Treasurer in conformance with all applicable federal and state requirements including MGLA 44 § 54 and 55.

This policy statement reflects the long-term policy guidelines that have been used by the City’s management team, which are now incorporated into the City’s annual Budget and Public Investment Program. Each year the City Manager will review these policy statements with the City Council, informing the public of the City’s desire to maintain the highest standards of governance.

II. SCOPE

This policy applies to the investment of all of the City’s funds excluding the investment of employees’ retirement funds. Except for cash in certain restricted and special funds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

III. INVESTMENT OBJECTIVES

The City shall seek as high a level of investment income as is consistent with, first, the safety of principal and, second, the provision of liquidity to meet daily cash flow requirements.

A. Safety of Principal

Safety of principal, the primary objective, shall be pursued in a number of ways.

1. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio by protecting against credit risks.
2. Investments shall be made in conformance with prudent guidelines for allowable instruments, credit quality and maturities.
3. Adequate diversification of instruments, issuers, and maturities shall be maintained.
4. All deliverable securities shall be held by a third party custodian on the basis of delivery vs. payment to a custodian bank.
5. All repurchase agreements shall be fully collateralized, with a custodian bank receiving delivery of the collateral.

B. Liquidity

The investment portfolio shall be structured to meet all of the City's cash requirements that may be reasonably anticipated. Furthermore, since all cash requirements cannot be anticipated, the portfolio should consist mainly of custodial arrangements, investment pools or money market funds specified below, securities or deposits with very short maturities, or securities with active secondary or resale markets.

C. Yield

The investment portfolio shall be designed to attain a market-average rate of return throughout budgetary and economic cycles, taking into account investment risk constraints and the City's liquidity requirements.

The portfolio shall be managed with the objective of exceeding the average of three-month U.S. Treasury Bill rates for the equivalent period. This index is considered a benchmark for near-riskless investment transactions and, therefore, comprises a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with stated risk limitations and prudent investment principles.

While investments shall not be made for the purpose of trading or speculating as the dominant criterion, the City may seek to enhance total portfolio return through active portfolio management. The prohibition on speculative investments precludes pursuit of gain or profit through unusual risk. Trading in response to changes in market value or market direction, however, is warranted under active portfolio management.

IV. STANDARDS OF CARE

A. Prudence

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. The "prudent person" standard states that "investments shall be made with judgment and care – under circumstances then prevailing – which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

Investment officers acting in accordance with written procedures and the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion in writing and appropriate action is taken to control adverse developments.

B. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions.

Employees and investment officials shall disclose any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with whom business is conducted on behalf of the City.

C. Delegation of Authority

Authority to manage the investment program is granted to the Director of Financial Systems and Operations, hereinafter referred to as investment manager. The investment manager shall established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, wire transfer agreements, and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer. The investment manager shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. The controls shall be designed to prevent and control losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees and officers. An investment committee, comprised of the City Treasurer, City Auditor, Manager of Financial Reporting and Controls and the investment manager, will meet monthly to review the investment program and activity.

V. FINANCIAL DEALERS AND INSTITUTIONS

The City shall conduct business only with qualified financial institutions. The investment manager shall develop criteria for selecting brokers and dealers. An annual review of the financial condition and registration of qualified bidders will be conducted.

All repurchase agreement transactions will be conducted through primary dealers of the Federal Reserve Bank of New York or applicable state with short-term debt ratings of at least A-1, P-1 or F-1, or qualified depositories as described in appropriate Section, which have executed master repurchase agreements with the City.

VI. INVESTMENT GUIDELINES

All investments must be made in securities authorized by MGLA 44 § 54 and 55 and this investment policy statement.

A. Suitable and Authorized Investments

The City may invest in the following securities or deposits:

- In term deposits or certificates of deposit in trust companies, national banks, savings banks, banking companies or cooperative banks.
- In obligations issued or unconditionally guaranteed by the United States government or agency.
- In United States government securities or securities of United States government agencies.

- Money market mutual funds regulated by the Securities and Exchange Commission and whose portfolios consist only of dollar-denominated securities; and
- Local government investment pools such as the Massachusetts Municipal Depository Trust and Massachusetts Municipal Depository Short Term Bond Fund.

No investments may be made in “derivative” securities such as futures, swaps, options, interest-only or principal-only mortgage-backed securities, inverse floaters, CMT floaters, leveraged floaters, dual index floaters, COFI floaters, and range floaters. These restrictions apply to direct investments as well as to investments through custodial arrangements, pools or money market funds discussed in applicable Sections. Thus, if a custodial arrangement, pool or fund includes securities by this paragraph the City may not invest in shares or other interest in such custodial arrangement, pool or fund.

The City requires full collateralization on all demand deposit accounts including checking accounts, certificates of deposits, and money market accounts.

The City shall not at any one time have on deposit in a bank or trust company or banking company an amount exceeding sixty per cent of the capital surplus of such bank or trust company or banking company unless satisfactory security is given to it by such bank or trust company or banking company for such excess.

B. Diversification

It is the policy of the City to diversify its investment portfolio. To eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets shall be diversified by maturity, issuer, and class of security. Diversification strategies shall include:

1. At the time of acquisition, no more than ten percent (10%) of the overall portfolio may be invested in deposits with a single bank, unless the deposits are fully-insured or fully-collateralized, or in repurchase arrangements for a period longer than two business days conducted through a single dealer.
2. There is no limitation on the percentage of the overall portfolio that may be invested in: (1) U.S. government and agency obligations and in repurchase agreements fully collateralized by such securities, appropriate state pools, or an authorized custodial arrangement, pool or money market fund, if permitted by state statute, specified in appropriate Section.
3. Investments in securities that are not readily marketable, other than securities or deposits that mature within seven days, may not exceed 10 percent of the portfolio’s net assets at the time of purchase.

This section does not apply to bank accounts used for the temporary deposit of receipts and deposits needed to cover disbursements that are expected to clear over the next seven days.

Investment decisions shall be based on the relative and varying yields and risks of individual securities and the City's liquidity requirements.

VII. REPORTS

Quarterly and annual reports summarizing the investment portfolio by security types and maturities, and describing the portfolio's performance relative to standard benchmarks (e.g., 90-day Treasury bills) shall be provided by the investment committee to the City Manager. A detailed portfolio listing, including cost and market valuations and maturities, and commentary on economic conditions shall be provided with each report.

VII. PORTFOLIO VALUATION

The market value of the investment portfolio shall be determined on at least a monthly basis. Significant deviations of market values to amortized costs shall be reported promptly to the City Treasurer.

IX. ADOPTION

This policy shall be adopted by the City Council. Any revisions must be approved by the City Treasurer and City Council.

Any investment held at the time of this policy's adoption that does not conform with the policy shall be exempted from the requirements of the policy so long as such investment is a permitted City investment under state statutes. At maturity or liquidation of such investment, all proceeds shall be reinvested only as provided by this policy.

The City may invest or reinvest in an authorized custodial arrangements, pool or money market fund specified in appropriate Section of this policy that currently contains in its portfolio securities that do not meet the criteria set forth in appropriate Section ("Non-Conforming Securities") only if (1) the custodial arrangement, pool or money market fund is a permitted City investment under state statutes, (2) the custodial arrangement, pool or money market fund has adopted a written investment policy that precludes future purchases of Non-Conforming Securities for its portfolio, and (3) the custodial arrangement, pool or money market fund has adopted a written investment policy of liquidating such Non-Conforming Securities as soon as practicable after market conditions permit such liquidation at par.

This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

DEBT MANAGEMENT POLICY

I. PURPOSE

The purpose of this policy is to establish parameters and provide guidance governing the issuance, management, continuing evaluation of and reporting on all debt obligations issued by the City of Cambridge.

Debt obligations, which include general obligation bonds, special assessment bonds, revenue bonds, bond anticipation notes, lease/purchase agreements and any other debt obligations permitted to be issued under Massachusetts law, shall only be issued to purchase capital assets that cannot be acquired with current revenues.

This policy statement reflects the long-term policy guidelines that have been used by the City's management team, which are now incorporated into the City's annual Budget and Public Investment Program. Each year the City Manager will review these policy statements with the City Council, informing the public of the City's desire to maintain the highest standards of governance.

II. POLICY STATEMENT

Under the requirements of Federal and state laws and City Charter provisions, ordinances and loan orders, the City may periodically issue debt obligations to finance the construction or acquisition of infrastructure and other assets or to refinance existing debt. It is the City's goal to assure that such debt obligations are issued and managed in such a manner as to obtain the best long-term financial advantage to the City and its residents, while making every effort to maintain the credit ratings of Fitch Ratings – AAA, Moody's Investors Service – Aaa, and Standard and Poor's – AAA, and reputation in the investment community.

III. RESPONSIBILITY FOR POLICY

The City Treasurer shall be responsible for issuing and managing the City's debt program. In carrying out this policy, the City Treasurer shall:

- 1) at least annually consider the need for debt financing based upon the progress on the Public Investment Program;
- 2) at least annually review the City's adherence to this policy statement and compare the debt ratios established in this policy with where the City actually is;
- 3) at least annually review the City's authorized but unissued debt to determine if any authorizations are no longer needed; and
- 4) at least annually determine if there are any opportunities for refinancing current debt.

The City Treasurer shall report his/her findings to the City Manager and City Council in April of each year, prior to the City Council's review of the Public Investment Program.

IV. GENERAL DEBT GOVERNING POLICIES

The City hereby establishes the following policies concerning the issuance and management of debt:

- A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.
- B. The City will utilize debt obligations only for acquisition, construction or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.
- C. The City will measure the impact of debt service requirements of outstanding and proposed debt obligations on single year, five, ten, and twenty-year periods. This analysis will consider debt service maturities and payment patterns as well as the City's commitment to a pay-as-you-go budgetary allocation.

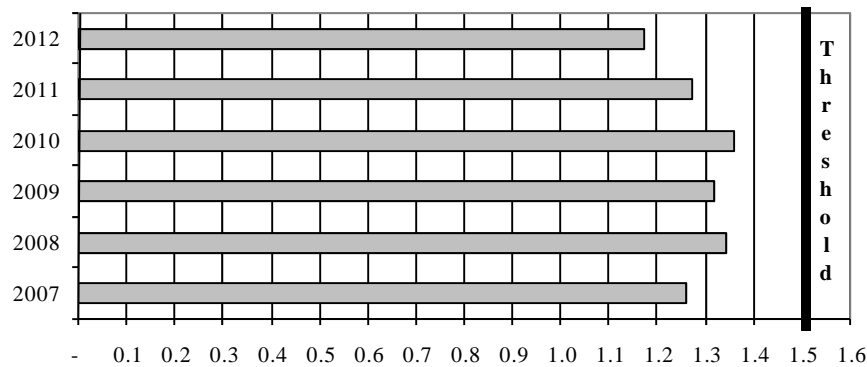
V. DEBT POLICIES, RATIOS AND MEASUREMENT

- A. Purposes of Issuance – the City shall only issue debt obligations for acquiring, constructing or renovating City owned fixed assets or for refinancing existing debt obligations.
- B. Maximum Maturity – All debt obligations shall have a maximum maturity of the earlier of: (1) the estimated useful life of the Public Investment being financed; or, (2) twenty years; or, (3) in the event debt obligations are being issued to refinance outstanding debt obligations the final maturity of the debt obligations being refinanced.
- C. Net Direct Debt Per Capita Personal Income – The City's overall net debt per capita shall not exceed 4.5% of per capita personal income. The Direct Debt Per Capita Personal Income shall be calculated by dividing the City's Net Direct Debt Per Capita by the most current, estimated per capita personal income.
- D. Direct Debt as a Percent of Estimated Full Assessed Value – The City's overall net debt will not exceed 1.5% of the estimated full value of taxable real properties with the City. The ratio of Direct Debt to Estimated Full Assessed Value shall be calculated by dividing the City's Direct Debt by the estimated full-assessed value of all taxable properties within the City.
- E. Debt Service Levels – The City shall adhere to a debt management strategy that achieves the goal of limiting annual debt service to 12.5% of the total budget.
- F. Average Maturity of General Obligation Bonds – the City shall have at least 70% of outstanding general obligation bonds mature in less than ten (10) years.

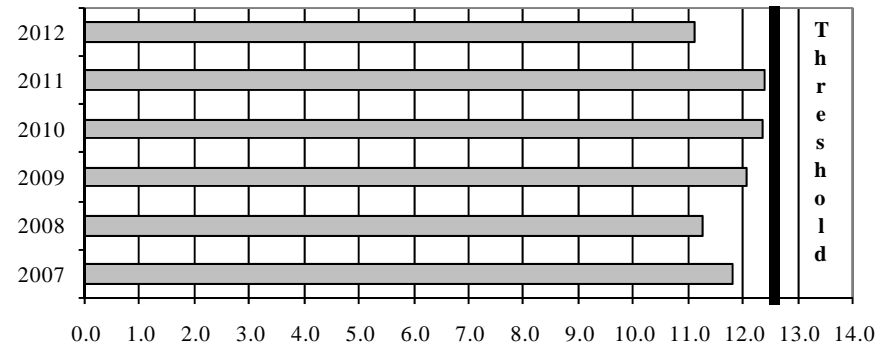
- G. Net Present Value Savings – The City must achieve a Net Present Value Savings of at least 3 percent and at least \$1,000,000 over the life of an existing bond issue in order for it to be considered for refunding.
- H. The City shall not exceed [fifty percent (50%)] of its statutory debt limitation.
- I. Bond Covenants and Laws – The City shall comply with all covenants and requirements of the bond resolutions, and Massachusetts and Federal laws authorizing and governing the issuance and administration of debt obligations.

This policy shall be reviewed during the City’s Annual Budget and Public Investment Program process.

**City of Cambridge, Massachusetts
Gross Debt to Assessed Value Ratio**
(Actual 2007 and projected for five years)



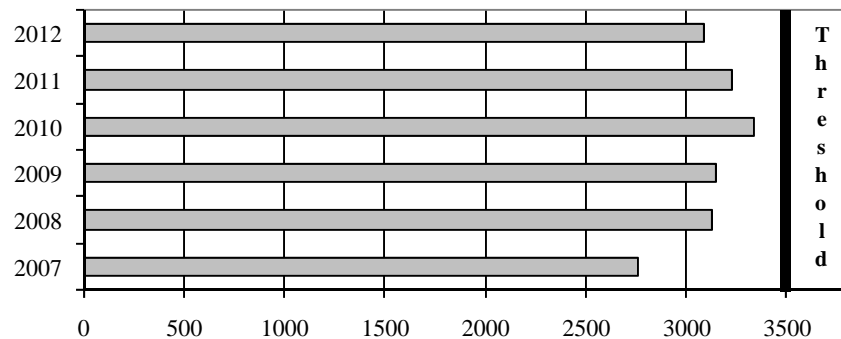
**City of Cambridge, Massachusetts
Gross Debt Service as a Percentage of Operating Expenditure**
(Actual 2007 and projected for five years)



Gross Debt to Assessed Value

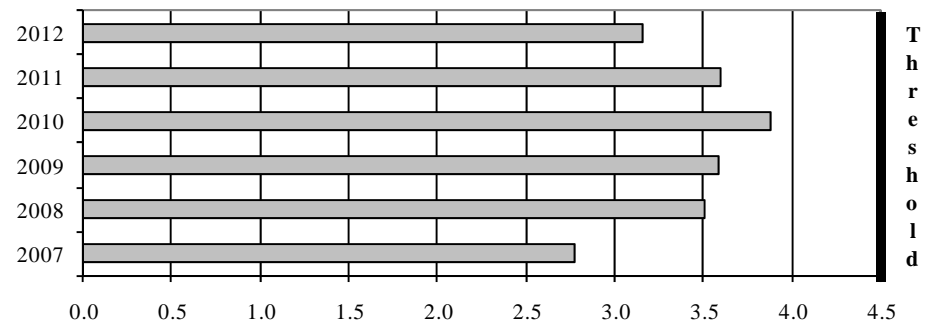
Debt Service as a % of Operating Expenditure

**City of Cambridge, Massachusetts
Overall Debt Per Capita**
(Actual for 2007 and projected for five years)



Overall Debt Per Capita (\$)

**City of Cambridge, Massachusetts
Net Debt Per Capita to Per Capita Income**
(Actual for 2007 and projected for five years)



Net Debt Per Capita to Per Capita Income (%)

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	\$ 22,167,135,334	\$ 150,331,574	0.7%	\$1,483

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, 2006.

³ The net direct debt is as of June 30, 2007.

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, 2006	<u>\$ 24,529,458,900</u>
Debt Limit (5% of Equalized Valuation)	<u>\$ 1,226,472,945</u>
Total Outstanding Debt as of June 30, 2008	\$ 316,361,605
Total Authorized / Unissued Debt as of June 30, 2008	<u>117,838,574</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	<u>\$ 434,200,179</u>
Amount of Outstanding Debt Outside the Debt Limit	\$ 44,095,690
Amount of Authorized / Unissued Debt Outside the Debt Limit	<u>-</u>
Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>\$ 44,095,690</u>
Total Outstanding Debt Plus Total Authorized / Unissued Debt	\$ 434,200,179
Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit	<u>44,095,690</u>
Debt Subject to the Debt Limit	<u>\$ 390,104,489</u>
Debt Limit (5% of Equalized Valuation)	<u>1,226,472,945</u>
Remaining Borrowing Capacity Under Debt Limit	<u>\$ 836,368,456</u>

FY09 DEBT DISTRIBUTION

	Debt Payment	Interest	Required Appropriation*
City	\$30,202,893	\$9,791,366	\$39,994,259
School	2,512,167	407,176	2,919,343
Water	<u>6,284,829</u>	<u>1,741,175</u>	<u>8,026,004</u>
Total	<u>\$38,999,889</u>	<u>\$ 11,939,717</u>	<u>\$50,939,606</u>

Notes: * **General Fund Debt Service, page IV-273, does not reflect School and Water debt service. School and Water debt service are budgeted at the department level.**

DEBT POSITION

Based on outstanding debt June 30, 2008

CITY HAS HISTORICALLY HAD A CONSERVATIVE DEBT GUIDELINE. When the City embarked on an aggressive capital improvement program in the mid-1980's, it established a guideline 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-26).

Fiscal Year	Total ¹ Debt	Debt Payment	Interest	Required Appropriation
2008-09	\$316,361,605	\$38,999,889	\$11,939,717	\$50,939,606
2009-10	277,361,716	38,920,272	10,438,993	49,359,265
2010-11	238,441,444	35,926,427	8,993,178	44,919,605
2011-12	202,515,017	29,431,621	7,721,154	37,152,775
2012-13	173,083,396	26,178,404	6,672,866	32,851,270
2013-14	146,904,992	22,982,774	5,690,106	28,672,880
2014-15	123,922,218	20,472,218	4,818,194	25,290,412
2015-16	103,450,000	16,590,000	4,037,378	20,627,378
2016-17	86,860,000	14,935,000	3,401,478	18,336,478
2017-18	71,925,000	13,415,000	2,819,303	16,234,303
2018-19	58,510,000	8,960,000	2,296,852	11,256,852
2019-20	49,550,000	7,000,000	1,973,302	8,973,302
2020-21	42,550,000	6,540,000	1,710,252	8,250,252
2021-22	36,010,000	6,540,000	1,456,188	7,996,188
2022-23	29,470,000	6,540,000	1,196,421	7,736,421
2023-24	22,930,000	6,540,000	936,125	7,476,125
2024-25	16,390,000	6,110,000	668,350	6,778,350
2025-26	10,280,000	5,410,000	417,575	5,827,575
2026-27	4,870,000	2,860,000	194,800	3,054,800
2027-28	2,010,000	2,010,000	80,400	2,090,400

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

RESERVE POLICY

I. PURPOSE

The purpose of this policy is to 1) preserve the credit worthiness of the City for borrowing monies at favorable interest rates; 2) provide working capital to meet cash flow needs during the year and 3) attempt to stabilize fluctuations from year to year in property taxes paid by the City taxpayers.

This policy statement reflects the long-term policy guidelines that have been used by the City's management team, which are now incorporated into the City's annual Budget and Public Investment Program. Each year the City Manager will review these policy statements with the City Council, informing the public of the City's desire to maintain the highest standards of governance.

II. POLICY STATEMENT

Fund Balance is an important indicator of a community's financial position. An adequate fund balance must be maintained to allow the City to continue to meet its obligations in the event of an economic downturn and/or unexpected emergency. Therefore, the City of Cambridge shall maintain:

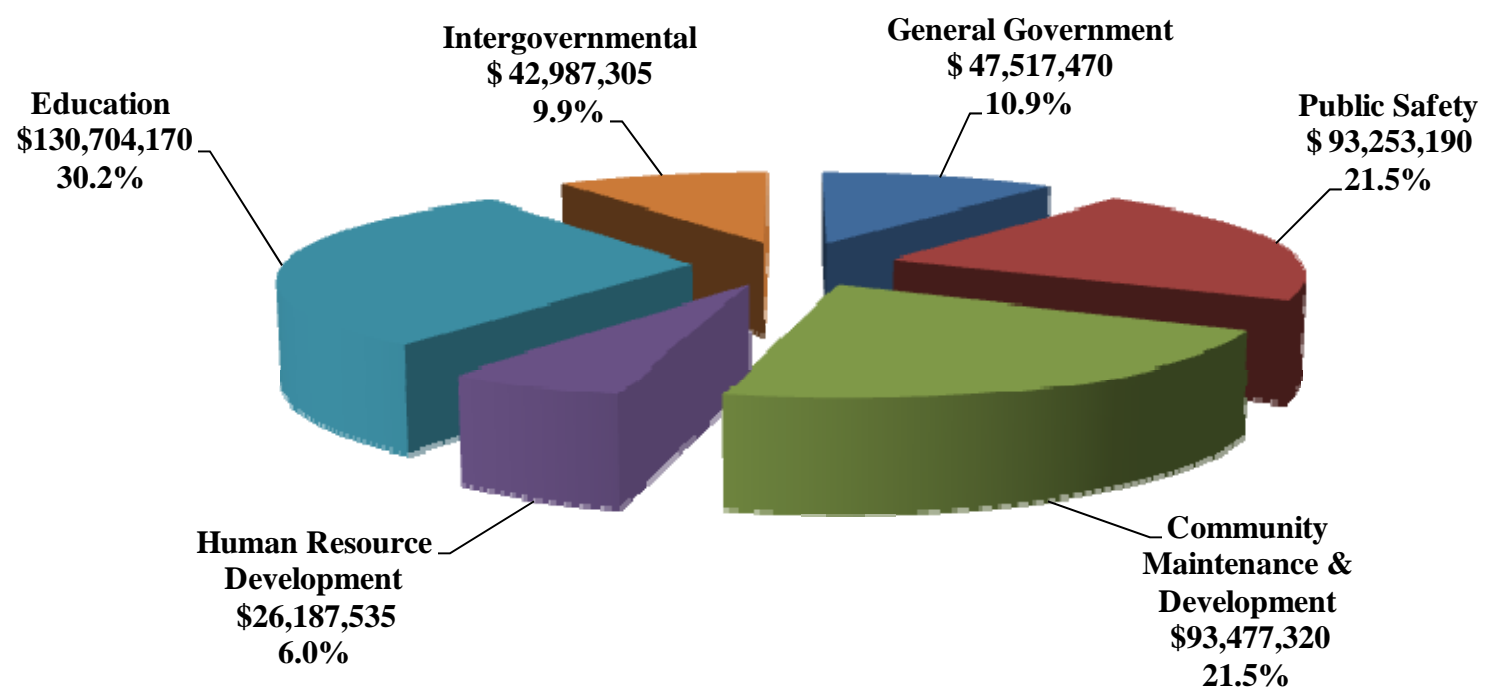
An unreserved/undesignated General Fund (GAAP) balance as of June 30 of each year equal or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal or greater than 25% of the ensuing fiscal year's operating revenue.

I. RESPONSIBILITY FOR POLICY

As part of the annual budget preparation process, the City Treasurer will estimate the surplus or deficit for the current year and prepare a projection of the year-end unreserved/undesignated general fund balance. Any anticipated balance in excess of the targeted maximum unreserved/undesignated fund balance may be budgeted to reduce the ensuing year's property tax levy or fund one-time capital projects.

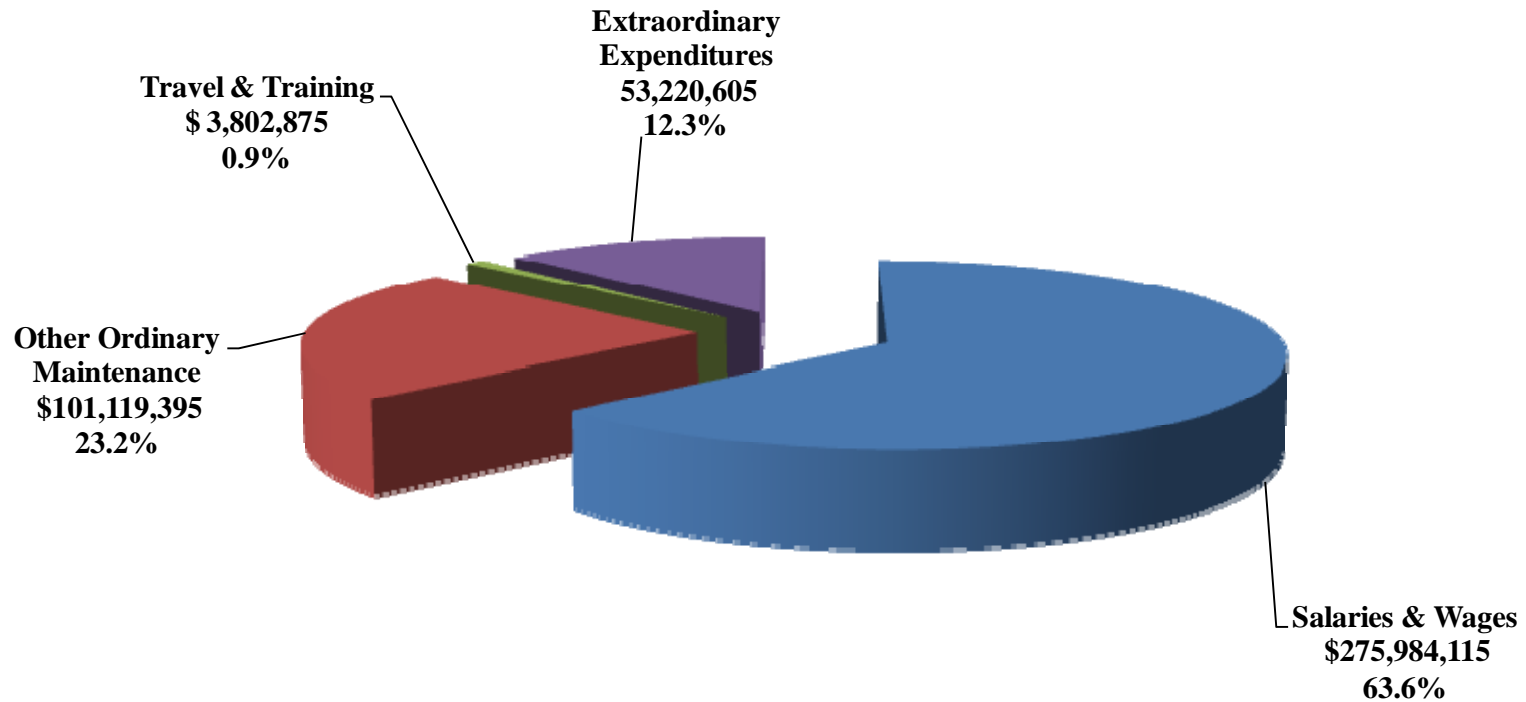
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

APPROPRIATION BY FUNCTION



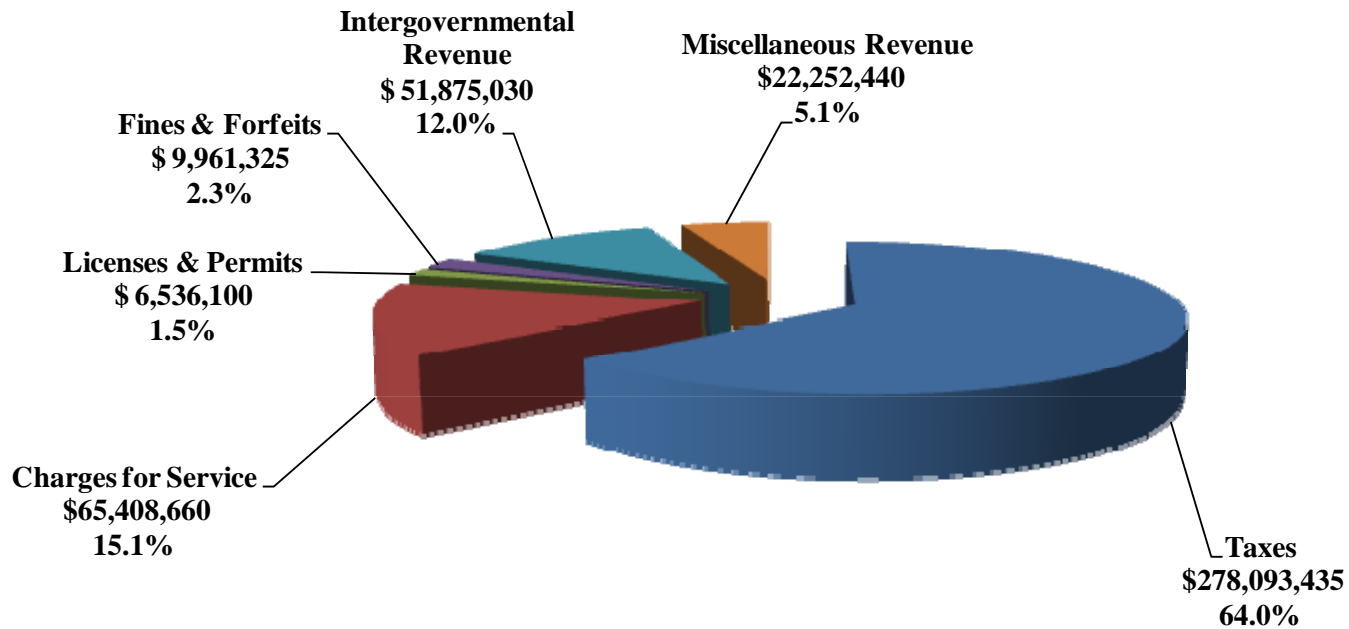
TOTAL OPERATING BUDGET \$434,126,990

APPROPRIATION BY STATUTORY CATEGORY



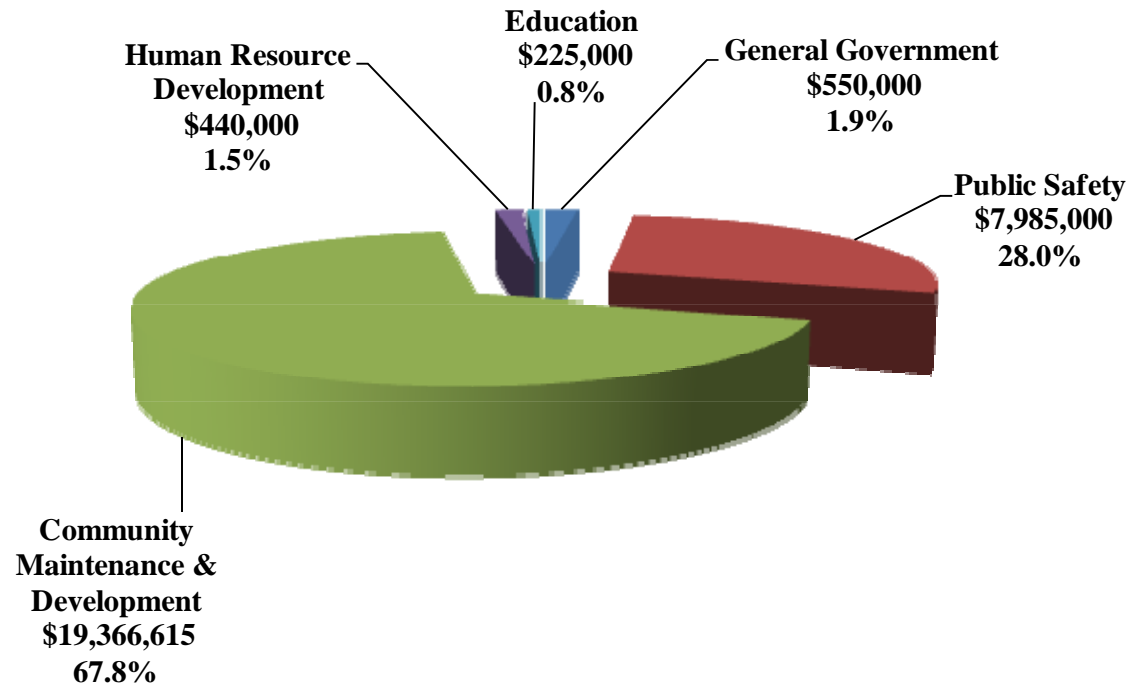
TOTAL OPERATING BUDGET \$434,126,990

REVENUE BY SOURCE



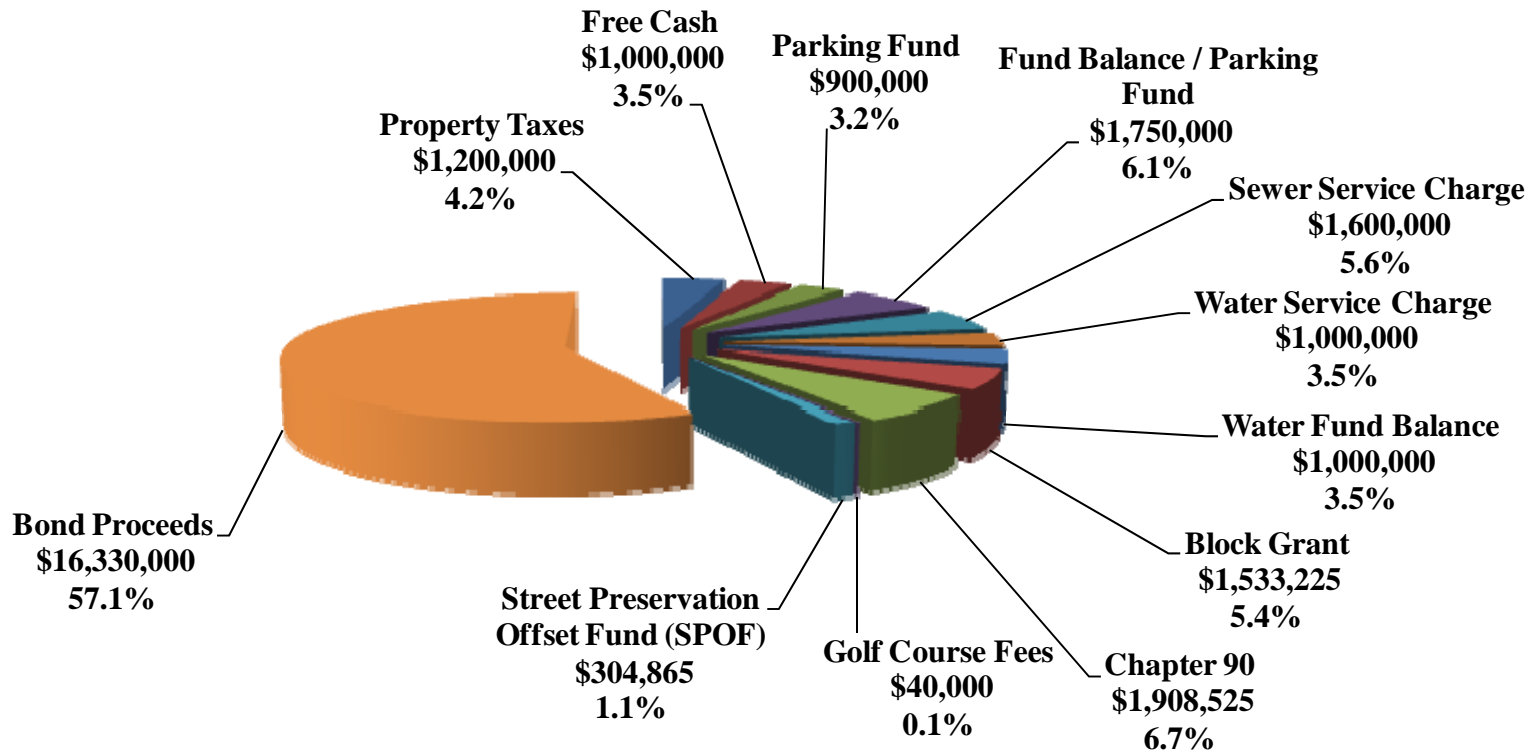
TOTAL OPERATING BUDGET \$434,126,990

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2009



TOTAL CAPITAL BUDGET \$28,566,615

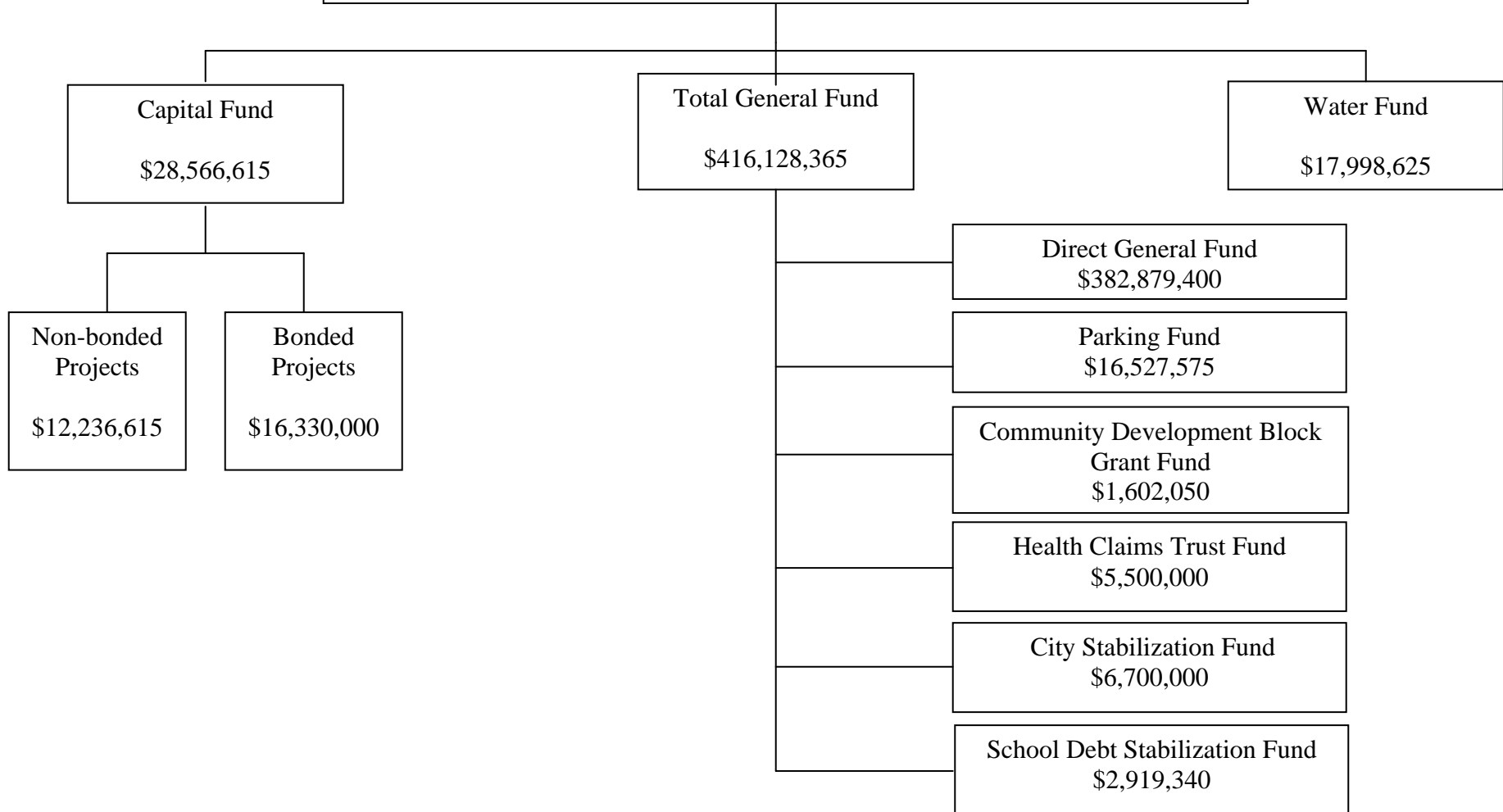
PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2009



TOTAL CAPITAL BUDGET \$28,566,615

**TOTAL FY 2009 CITY BUDGET
APPROPRIATED FUNDS**

- Total General Fund	\$416,128,365
- Water Fund	17,998,625
- Capital Fund	<u>28,566,615</u>
Total:	\$462,693,605



GENERAL FUND

TOTAL \$421,501,590

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 \$421,501,590, which is the City Appropriation of \$434,126,990 less the Water Fund appropriation of \$17,998,625, with an additional \$5,373,225 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$5,373,225 is the City Public Investment Appropriation of \$12,236,615 less \$1,908,525 in Chapter 90, \$900,000 in Parking Fund revenue, \$1,750,000 from the Parking Fund Balance, \$1,000,000 in Water Service Charges, \$1,000,000 from the Water Fund Balance, and \$304,865 in Street Preservation Offset Fund (SPOF).

Salaries & Wages
\$ 270,079,250

Other Ordinary Maintenance
\$ 97,207,495

Travel & Training
\$ 3,772,020

Extraordinary Expenditures
\$ 50,442,825

Taxes
\$ 279,293,435

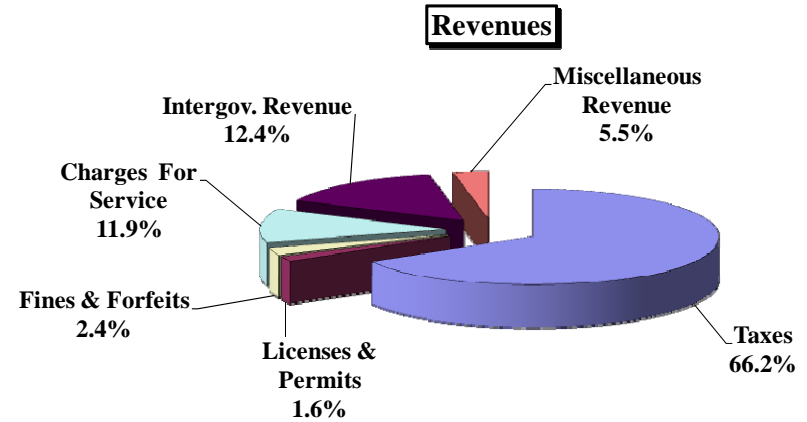
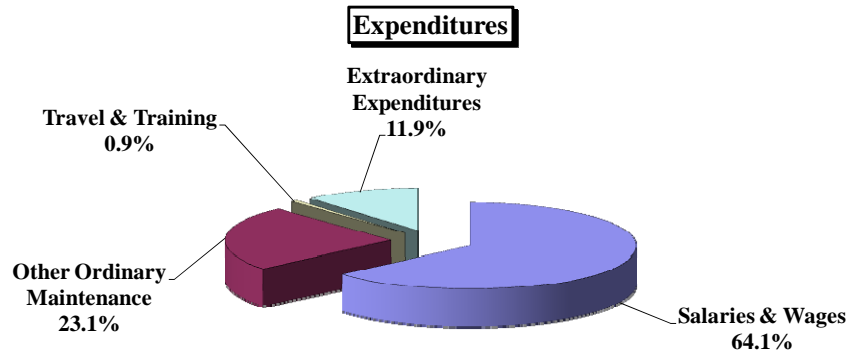
Licenses & Permits
\$ 6,536,100

Fines & Forfeits
\$ 9,961,325

Charges For Service
\$ 50,007,655

Intergovernmental Revenue
\$ 52,450,635

Miscellaneous Revenue
\$ 23,252,440



GENERAL FUND THREE YEAR HISTORY

Expenditure Category	FY07 ¹	FY08 ²	FY09 ³
Salaries and Wages	\$243,093,515	\$256,344,575	\$270,079,250
Other Ordinary Maintenance	91,819,100	93,302,120	97,207,495
Travel & Training	3,307,980	3,729,720	3,772,020
Extraordinary Expenditures	45,120,335	46,385,175	50,442,825
TOTAL BUDGETED EXPENDITURES	\$383,340,930	\$399,761,590	\$421,501,590

Revenue Category	FY07 ¹	FY08 ²	FY09 ³
Taxes	\$255,626,755	\$266,700,525	\$279,293,435
Licenses & Permits	5,948,335	6,100,700	6,536,100
Fines & Forfeits	9,009,330	9,160,200	9,961,325
Charges For Service	45,222,135	48,002,215	50,007,655
Intergovernmental Revenue	55,222,260	55,344,355	52,450,635
Miscellaneous Revenue	12,312,115	14,453,595	23,252,440
TOTAL BUDGETED REVENUES	\$383,340,930	\$399,761,590	\$421,501,590

¹ 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), plus 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.

² The total FY08 General Fund appropriation is \$399,761,590 (which is the City appropriation of \$412,274,625 less the Water Fund appropriation of \$17,898,685) plus an additional \$5,385,650 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$5,385,650 is the Public Investment Fund appropriation of \$11,538,660 less \$1,502,940 in Chapter 90 funds, \$900,000 in Parking Fund revenues, \$1,500,000 from the Parking Fund Balance, \$1,000,000 in Water Service Charges, and \$1,250,070 in MWRA Grants.

³ The total FY09 General Fund appropriation is \$421,501,590 (which is the City Appropriation of \$434,126,990 less the Water Fund appropriation of \$17,998,625) plus an additional \$5,373,225 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$5,373,225 is the Public Investment appropriation of \$12,236,615 less \$1,908,525 in Chapter 90, \$900,000 in Parking Fund revenue, \$1,750,000 from the Parking Fund Balance, \$1,000,000 in Water Service Charges, \$1,000,000 from the Water Fund Balance, and \$304,865 from the Street Preservation Offset Fund (SPOF).

WATER FUND

TOTAL \$19,998,625

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 FY09 Appropriation is \$17,998,625. In addition, water fund revenues are raised and transferred to the Public Investment Fund (\$2,000,000 to cover improvements to the water system).

Salaries & Wages
\$ 5,904,865

Other Ordinary Maintenance
\$ 3,911,900

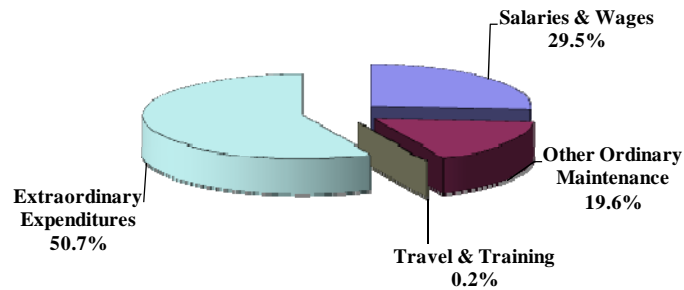
Travel & Training
\$ 30,855

Extraordinary Expenditures
\$ 10,151,005

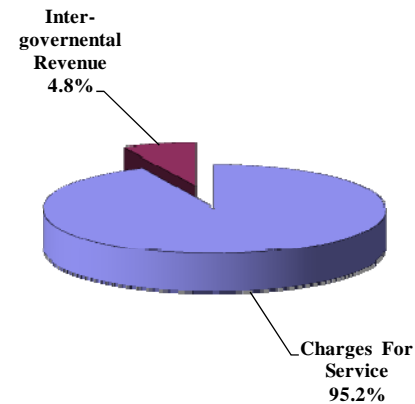
Charges for Service
\$ 19,041,005

Intergovernmental Revenue
\$ 957,620

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	FY07¹	FY08²	FY09³
Salaries and Wages	\$5,282,290	\$5,647,455	\$5,904,865
Other Ordinary Maintenance	3,360,305	3,803,930	3,911,900
Travel & Training	28,855	28,855	30,855
Extraordinary Expenditures	9,443,595	9,418,445	10,151,005
TOTAL BUDGETED EXPENDITURES	\$18,115,045	\$18,898,685	\$19,998,625

Revenue Category	FY07¹	FY08²	FY09³
Charges For Service	\$17,047,790	\$17,885,425	\$19,041,005
Intergovernmental Revenue	1,067,255	1,013,260	957,620
TOTAL BUDGETED REVENUES	\$18,115,045	\$18,898,685	\$19,998,625

¹ 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).

² The total FY08 appropriation is \$17,898,685. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund (\$1,000,000 to cover improvements to the water system).

³ The total FY09 appropriation is \$17,998,625. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund (\$2,000,000 to cover improvements to the water system).

PARKING FUND

TOTAL \$19,177,575

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 14 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 \$19,177,575 in Parking Fund revenues (including \$1,750,000 from the Parking Fund Balance) in the FY09 Budget is as follows: transfer to General Fund (\$16,527,575) and the Public Investment Fund (\$2,650,000). \$9,529,130 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$6,998,445 will offset salary costs for other City departments (\$6,358,585), cover state assessments (\$493,140), and pay debt service on street reconstruction projects (\$146,720).

Salaries & Wages
\$ 12,504,275

Other Ordinary Maintenance
\$ 3,778,180

Travel & Training
\$ 23,400

Extraordinary Expenditures
\$ 2,871,720

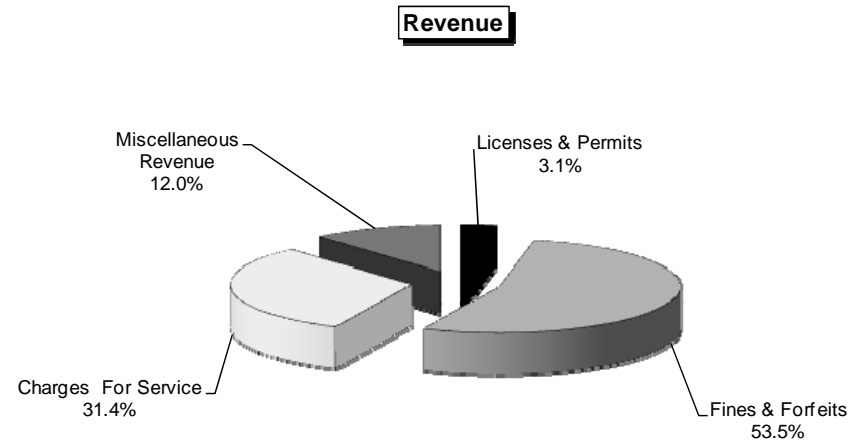
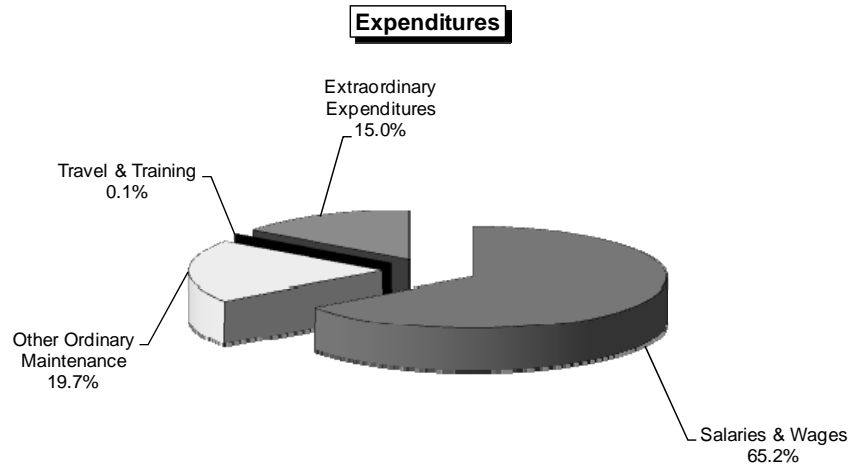
Licenses & Permits
\$ 600,000

Fines & Forfeits
\$ 10,255,575

Charges for Service
\$ 6,017,000

Miscellaneous Revenue
\$ 2,305,000

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	FY07 ¹	FY08 ²	FY09 ³
Salaries and Wages	\$11,286,665	\$12,139,510	\$12,504,275
Other Ordinary Maintenance	3,747,480	3,819,100	3,778,180
Travel & Training	19,400	19,400	23,400
Extraordinary Expenditures	1,612,190	2,612,190	2,871,720
TOTAL BUDGETED EXPENDITURES	\$16,665,735	\$18,590,200	\$19,177,575

Revenue Category	FY07 ¹	FY08 ²	FY09 ³
Licenses & Permits	\$350,000	\$425,000	\$600,000
Fines & Forfeits	9,760,830	9,440,200	10,255,575
Charges For Service	5,993,705	6,510,000	6,017,000
Miscellaneous Revenue	561,200	2,215,000	2,305,000
TOTAL BUDGETED REVENUES	\$16,665,735	\$18,590,200	\$19,177,575

¹ 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).

² The allocation of \$18,590,200 in Parking Fund revenues (including \$1,500,000 from the Parking Fund Balance) in the FY08 budget is as follows: transfer to General Fund (\$16,190,200) and Public Investment Fund (\$2,400,000). \$9,221,865 of the General Fund transfer is used for the Traffic, Parking, and Transportation Department and the remaining \$6,968,335 will offset salary costs for other City departments (\$6,301,085), cover state assessments (\$515,060), and pay debt service on street reconstruction projects (\$152,190).

³ The allocation of \$19,177,575 in Parking Fund revenues (including \$1,750,000 from the Parking Fund Balance) in the FY09 budget is as follows: transfer to General Fund (\$16,527,575) and Public Investment Fund (\$2,650,000). \$9,529,130 of the General Fund transfer is used for the Traffic, Parking, and Transportation Department and the remaining \$6,998,445 will offset salary costs for other City departments, cover state assessments \$493,140, and pay debt service on street reconstruction projects.

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 FY09 budget. The fund balances that are shown as of June 30, 2007 are from the City's FY07 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2008 and June 30, 2009 are based on projected revenues and expenditures for those two fiscal years. 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. The Stabilization Fund was established as a reserve to offset a portion of the debt service on large tax-supported projects. Transfers of \$2,000,000 were made from this fund to the General Fund in both FY06 and FY07 with an additional \$3,000,000 to be made during FY08. In order to partially offset a large increase in tax-supported debt in FY09, the transfer from the Stabilization Fund to the General Fund has been increased to \$6,700,000. It is expected that the transfer will remain at or near this level through FY11 as additional tax-supported debt is issued.

Projections are also shown for the Health Claims Trust, School 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.

GENERAL, WATER, AND CAPITAL FUNDS FY07-09

FY09 Budget			FY09	FY08	FY07
General Fund	Water Fund	Capital Fund	Budget All Fund Type	Projected All Fund Types	Actual All Fund Types

Revenues and Other Financing Sources:

Property Taxes	\$258,253,435	-	\$1,200,000	\$259,453,435	\$244,450,200	\$231,875,724
Payments in Lieu of Taxes	4,850,000	-	-	4,850,000	4,700,000	6,939,046
Hotel / Motel Excise Tax	6,690,000	-	-	6,690,000	6,700,000	6,751,419
Motor Vehicle Excise	5,850,000	-	-	5,850,000	5,850,000	5,942,196
Intergovernmental	40,072,860	-	-	40,072,860	43,539,105	44,658,328
Sewer Use	35,172,500	-	1,600,000	36,772,500	34,586,000	38,761,289
Water Use	682,585	\$17,041,005	2,000,000	19,723,590	17,670,000	19,244,580
Investment Income	4,325,000	-	-	4,325,000	8,200,000	11,119,045
Bond Proceeds	-	-	16,330,000	16,330,000	8,510,000	45,670,000
Miscellaneous Revenues	60,231,985	957,620	7,436,615	68,626,220	61,556,215	65,953,471
Total Revenues	\$416,128,365	\$17,998,625	\$28,566,615	\$462,693,605	\$435,761,520	\$476,915,098

Expenditures and Other Financing Uses:

Current:

General Government	\$47,267,470	-	-	\$47,267,470	\$38,430,550	\$34,283,722
Public Safety	93,253,190	-	-	93,253,190	88,622,875	85,159,683
Community Maintenance & Development	35,267,235	\$17,998,625	-	53,265,860	51,904,795	44,722,873
Human Resource Development	26,187,535	-	-	26,187,535	24,394,705	22,425,908
Education	130,704,170	-	-	130,704,170	126,511,200	121,868,743
Judgments and Claims	250,000	-	-	250,000	250,000	212,729
Intergovernmental	42,987,305	-	-	42,987,305	40,986,435	37,294,026
Capital Outlays	-	-	\$28,566,615	28,566,615	20,048,660	45,094,687
Other Financing Uses	-	-	-	-	-	24,994,125
Debt Service						
Principal	30,202,890	-	-	30,202,890	25,381,705	24,756,123
Interest	9,791,370	-	-	9,791,370	8,539,000	8,024,251
Fees	217,200	-	-	217,200	217,200	161,236
Total Expenditures	\$416,128,365	\$17,998,625	\$28,566,615	\$462,693,605	\$425,287,125	\$448,998,106

General Fund	Water Fund	Capital Fund	Total
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Fund Balances (Actuals for FY07 and Projections for FY08-09)

FY07

Beginning Balances (July 1, 2006) (Actuals)	\$136,673,783	\$91,479,736	\$80,217,254	\$308,370,773
FY07 Revenues (Including Transfers In)	405,694,575	19,244,580	51,975,943	476,915,098
FY07 Expenditures (Including Transfers Out)	389,707,699	14,195,720	45,094,687	448,998,106
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	15,986,876	5,048,860	6,881,256	27,916,992
Ending Balances (June 30, 2007) (Actuals)	\$152,660,659	\$96,528,596	\$87,098,510	\$336,287,765

FY08

Beginning Balances (July 1, 2007) (Actuals)	\$152,660,659	\$96,528,596	\$87,098,510	\$336,287,765
FY08 Revenues	397,085,240	18,627,620	20,048,660	435,761,520
FY08 Expenditures	387,595,280	17,643,185	20,048,660	425,287,125
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	9,489,960	984,435	-	10,474,395
Ending Balances June 30, 2008 (Projected)	\$162,150,619	\$97,513,031	\$87,098,510	\$346,762,160

FY09

Beginning Balances (July 1, 2008) (Projected)	\$162,150,619	\$97,513,031	\$87,098,510	\$346,762,160
FY09 Revenues	416,128,365	17,998,625	28,566,615	462,693,605
FY09 Expenditures	416,128,365	17,998,625	28,566,615	462,693,605
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	-	-	-	-
Ending Balances June 30, 2009 (Projected)	\$162,150,619	\$97,513,031	\$87,098,510	\$346,762,160

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. The transfer to the General Fund remained stable at \$3,860,000 for several years. However, due to a substantial increase in revenues to this fund as a result of City employees paying a larger portion of health costs, the transfer to the General Fund increased to \$5,000,000 in FY08 and will rise to \$5,500,000 in FY09 when the full impact of these increases will be in effect.

CITY STABILIZATION FUND

This fund is a statutory reserve account which may be used for purposes for which debt would ordinarily be used. Transfers of \$2,000,000 were made from this fund to the General Fund in both in FY06 and FY07 with an additional \$3,000,000 to be made during FY08. It is projected that the fund balance at the end of FY08 will increase to its highest level ever due primarily to an \$8,000,000 appropriation from Free Cash in FY08, which is the same amount that was added to the fund in FY07. This appropriation, combined with interest earnings of \$460,000, will produce a fund balance of approximately \$19,543,000 at the end of FY08. In order to partially offset a large increase in tax-supported debt in FY09, the transfer from the Stabilization Fund to the General Fund has been increased to \$6,700,000. It is expected that the transfer amount will remain at approximately this level through FY11 as additional tax-supported debt is issued.

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 Massachusetts School Building Authority (MSBA) 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. The current balance in the fund will finance a portion of FY09 debt service costs on renovations to the War Memorial (\$701,170) as well as principal and interest costs on the two remaining school renovation projects (\$2,218,170). It is expected that this fund will cover the remaining debt service on the remaining renovation projects through their retirement in FY11 (\$2,660,750 for FY10-11) with the remainder of the balance covering a portion of the debt service on the War Memorial Project.

Health Claims Trust Fund	City Stabilization Fund	School Debt Stabilization Fund
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Fund Balances (Actuals for FY07 and Projections for FY08-09)

FY07

Beginning Balances (July 1, 2006) (Actuals)	\$13,331,781	\$7,519,678	\$9,025,000
FY07 Revenues	5,451,552	8,563,260	2,575,399
FY07 Expenditures	3,860,000	2,000,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	1,591,552	6,563,260	2,575,399
Ending Balances (June 30, 2007) (Actuals)	\$14,923,333	\$14,082,938	\$11,600,399

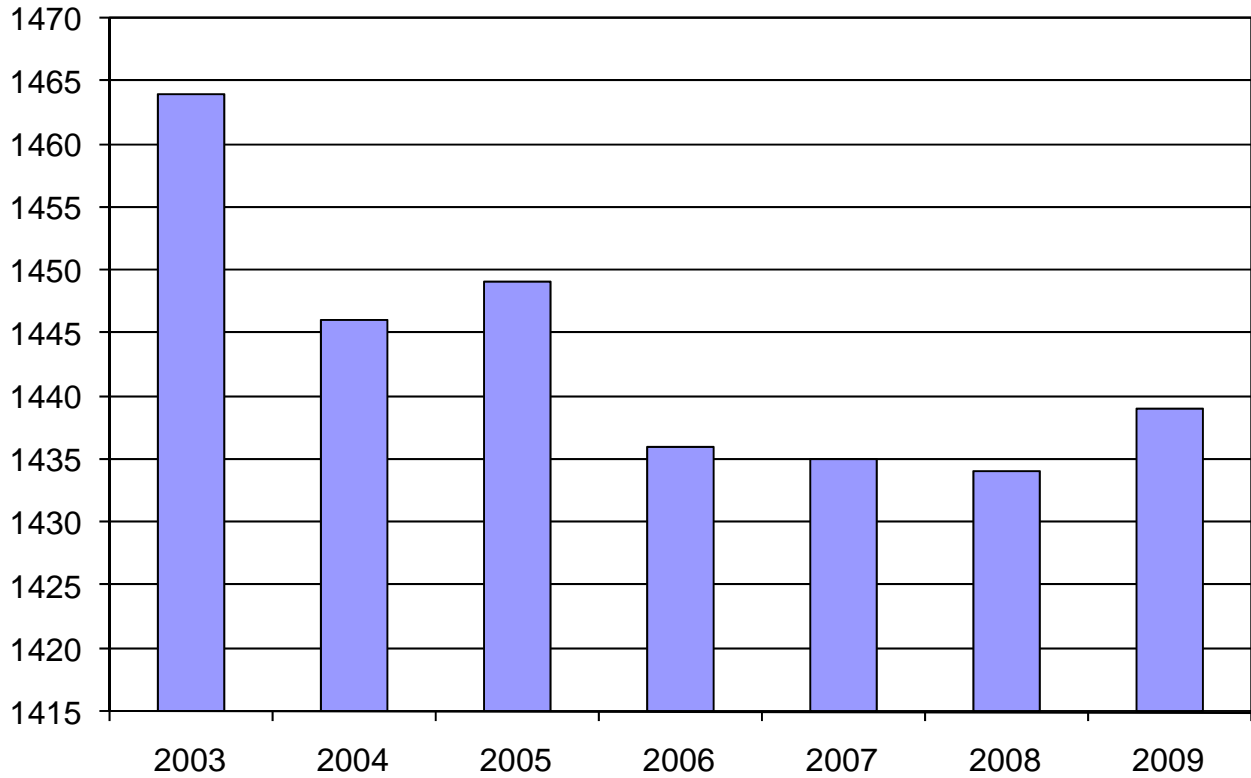
FY08

Beginning Balances (July 1, 2007) (Actuals)	\$14,923,333	\$14,082,938	\$11,600,399
FY08 Revenues	6,400,000	8,460,000	970,000
FY08 Expenditures	5,000,000	3,000,000	-
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	1,400,000	5,460,000	970,000
Ending Balances June 30, 2008 (Projected)	\$16,323,333	\$19,542,938	\$12,570,399

FY08

Beginning Balances (July 1, 2008) (Projected)	\$16,323,333	\$19,542,938	\$12,570,399
FY09 Revenues	6,500,000	400,000	400,000
FY09 Expenditures	5,500,000	6,700,000	2,919,340
Excess (Deficiency) of Revenues (Including Transfers In) Over Expenditures (Including Transfers Out)	1,000,000	(6,300,000)	(2,519,340)
Ending Balances June 30, 2009 (Projected)	\$17,323,333	\$13,242,938	\$10,051,059

POSITION LIST COMPARISON Excluding Schools



FY03	1464
FY04	1446
FY05	1449
FY06	1436
FY07	1435
FY08	1434
FY09	1439

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 25 positions since FY03. However, in FY09 a net increase of 5 positions has been included in the Budget to support City Council Goals and to provide operational support to the new facilities which will open during the new fiscal year.

POSITION LIST	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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GENERAL GOVERNMENT

MAYOR

Chief Of Staff	1	1	1	-
Dir. of Media Relations and Constituent Svcs.	1	1	1	-
Assistant to Vice Mayor	1	1	1	-
Assistant to Mayor	1	1	0	(1)
Education Advisor	1	1	1	-
Deputy Assistant	0	0	1	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	1	1	1	-
TOTAL	9	9	9	-

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	5	5	5	-
Administrative Asst./City Clerk	2	2	2	-
TOTAL	10	10	10	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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LAW

City Solicitor	1	1	1	-
Deputy City Solicitor	1	1	1	-
First Assistant City Solicitor	1	1	1	-
Assistant City Solicitor	5	5	5	-
Administrative Assistant	1	1	2	1
Senior Clerk & Typist	1	1	0	(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	1	1	1	-
Budget Analyst III	1	1	1	-
Principal Budget Analyst	0	1	1	-
Budget Analyst II	1	0	0	-
TOTAL	4	4	4	-

FINANCE/PERSONNEL

Personnel Director	1	1	1	-
Manager/Employee Relations	1	1	0	(1)
Manager/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	1	1	1	-
Employee Benefits Service Rep.	1	1	1	-
Employment Assistant	1	1	1	-
Employee Relations Specialist	0	0	1	1
TOTAL	13	13	13	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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FINANCE/ASSESSORS

Director of Assessment	1	1	1	-
Deputy Director/Principal Assessor	1	1	1	-
Property Lister/Data Collector	2	2	2	-
Customer Service Supervisor	1	1	1	-
Senior Assistant Assessor	2	2	2	-
Assessment Analyst	2	2	2	-
Commercial Review Appraiser	1	1	1	-
Executive Assistant	1	1	1	-
Residential Valuation and Model Specialist	1	1	1	-
Administrative Assistant	1	1	1	-
Assistant to Board of Assessors	1	1	1	-
Operations Manager	0	1	1	-
Account Clerk	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	2	2	2	-
Administrative Assistant	1	1	1	-
Assistant Buyers	2	2	2	-
TOTAL	8	8	8	-

FINANCE/AUDITING

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

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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FINANCE/REVENUE

Dir. Of Financial Systems/Operations	1	1	1	-
Manager of Collections	1	1	1	-
Account Clerk	1	1	0	(1)
Administrative Assistant/Cash Mgmt.	1	1	1	-
Administrative Assistant	1	2	1	(1)
Cutomer Services Supervisor	0	2	2	-
Cashier Coordinator	0	0	1	1
Senior Account Clerk	0	0	1	1
Customer Service Representative	2	0	0	-
Cashier	1	0	0	-
TOTAL	8	8	8	-

FINANCE/TREASURY

Director of Payroll	1	1	1	-
Cash Manager	1	1	1	-
Senior Account Clerk	2	2	2	-
Fiscal Manager	1	1	1	-
TOTAL	5	5	5	-

FINANCE/ITD

Chief Information Officer	1	1	1	-
Deputy Director	1	1	1	-
Sr. Programmer/System Analyst	1	1	1	-
Information Systems Specialist II	2	1	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	3	4	4	-
IT Project Engineer	4	4	4	-
Database Administrator	1	1	1	-
Operating Systems Manager	1	1	1	-
Web Administrator	1	1	1	-
Microsoft System Administrator	1	1	1	-
TOTAL	20	20	20	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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GENERAL SERVICES/TELEPHONE

Telephone Operator II	1	1	0	(1)
TOTAL	1	1	0	(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	1	(1)
TOTAL	5	5	4	(1)

ELECTION

Commissioner	4	4	4	-
Executive Director	1	1	1	-
Operations Manager	0	1	1	-
Administrative Assistant	1	1	0	(1)
Senior Clerk & Typist	1	1	1	-
Assistant Director	1	0	0	-
TOTAL	8	8	7	(1)

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	0	(1)
Events Producer/Comm Arts Dir.	1	1	1	-
TOTAL	5	5	4	(1)

PUBLIC SAFETY

ANIMAL COMMISSION

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

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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FIRE

Chief	1	1	1	-
Deputy Chief	12	12	12	-
Captain	19	18	18	-
Lieutenant	50	51	51	-
Firefighter	194	194	194	-
Apparatus Repairperson	2	2	2	-
Asst. Apparatus Repairperson	1	1	1	-
Administrative Assistant	2	2	2	-
Accounting Manager	1	1	1	-
Budget Analyst	0	1	1	-
Info. System Specialist	1	1	1	-
Account Clerk	1	0	0	-
TOTAL	284	284	284	-

POLICE

Commissioner	1	1	1	-
Superintendent	2	2	2	-
Deputy Superintendent	6	6	6	-
Captain	1	1	0	(1)
Lieutenant	14	14	15	1
Sergeant	34	34	34	-
Police Officer	215	215	219	4
Director of Planning/Budget Personnel	1	1	1	-
Student Intern	3	3	3	-
Administrative Assistant	2	2	2	-
Clerk & Typist	5	5	5	-
Staff Assistant/Legal	1	1	1	-
Junior Accountant	2	2	2	-
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	1	1	-
Crime Analyst III	1	1	1	-
Automotive Mechanic	2	2	2	-
Fleet Manager	1	1	1	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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POLICE (cont.)

Identification Unit Manager	1	1	1	-
Strategic Analysis Coordinator	1	1	1	-
Personnel & Budget Analyst	1	1	1	-
Information Systems Specialist	1	1	2	1
Motor Equipment Repair Helper	1	1	1	-
ID Technician	0	0	1	1
TOTAL	307	307	313	6

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	-
Transportation Planner	1	1	1	-
Manager of Traffic Engineering and Operations	1	1	1	-
Traffic Maintenance Person	11	11	11	-
Working Foreperson/Traffic Maint.	4	4	4	-
Parking Violation Cashier	6	6	6	-
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	1	1	1	-
Parking Ticket Analyst	1	1	1	-
TOTAL	80	80	80	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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POLICE REVIEW & ADVISORY BOARD

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

INSPECTIONAL SERVICES

Commissioner	1	1	1	-
Deputy Commissioner	1	1	1	-
Assistant Commissioner	1	1	1	-
Assistant Building Inspector	1	1	1	-
Administrative Assistant	3	3	3	-
Senior Clerk & Typist	1	1	0	(1)
Code Inspector/Constable	1	1	1	-
Sanitary Housing/Inspector	6	6	6	-
Building Inspector	5	5	5	-
Gas Fittings/Plumbing & Gas Inspector	2	2	2	-
Wire Inspector	2	2	2	-
Senior Building Inspector	1	1	1	-
Zoning Specialist	1	1	1	-
Clerk/Clerical Aide	1	1	0	(1)
Clerk	0	0	2	2
TOTAL	27	27	27	-

LICENSE COMMISSION

Chairperson	1	1	1	-
Dir/Consumer Commission	1	1	1	-
Chief Licensing Investigator	1	1	1	-
Senior Clerk & Typist	1	1	0	(1)
Administrative Assistant	2	3	4	1
Executive Secretary	1	1	1	-
Executive Assistant	1	1	1	-
Information & Referral Assistant	1	0	0	-
TOTAL	9	9	9	-

WEIGHTS & MEASURES

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

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/(-)
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ELECTRICAL

City Electrician	1	1	1	-
Assistant City Electrician	1	1	1	-
Administrative Assistant	1	1	1	-
Signal Maintainer	1	1	1	-
Electrician	9	9	9	-
Deputy City Electrician	1	1	1	-
TOTAL	14	14	14	-

EMERGENCY MANAGEMENT

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

EMERGENCY COMMUNICATIONS

Emergency Communications Dir.	1	1	1	-
Chief Supervisor/Emergency	1	1	1	-
Communication Supervisor	6	6	6	-
Fire Alarm Operator	4	4	4	-
Emergency Telecom Dispatcher	24	24	24	-
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	6	6	6	-
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	0	(1)
Office Manager	0	1	1	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/(-)
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PUBLIC WORKS (cont.)

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	-
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	21	22	22	-
Laborer	60	56	54	(2)
Skilled Laborer	39	39	40	1
MEO III	3	2	2	-
Public Works Supervisor	10	9	9	-
Construction Utility Inspector	2	2	2	-
Superintendent of Streets	1	1	1	-
Administrative Assistant Permits	1	1	1	-
Compliance Officer	1	2	2	-
MEO II	7	7	7	-
MEO I	5	4	4	-
MEO IIA	9	11	15	4
Refuse & Parks Inspector	1	1	1	-
Supervisor of Solid Waste	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	0	0	-
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 of Buildings	1	1	1	-
Supervisor of Building Systems	1	1	1	-
Facilities Supervisor	1	1	1	-
Inventory Control Specialist	1	1	1	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance + / (-)
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PUBLIC WORKS (cont.)

Master Mechanic	1	1	1	-
Dispatcher	1	1	1	-
Sewer Use Compliance Officer	1	1	1	-
Senior Engineer	1	2	3	1
Junior Engineer	2	2	2	-
Director of Engineering Services	1	1	1	-
Project Manager/Engineering	2	2	2	-
Sr. Sewer Collection System Engr.	1	1	0	(1)
Sr. Wastewater/Hydraulic Engr.	1	1	1	-
Wastewater Compliance Officer	0	0	1	1
TOTAL	213	211	214	3

WATER

Managing Director	1	1	1	-
Senior Clerk & Typist	2	2	2	-
Administrative Assistant	1	1	0	(1)
Water Appl. System Administrator	1	1	0	(1)
Business Manager	1	1	0	(1)
Assistant Business Manager	1	1	1	-
Meter Technician	4	3	3	-
Working Foreperson	5	4	4	-
Water Utility Field Inspector	1	1	0	(1)
Manager of Engr. & Program Dev.	1	1	1	-
Engineer/Water	1	1	1	-
Facilities Manager	1	1	1	-
Cross Connection Inspector	2	3	3	-
Cross Connection Supervisor	1	1	1	-
Reservation Site Supervisor	1	1	1	-
Ranger	1	1	1	-
Chief Ranger	1	1	1	-
Watershed Supervisor	1	1	1	-
Watershed Manager	1	1	1	-
Reservoir Caretaker	2	2	2	-
Water Crafts/Skilled Laborer	6	7	7	-
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	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance + / (-)
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WATER (cont.)

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	0	0	-
Assistant to Managing Director	1	1	1	-
Construction Inspector	2	2	2	-
MEO IIA	5	5	5	-
Inventory Control Specialist	1	1	1	-
Assistant Director	0	1	1	-
Administrative Billing Assistant	0	0	1	1
Executive Assistant	0	0	1	1
Utility Field Engineer	0	0	1	1
Manager of Finance and Info. Technology	0	0	1	1
TOTAL	63	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	0	(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	1	1	1	-
Project Planner/Zoning Specialist	1	1	1	-
Project Planner/Data Manager	1	1	1	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance + / (-)
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COMMUNITY DEVELOPMENT (cont.)

Administrative Assistant/Housing	1	1	1	-
Chief Project Planner/Dir. of Housing	1	1	1	-
Assistant Planner/Housing	1	1	1	-
Project Planner/Housing	4	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	-
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/Transportation	1	1	1	-
Project Planner/ Landscape Architect	1	1	1	-
Project Administrator/Environmental	1	1	1	-
Project Manager/Environmental	1	1	1	-
Fiscal Project Manager	0	0	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	-
Cable TV Assistant	1	1	1	-
Video Tape Editor	1	1	1	-
Associate Producer	1	1	1	-
Production Manager	1	1	1	-
TOTAL	6	6	6	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 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	2	2	-
Staff Librarian	15	14	14	-
Library Assistant	8	7	6	(1)
Associate Librarian	5	5	6	1
Library Associate	3	4	5	1
Laborer	1	1	1	-
Senior Building Custodian	1	1	1	-
Building Maintenance Person	1	1	1	-
Building Custodian	2	2	2	-
Information System Coordinator	1	1	1	-
Branch Manager	6	6	5	(1)
Librarian II	2	2	2	-
Literacy Specialist	1	1	1	-
Library Services Representative	1	0	0	-
Library Analyst	1	1	1	-
Senior Technician	0	1	1	-
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	3	3	3	-
Facilities Equipment/Manager	1	1	1	-
Admin. Asst./Personnel/DHSP	1	1	1	-
Senior Clerk & Typist	1	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	-
Coordinator/Supervised Activities	1	1	1	-
Coordinator for Literacy	1	1	1	-
Division Head/Workforce Dev.	1	1	1	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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HUMAN SERVICES (cont.)

Employment Coordinator	1	1	1	-
Program Asst./WDO	1	1	1	-
Youth Services/MSYEP Coordinator	1	1	1	-
Career Counselor/CEP	2	2	2	-
Job Developer CEP	1	1	1	-
Youth Program Director	1	1	1	-
Division Head/Planning & Dev.	1	1	1	-
Planner	1	1	1	-
Grants Manager/DHSP	1	0	0	-
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	3	3	3	-
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	-
Division Head/Recreation	1	1	1	-
Danehy Site Supervisor	1	1	1	-
Asst. Site Supervisor	3	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	-
North Cambridge Senior Center Director	1	1	1	-
Meals Coordinator/COA	1	1	1	-
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	-

	FY07 Staff Pos.	FY08 Staff Pos.	FY09 Staff Pos.	FY 08-09 Variance +/-
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HUMAN SERVICES (cont.)

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	9	8	8	-
Youth Center Director	5	5	5	-
Senior Clerk/Receptionist	1	1	1	-
Asst Director/Youth Programs	0	1	1	-
Senior Food Pantry Coordinator	1	1	1	-
Multiservice Center Assistant	1	1	1	-
Information Referral Coordinator	0	1	1	-
Inclusion Specialist	0	1	1	-
TOTAL	128	129	129	-

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	1435	1434	1439	5
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THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: OPERATING BUDGET (all funds)

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$38,511,600	\$38,680,550	General Government	\$47,517,470
84,880,185	88,622,875	Public Safety	93,253,190
81,925,415	86,042,700	Community Maintenance & Development	93,477,320
23,019,220	24,394,705	Human Resource Development	26,187,535
122,566,600	126,511,200	Education	130,704,170
37,294,040	40,986,435	Intergovernmental	42,987,305
<u>\$388,197,060</u>	<u>\$405,238,465</u>		<u>\$434,126,990</u>

FINANCING PLAN	FY09 BUDGET
Taxes	\$278,093,435
Licenses & Permits	6,536,100
Fines & Forfeits	9,961,325
Charges for Service	65,408,660
Intergovernmental Revenue	51,875,030
Miscellaneous Revenue	22,252,440
	<u>\$434,126,990</u>

SUMMARY: CAPITAL BUDGET

PROGRAM EXPENDITURES	FY09 BUDGET
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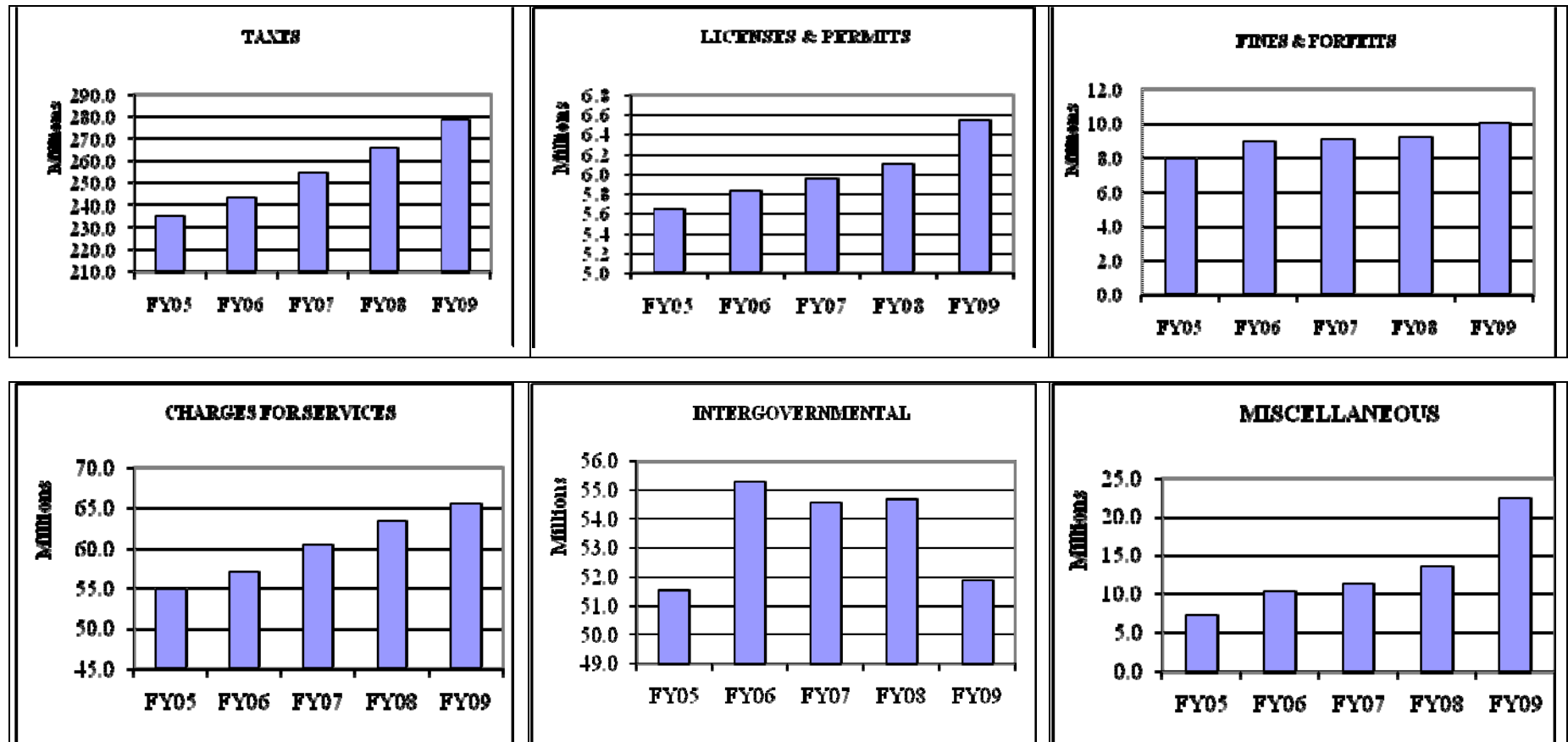
General Government	\$550,000
Public Safety	7,985,000
Community Maintenance & Development	19,366,615
Human Resource Development	440,000
Education	<u>225,000</u>
	\$28,566,615

FINANCING PLAN	FY09 BUDGET
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Property Taxes	\$1,200,000
Free Cash	1,000,000
Parking Fund	900,000
Fund Balance/Parking	1,750,000
Sewer Service Charge	1,600,000
Water Service Charge	1,000,000
Water Fund Balance	1,000,000
Block Grant	1,533,225
Chapter 90	1,908,525
Street Preservation Offset Fund (SPOF)	304,865
Bond Proceeds	16,330,000
Golf Course Fees	<u>40,000</u>
	\$28,566,615

FIVE YEAR BUDGETED REVENUE ANALYSIS

FISCAL YEAR	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICES	INTER-GOVERNMENTAL	MISCELLANEOUS	TOTAL
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	\$254,088,755	\$5,948,335	\$9,009,330	\$60,422,425	\$54,600,140	\$11,312,115	\$395,381,100
FY08	\$265,500,525	\$6,100,700	\$9,160,200	\$63,360,140	\$54,699,465	\$13,453,595	\$412,274,625
FY09	\$278,093,435	\$6,536,100	\$9,961,325	\$65,408,660	\$51,875,030	\$22,252,440	\$434,126,990



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 FY07 Actual, FY08 Projected and FY09 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 \$395,377,125 or 91% 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 averaging 64.4% of total revenues followed by charges for services (15.2%) and intergovernmental revenue (14.0%).

As part of the 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 revenue increases. The FY08 Budget contained increases to these revenue types as part of this ongoing effort, the revenues from which have been realized and used in FY09. Increases proposed in FY09, for the most part, have not been reflected in the budget in keeping with our practice to obtain actual revenue history prior to using additional revenue generated from fees, charges for services and fine increases. In addition, the continued and planned use of reserves, and the ongoing analysis of revenue collections in order to budget revenues accurately, has also contributed to the increased use of non-property tax revenues to fund the FY09 Budget.

REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY09 are based on FY07 actual and FY08 projected collections, historical trends and anticipated changes that impact particular revenue.

The total property tax levy is projected to increase by 5.68% in FY09 or \$13,762,745. Non-property tax revenue is projected to increase by \$8 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 prior fiscal years that continue to grow. In FY08, selected parking fines, Public Works street permit fees, street obstruction permits, sale of graves and lots and sale of compost bins were increased. However, increased revenues from these fees were not included in the FY08 Budget but are reflected in the FY09 Budget based on actual revenue collection. For FY09, increases to meter rates, selected parking fines, use of meters, sewer connection and street permit fees have been implemented but the revenues have not been used in the FY09 Budget. However, increases to the Lodging House and Common Victualer license fees have been included in the FY09 Budget. In addition, there are revenue adjustments based on actual increased collections realized in FY08 such as hotel/motel tax, health claims trust transfer, debt stabilization transfer, building permits, municipal access fee and others.

As part of this process, the Budget Department continues to construct 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 is ongoing.

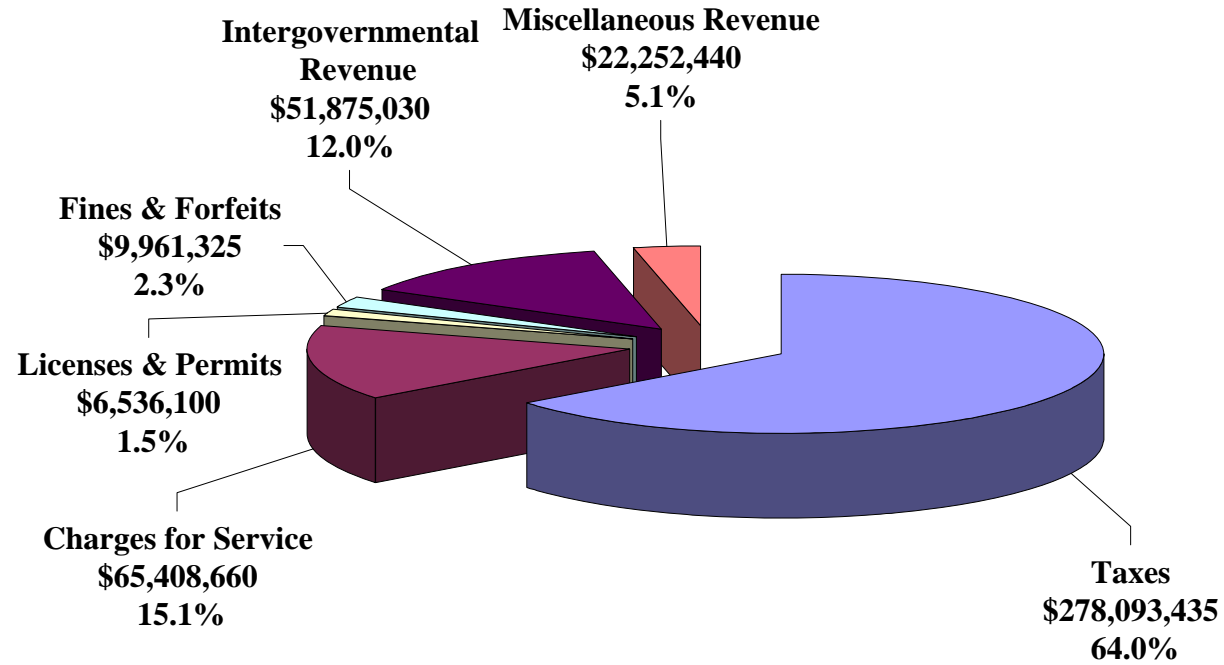
As noted, it is the City's practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that will see an increase in FY09, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the FY10 Budget.

The following table summarizes FY09 revenues by category.

<u>Revenue Category</u>	<u>FY09 Amount</u>	<u>% of Total</u>
Taxes	\$278,093,435	64.0%
License and Permits	6,536,100	1.5%
Fines and Forfeits	9,961,325	2.3%
Charges for Services	65,408,660	15.1%
Intergovernmental	51,875,030	12.0%
Miscellaneous	<u>22,252,440</u>	<u>5.1%</u>
TOTAL	\$434,126,990	100.0%

Major changes in revenues are highlighted by category on the following pages.

REVENUE BY SOURCE



1. TAXES

Overall, FY09 tax revenues total \$278,093,435. 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, 64.0% of the Operating Budget is funded from this revenue category. Non-property tax revenues, such as the Hotel/Motel Tax, have remained strong in FY08 despite having a major hotel off-line for a majority of the fiscal year due to extensive renovations.

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 \$258,253,435 and represent 59.5% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets (\$4,643,685) are included, plus \$1,200,000 for the Capital Budget, the total FY09 tax levy is \$264,097,120. 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 FY08. In addition, \$6 million in Free Cash (see Miscellaneous Section below) is being used to reduce the property tax levy increase in FY09, which is the same amount used in FY08 and reflects our financial projections and establishes a figure which is sustainable in future years.

Therefore, the total property tax levy required to support the General Fund Operating and Capital Budget is \$256,097,120, which is an increase of \$13,762,745, or 5.68%, from FY08. 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 5.68% in FY09, which is less than the 7.3% projected increase for FY09 contained in the City's five-year financial plan. It is anticipated that the actual increase in the property tax levy will be slightly less in the fall when the City Council votes on 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 fund revenue, debt stabilization or state aid, at a higher level than what is included in the FY09 Budget once actual FY08 receipts and final state aid figures are known.

As noted above, the Public Investment (Capital) Budget uses \$1,200,000 in property taxes as a revenue source, which is the same amount used in FY08. The FY09 Budget uses \$6,700,000 from the City's Stabilization Fund to offset the impact of increasing debt service costs on the property tax levy. This is a planned use of the City's Stabilization Fund, which began in FY06. The total balance in the Stabilization Fund as of June 30, 2008 is projected to be approximately \$19.5 million.

Real and personal property taxes are based on values assessed as of 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 FY08. The City is required to perform a statistical validation in the interim years in order to ensure that it maintains fair market values. The next state certification process for property values will be in FY11.

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 FY08 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$88.3 million, which is an increase of \$14.6 million from FY07 and a \$46.9 million increase from FY04. 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 \$6,690,000 are included in the FY09 Budget, which is an increase of 340,000 from the \$6,350,000 used in the FY08 Budget. This increase is based on year-to-date revenue collections in FY08, which are projected to total \$6,700,000. This figure is approximately the same amount collected in FY07. Hotel/motel taxes have increased in recent years as a result of higher occupancy rates and increased room rates. As noted above, there has been a major hotel off-line for a majority of the fiscal year due to extensive renovations, which has impacted total FY08 revenues. However, because the City has opted to budget these revenues conservatively, the amount used in FY09 is reasonable, especially when considering the major hotel that was out of service for most of FY08, which is scheduled to reopen by the end of the current fiscal year.

Penalties and Delinquent Interest

The City receives interest and penalties on overdue taxes and water/sewer service rates. Water interest and penalties are reported directly to the Water Fund. This revenue is budgeted at \$750,000 in FY09 based on projected FY08 revenues. The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges, which is evidenced by collection of over \$1 million for the past two fiscal years. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.

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 was the first time that this important commitment had been entered into in writing, which includes a 40-year term. In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term.

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 agreement provides for a complicated set of revenue protections so that conversions to tax exempt status would not dramatically impact that fiscal health. The agreement also contains an escalation of the base payment of 2.5% per year during the term. The FY09 payment is scheduled to be \$2,019,385.

The Harvard University agreement included 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%. Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years. The FY09 payment is scheduled to be \$2,223,715.

Based on these agreements, PILOT payments for these two institutions are budgeted \$114,315 higher than in FY08. In addition, other institutions such as the Whitehead Institute, Cambridge Housing Authority and Weston College, as well as several smaller organizations, make in lieu of tax payments annually. FY08 revenues are projected to be approximately \$4,700,000, which is \$50,000 higher than budgeted. This amount, when added to the FY09 estimated increase in the Harvard and MIT PILOT payments, results in projected total revenue of \$4,850,000, which is an overall budget increase of \$200,000 from FY08.

2. LICENSE AND PERMITS

FY09 License and Permit revenue totals \$6,536,100 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, which is budgeted at \$2,875,000 in FY09. This is \$75,000 higher than the amount budgeted in FY08. Projected revenue for FY08 is estimated to be \$7.0 million. The City has traditionally not budgeted higher revenues from this source in order to guard against revenue shortfalls during periods of economic downturn.

Two License Commission license fees have been increased in the FY09 Budget. The amount budgeted for Lodging House licenses has been increased from \$189,000 to 254,000 in FY09 due to a change in the rate structure recommended by the License Commission and adopted by the City Council in FY08. The License Commission issues lodging house licenses to property owners who rent rooms. The new rate is \$24.00 for the first four rooms (total) and \$24.00 for each additional room. Colleges and universities must obtain a lodging house license for the purpose of maintaining student dormitories. The prior license fee rate was \$18.15 which had not been increased since 1992. Common Victualer license fee revenues have been increased from \$38,500 to \$46,000 in FY09. The Common Victualer license, issued by the License Commission, allows food and non-alcoholic beverages to be sold and consumed on the premises.

In addition, revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been increased by \$175,000 to \$600,000 in FY09 based on FY08 projected revenues, due to an increase to the existing fees for tool trucks and dumpsters implemented in late FY07.

The Public Works Department issues street permits for the obstruction and excavation of public rights of way and for the obstruction of sidewalks. This revenue has been increased from \$100,000 to \$130,000 in FY09 based on FY08 revenue estimates and to reflect the full year of revenues received from an increase in fees implemented last year (permit increase to \$2 per linear foot from \$2 per square foot, increase in the administrative fee from \$75 to \$100, and increase in sidewalk obstruction and cranes fees from \$75 to \$100 per day). In addition, the administrative fee for sewer excavation permits has been increased for FY09 from \$25 to \$50, to be comparable to other municipalities, and is expected to generate \$5,000 in additional revenue. These additional revenues have not been included in FY09 in keeping with the City's practice to monitor actual revenues increases for a fiscal year before including them in budgets.

The amount budgeted for Plan Review Permits has been increased in FY09 from \$55,000 to \$110,000 based on anticipated applications for special permit requests before the Planning Board.

Also, the revenue related to Sprinkler and Plumbing Permits issued by the Inspectional Services Department has been decreased by \$25,000 based on FY08 projected receipts. For the first time, Mechanical Permit revenues are reflected in the budget at \$50,000. Alcohol License fee revenue has been increased by \$16,000 in FY09 to reflect an increase in FY08 projected receipts.

3. FINES AND FORFEITS

FY09 revenue from Fines and Forfeits totals \$9,961,325. The largest revenue source for this category is parking fines, which total \$9,355,575 in the FY09 Operating Budget, an increase of \$815,375 from FY08 budgeted revenues of \$8,540,200. The \$9,355,575 amount does not include \$900,000 that is used as a funding source for Traffic and Parking related capital projects which, when included, bring the total projected parking fine revenue in FY09 to \$10,255,575. The primary cause of the increase in the use of parking fine and other parking revenues required in FY09 is due to an anticipated reduction of \$688,000 in garage revenues as a result of the relocation of court activity from the Edward J. Sullivan Courthouse in East Cambridge, and the reduction in estimated interest earnings for the Parking Fund due to lower interest rates. Parking fines are reported to the Parking Fund which is also used to record several other traffic and parking related revenues. A review of other Parking Fund revenues is included in the Charges for Services section below.

Not included in the FY09 parking fine revenues estimate is an increase in certain parking fines that are scheduled to go into effect by the end of FY08. These include increasing the penalty from \$20 to \$25 for parking at an expired meter and parking over the time limit and increasing the bus stop violation from \$20 to \$30. Projected revenues from these increases is estimated to exceed \$700,000 annually based on past violation history.

4. CHARGES FOR SERVICES

The Charges for Services category is the second largest revenue stream to the City and totals \$65,408,660 or 15.1% 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 FY09 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 consumption period beginning April 1, 2008 and ending March 31, 2009, water rates reflect a 2.1% increase, sewer rates reflect a 4.8% increase with a combined rate increase of 3.9% from FY08.

During the previous year's rate setting process, the projected FY09 rate increases for water, sewer and combined were 2.1%, 7.7%, and 5.8% respectively. It should also be noted that the FY08 water and sewer rates reflected a 0% combined rate increase for the first time in the City's history (in FY06, the water rate alone had a 0% increase).

FY09 estimated sewer revenues will cover the FY09 estimated MWRA assessment, which is scheduled to increase by \$1,635,020 to \$20,110,418, or 8.8%. The MWRA rate increase provided to the City is subject to change based on the MWRA budget adopted later in the Spring 2008. The increase in the MWRA assessment is due to rising energy and utility 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 costs for the MWRA.

In February 2008, the City issued \$6,242,358 million in bonds to finance several sewer reconstruction projects throughout the city. The annual debt service costs attributable to these bonds are included in the sewer budget.

FY09 estimated water revenues will cover salary and benefit increases for Water Department employees as well as additional chemical costs related to the operation of the water plant. Debt service costs continue to decline, by \$267,440 this year, due to the pay-off of the bonds for the water treatment plant and additional debt service savings generated by the refinancing of existing debt last year.

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. The Capital allocation has remained at its FY08 level of \$1,000,000. Additionally, a \$1 million planned appropriation from the \$6.7 million Water Fund Balance for the Concord Avenue Water Main Replacement Project is included in the FY09 Capital Budget. This use of fund balance is part of an overall strategy to use reserves for one-time major capital needs.

Total FY09 water revenues to fund the operating budget are \$18,681,210 and include water usage, miscellaneous water charges, retained earnings (fund balance) and Massachusetts Water Pollution Abatement Trust (MWPAT) subsidies. This is an increase of \$104,395 from FY08. In addition to the \$18.7 million, \$1,000,000 in water revenues is used to fund water related capital projects in FY09, which is the same amount as in FY08, and \$1,000,000 from the Water Fund Balance is used to fund the Concord Avenue Water Main Replacement Project. Therefore, total water revenues from all sources is \$20,681,210, a net increase of \$1,104,395 from FY08.

Beginning several years ago, a portion of the fund balance (retained earnings) from the Water Fund has been estimated for use to offset increases in the operation of the Water Department. In FY09, fund balance support is \$500,000, an increase of \$215,000 from FY08. However, this is a significant decrease in the use of fund balance from prior fiscal years. For example, the estimated use of fund balance for FY07 was \$1,150,000. By using \$500,000 from the fund balance in FY09, the City is able to achieve a 2.1% water rate increase while providing capital funds for infrastructure improvements. It is estimated that use of the fund balance will be eliminated in FY11, which coincides with a significant decrease in the water debt service.

The Water Fund balance as of 6/30/07 was \$6,715,320 and the balance is projected to be \$6,607,265 at the end of FY08 based on a budgetary basis of accounting.

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, Massachusetts Water Resource Authority (MWRA) and Community Development Departments. In addition, \$1.6 million in revenues is used to support sewer related capital projects.

As is the case with water revenues, sewer revenues are based on estimated expenditures. Total FY09 Sewer revenues, which include sewer service usage and MWPAT subsidies, used to fund the operating budget are \$36,292,935, an increase of \$2,208,775 from the FY08 budget. In addition, to the \$36.3 million, \$1,600,000 in sewer revenues have been included in the FY09 Capital Budget, which is a \$100,000 increase from FY08. Therefore, total sewer revenues from all sources are \$37,892,935, a net increase of \$2,308,775 from FY08.

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 at \$17,427,575 in FY09 and are used to fund the Traffic, Parking and Transportation Department Operating Budget (\$9,529,130), Capital Budget (\$900,000) and support 12 other Operating Budgets (\$6,998,445).

FY09 Parking Fund Usage revenue of \$6,017,000, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters (\$2,600,000), parking lot revenues (\$435,000), parking garage revenues (\$2,482,000), resident stickers (\$360,000), boot removal (\$60,000) and use of meter fees (\$80,000). FY09 revenues from these sources are projected to decrease by \$493,000 or 7.6% from the FY08 Budget. The largest decrease in these revenues comes from parking garage fees (\$658,000) which are partially offset by increased revenues from parking lots (\$135,000), street meters (\$25,000) and use of meters (\$20,000).

In addition to the revenues listed above, FY09 Parking Fund revenues include receipts for street obstruction permits (\$600,000), parking fines (\$10,255,575), interest earnings (\$525,000) and miscellaneous revenue (\$30,000).

As noted in the License and Permit section above, revenues from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department have been increased by \$175,000 in FY09, based on FY08 projected revenues, due to an increase to the existing fees charged for tool trucks and dumpsters implemented in late FY07. Meter rates in the Kendall and Harvard Business Districts have been increased from \$.50 per hour to \$1.00 per hour. The increase in annual revenue is projected to be approximately \$600,000. Use of Meter fees is received when a request is made to use meter spaces in conjunction with a street obstruction or closing permit. The fee has been increased from \$5 to \$10 per meter per day. The increase in annual revenue is projected to be approximately \$60,000. The parking rate for the Springfield Street lot will be increased from \$1 to \$2 per hour during peak operating hours from 6:00 p.m. to 10:00 p.m. Annual revenue from this change is estimated to be \$36,000. This increased revenue has not been used in FY09 in keeping with our practice of not over anticipating revenues until actual revenue history is available.

As noted above, Parking Garage fees generated by the First Street (East Cambridge) garage are estimated to decrease by \$688,000 in FY09 as a result of the relocation of court activity (beginning March 2008) from the Edward J. Sullivan Courthouse in East Cambridge. Monthly fees were increased in FY08 to partially offset this loss. Projected garage revenues are estimated to decrease to \$1,862,000 in FY09 from \$2.5 million budgeted in FY08.

The Fund Balance of the Parking Fund as of 6/30/07 was \$12.5 million (GAAP Basis) and is projected to show a net decrease to \$11.4 million as of 6/30/08 primarily due to the use of \$1.5 million from fund balance for the Blanchard Roadway Improvement Project approved in the FY08 Budget.

Other

There are other Charges for Service revenues that have been adjusted in the FY09 Budget. The major changes include:

- \$70,840 increase in municipal access fees received by the Cable TV Department from Comcast, based on actual revenues received in FY08. The FY09 budgeted revenue is \$1,295,965.
- \$30,000 decrease in Fire Detail surcharge fee based on projected FY08 revenues from \$90,000 to \$60,000.
- \$30,000 increase in sewer connection fees contained in the Public Works Budget based on projected FY08 revenues from \$25,000 to \$55,000. The fee is scheduled to increase by \$5 in FY09.
- FY09 Cemetery Fees are budgeted at \$250,000, which is a \$20,000 decrease from FY08.

- The War Memorial Facility is scheduled to open in Fall 2008 after extensive renovations. Budgeted costs for part-time staffing at the pool have been increased, as well as FY09 associated revenues for swimming pool and recreation activity fees (which have been combined in FY09 into recreational activity fees). Recreation Activity fees are budgeted at \$150,000, which reflects a net increase of \$50,000 based on increased programming participation due to moving into the new facility.

5. INTERGOVERNMENTAL REVENUES

FY09 Intergovernmental Revenue (\$51,875,030) includes federal and state grants, other governmental revenue and State Cherry Sheet revenue.

State Aid

Total FY09 State Cherry Sheet revenue of \$40,072,860 represents 9.2% of the total FY09 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, school lunch 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 (\$3,875,350) have remained in this category for budgeting purposes.

In FY08, the City received \$26,737,295 in Additional Assistance and Lottery Aid. FY08 School Aid/Chapter 70 was \$8,516,350. The total of these three revenues is \$35,253,645 or 8.6% of the FY08 Adopted Budget.

The City estimates receiving \$800,350 more in FY09 than it did in FY08 for these three major local aid categories, for a total of \$36,053,995. However, there is net increase of \$409,205 after taking into account decreases in other state aid categories with the largest decrease occurring in Charter School Tuition Reimbursement of \$544,035. These three local aid categories represent 8.3% of the total FY09 Operating Budget. FY09 State Aid revenue to the City is based on the Governor's FY09 State Budget released in February 2008. Subsequently, on March 20, the State Senate approved House Bill 4595, which was previously approved by the House of Representatives. House Bill 4595 is a resolution concerning the three major local aid accounts (Chapter 70, Additional Assistance and Lottery Aid). The resolution represents a legislative agreement as to the amounts of the three major aid categories to be paid to municipalities in FY09. These amounts are consistent with the aid amounts appearing in the Governor's Proposed Budget (House 2). The House Ways and Means budget proposal contains an increase to the Chapter 70 category, with Additional Assistance and Lottery Aid remaining the same.

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%). Based on the estimated total enrollment of charter school students in FY09 and the declining reimbursement rate noted above, the Cherry Sheet reimbursement is estimated to decrease by \$544,035 (FY08 Cherry Sheet vs. FY09 Governor's Budget proposal). This estimate will change based on the actual number of Charter School students.

Other Cherry Sheet items contained in the FY09 State Budget proposals did not change significantly.

Other

In FY09, the City will receive its last reimbursement payment from the Massachusetts School Building Authority, in the amount of \$3,875,350, for two elementary school building projects completed several years ago.

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by \$107,265 in FY09 due to the decrease in the balance of the loans.

Community Development Block Grant revenues are projected to decrease from \$3,271,835 in FY08 to \$3,135,275 in FY09, a \$136,560 reduction.

6. MISCELLANOUS

The Miscellaneous Revenue category totals \$22,252,440 in FY09, which is an increase of \$7,612,060 from FY08.

Interest Earnings

General Fund interest earnings of \$3.8 million have been included in the FY09 Budget, which is an increase of \$200,000. In addition to this amount, \$525,000 in interest earnings from the Parking Fund, which reflects a \$100,000 decrease, and \$45,000 from interest on perpetual care accounts have been budgeted in FY09. Total interest earnings are budgeted at \$4,370,000 in FY09.

This budgeted revenue amount is significantly less than the \$8.2 million projected for FY08. Even though interest rates have declined in FY08, the amounts budgeted for interest earnings were very conservative. Therefore, the total amount of \$3.8 million in General Fund interest earnings and the \$525,000 in Parking Fund interest earnings is achievable and is in keeping with the City's practice of projecting revenues conservatively. It should also be noted that the cash balances available in FY08, which were able to be invested, will be significantly lower due to the completion of three of our major capital projects in FY09.

Free Cash

Free Cash is 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 FY07 certified Free Cash figure was \$73.8 million which was \$5.8 million higher than FY06.

The total Free Cash amount used in the FY09 Operating Budget is \$2,000,000 which is the same amount used in the FY08 Budget. In addition, \$1,000,000 in Free Cash has been used in the Capital Budget, which is also the same amount from FY08.

Additionally, \$6,000,000 in Free Cash was used to reduce the increase in the property tax levy in FY08. It is estimated that the City will again use \$6 million in Free Cash in FY08 to lower the property tax levy increase, which is consistent with the City's financial plan. In FY08, \$3 million was used in the Operating and Capital Budget and \$6 million was used to lower the property tax levy. An additional \$8 million was transferred to the Debt Stabilization Fund in FY08 to offset increases in property tax supported debt in future years. Therefore, it is estimated that the City's FY08 certified Free Cash amount will be less than the FY07 amount of \$73.8 million.

Debt Stabilization

The FY09 Budget uses \$6,700,000 in Stabilization Funds as a revenue source to offset increases in debt service costs. This is a \$3,700,000 increase from FY08. This planned use of reserves is intended to reduce the increase in property taxes as our debt service costs increase and

coincides with larger increases in debt service for the Main Library, Public Safety Building, West Cambridge Youth and Community Center, War Memorial and CRLS projects. The balance in the Debt Stabilization as of June 30, 2008 is projected to be \$19.5 million.

School Debt Stabilization

The School Debt Stabilization Fund was established several years ago to fund future school capital projects and help offset fluctuations in future debt service revenues and expenses, subject to appropriation. In FY09, \$2,919,340 in School Stabilization Funds is being used to offset the drop-off in Massachusetts School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs for the War Memorial Facility beginning in FY09. The balance in the School Debt Stabilization as of June 30, 2008 is projected to be \$12.6 million.

Other

The Health Claims Trust Fund Transfer has been increased from \$5,000,000 to \$5,500,000 to reflect increased employee health insurance contributions as a result of an increase in the percentage from 15% to 18% in December 2007 for non-union and most unionized employees.

The amount budgeted in FY09 for royalties has been increased by \$27,000 based on the sale of a new publication, "World War II and the Home Front" by the Historical Commission.

Revenues from the Rental of City Property have been reduced to \$75,410 from \$101,480 in FY09. This reduction reflects a conservative revenue estimate related to commercial space located at the East Cambridge garage, which is under negotiation. The remaining amount reflects rental income from the newsstand in Harvard Square and the New School of Music.

A Miscellaneous Reimbursement revenue has been added in FY09 in the amount of \$53,050. The Public Works Department receives reimbursements for utility costs associated with three community service programs located in City buildings, as well as reimbursement for fuel obtained at the DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW budget. In addition, Traffic Knockdown revenue has been added in FY09 for the first time, in the amount of \$12,500. The Electrical Department receives reimbursements for the replacement of street lights and/or fire alarm boxes from individuals who have knocked them down with their vehicle. This revenue is used to fund the expenditure for replacement light poles and fire alarm boxes. The addition of these revenues will provide for better tracking of revenues from outside organizations and individuals.

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

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$248,615,460	\$264,450,200	TAXES	\$278,093,435
\$12,147,720	\$10,884,050	LICENSES AND PERMITS	\$6,536,100
\$10,837,523	\$10,753,950	FINES AND FORFEITS	\$9,961,325
\$67,964,959	\$65,124,945	CHARGES FOR SERVICES	\$65,408,660
\$56,309,708	\$56,990,900	INTERGOVERNMENTAL REV.	\$51,875,030
<u>\$20,183,824</u>	<u>\$19,047,475</u>	MISCELLANEOUS REVENUE	<u>\$22,252,440</u>
\$416,059,194	\$427,251,520		\$434,126,990

**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 reve-

nues described in this section are received in the general, parking, and water and grant funds.

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

As part of the 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 revenue increases. The FY09 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 FY09 Budget.

The total property tax levy is projected to increase by 5.68% in FY09 or \$13,762,746. Non-property tax revenue is projected to increase by \$8 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 prior fiscal years, and which continue to grow. In FY08, selected parking fines, Public Works street permit fees, street obstruction permits, sale of graves and lots and sale of compost bins were increased. However, increased revenues from these fees were not included in the FY08 Budget but are reflected in the FY09 Budget based on actual revenue collection. For FY09, increases to meter rates, selected parking fines, use of meters, sewer connection and street permit fees have been implemented but the revenues have not been used in the FY09 Budget. However, increases to the Lodging House and Common Victualer license fees have been included in the FY09 Budget. In addition, there are revenue adjustments based on actual increased collections realized in FY08, such as hotel/motel tax, health claims trust transfer, debt stabilization transfer, building permits, municipal access fee and others.

As part of this process, the Budget Department continues to construct a database, which will catalogue all fees citywide with amounts, including a citation of the applicable legal authority sanctioning 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 continued.

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 FY09, 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 FY10 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
FY09	64.0%	1.5%	2.3%	15.1%	12.0%	5.1%
FY08	64.4%	1.5%	2.2%	15.3%	13.3%	3.3%
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%

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$215,470,929	\$231,738,790	REAL PROPERTY TAX	\$244,824,255
\$11,627,208	12,711,410	PERSONAL PROPERTY TAX	13,429,180
\$5,688,557	\$5,850,000	MOTOR VEHICLE EXCISE TAX	\$5,850,000
\$6,751,419	\$6,700,000	HOTEL/MOTEL EXCISE TAX	\$6,690,000
\$3,357,635	\$2,000,000	CORPORATION EXCISE TAX	\$1,700,000
\$1,105,022	\$750,000	PENALTIES & DELINQ. INT.	\$750,000
<u>\$4,614,690</u>	<u>\$4,700,000</u>	IN LIEU OF TAX PAYMENTS	<u>\$4,850,000</u>
\$248,615,460	\$264,450,200		\$278,093,435

**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 each

January 1st. On a tri-annual basis, the State Department of Revenue recertifies property values. In the intervening years, the City is required to perform a statistical validation of values, which is also approved by the State.

In FY08, the City successfully completed the tri-annual state recertification process.

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 are 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 FY07	PROJECTED FY08	BUDGET FY09
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**TAXES
- Real Property Tax**

\$215,470,929	\$231,738,790
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REAL PROPERTY TAX \$244,824,255 **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>
FY08	\$242,334,374	\$4,535,813	\$237,798,561	-	-
FY07	\$231,787,094	\$4,427,094	\$227,360,000	\$227,098,138	99.9%
FY06	\$222,960,291	\$4,510,291	\$218,450,000	\$217,514,543	99.9%
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%

- (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>Tax Levy</u>	<u>Overlay Reserve Amount</u>	<u>% of Total Levy</u>	<u>During Fiscal Year of Each Tax Levy Abatements</u>
FY08	\$242,334,374	\$4,535,813	1.9	-
FY07	\$231,787,094	\$4,427,094	1.9	\$1,489,161
FY06	\$222,960,291	\$4,510,291	2.0	\$1,404,625
FY05	\$222,953,435	\$4,515,930	2.0	\$3,419,088
FY04	\$209,599,396	\$4,499,396	2.1	\$1,781,210

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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TAXES
- Personal Property Tax

\$11,627,208	\$12,711,410	<p>PERSONAL PROPERTY TAX</p>	<p>\$13,429,180</p>																				
<p style="text-align: right;">PERSONAL PROPERTY TAX. The Board of Assessors determines the value of all taxable personal property for 2,755 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 10 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>TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY08)</p>																							
<table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 80%;">NStar Electric (Utility)</td> <td style="text-align: right;">\$2,512,624</td> </tr> <tr> <td>Novartis (Pharmaceuticals)</td> <td style="text-align: right;">\$1,948,609</td> </tr> <tr> <td>Southern Energy/Mirant (Power Plant)</td> <td style="text-align: right;">\$ 881,146</td> </tr> <tr> <td>Verizon New England (Telecommunications)</td> <td style="text-align: right;">\$ 801,598</td> </tr> <tr> <td>NStar Gas (Utility)</td> <td style="text-align: right;">\$ 585,718</td> </tr> <tr> <td>Amgen (Pharmaceuticals)</td> <td style="text-align: right;">\$ 524,015</td> </tr> <tr> <td>Millennium Pharmaceuticals, Inc. (Pharmaceuticals)</td> <td style="text-align: right;">\$ 482,413</td> </tr> <tr> <td>Level 3 Communications (Telecommunications)</td> <td style="text-align: right;">\$ 376,311</td> </tr> <tr> <td>New Cingular (Telecommunications)</td> <td style="text-align: right;">\$ 319,128</td> </tr> <tr> <td>Vertex Pharmaceuticals (Pharmaceuticals)</td> <td style="text-align: right;">\$ 175,919</td> </tr> </tbody> </table>				NStar Electric (Utility)	\$2,512,624	Novartis (Pharmaceuticals)	\$1,948,609	Southern Energy/Mirant (Power Plant)	\$ 881,146	Verizon New England (Telecommunications)	\$ 801,598	NStar Gas (Utility)	\$ 585,718	Amgen (Pharmaceuticals)	\$ 524,015	Millennium Pharmaceuticals, Inc. (Pharmaceuticals)	\$ 482,413	Level 3 Communications (Telecommunications)	\$ 376,311	New Cingular (Telecommunications)	\$ 319,128	Vertex Pharmaceuticals (Pharmaceuticals)	\$ 175,919
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ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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TAXES
- Motor Vehicle Excise Tax

\$5,688,557

\$5,850,000

MOTOR VEHICLE EXCISE TAX \$5,850,000

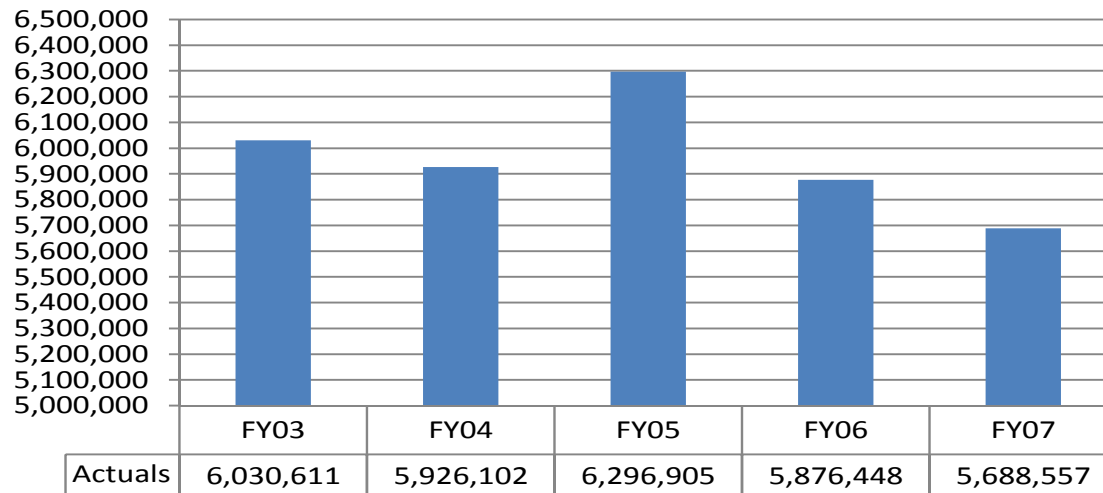
EXCISE TAX RECEIPTS. State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These

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 FY08, 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 has 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 FY07	PROJECTED FY08	BUDGET FY09
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**TAXES
- Hotel/Motel Tax**

\$6,751,419

\$6,700,000

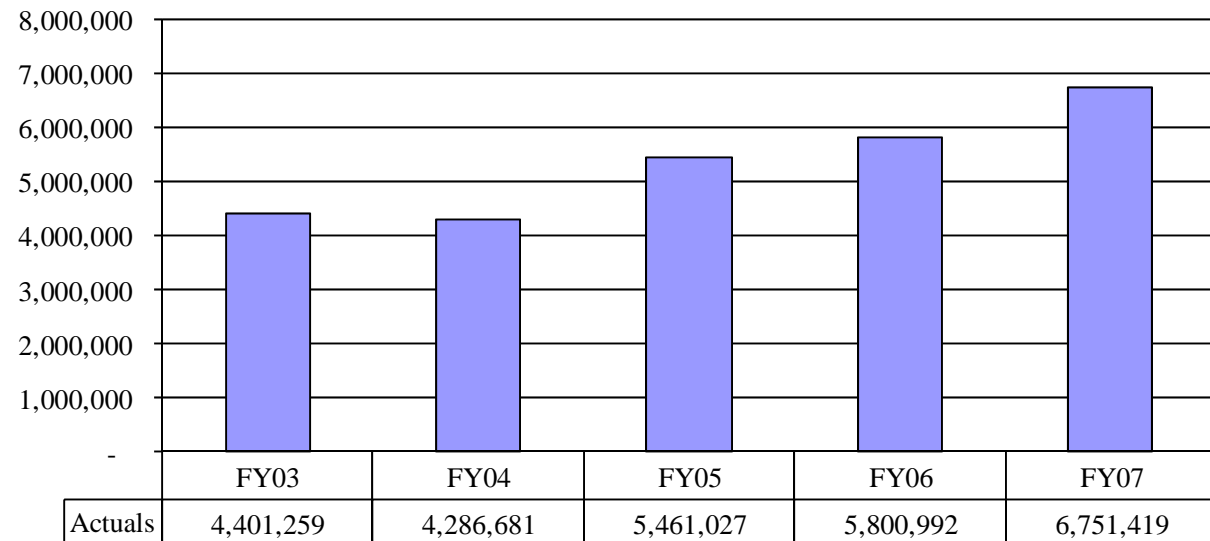
HOTEL/MOTEL EXCISE TAX

\$6,690,000

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 \$15 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. FY08 revenues are projected to be \$6.7 million, which is \$350,000 more than budgeted.

FIVE YEAR HISTORY HOTEL/MOTEL TAX



ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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**TAXES
- Corporation Excise Tax**

\$3,357,635

\$2,000,000

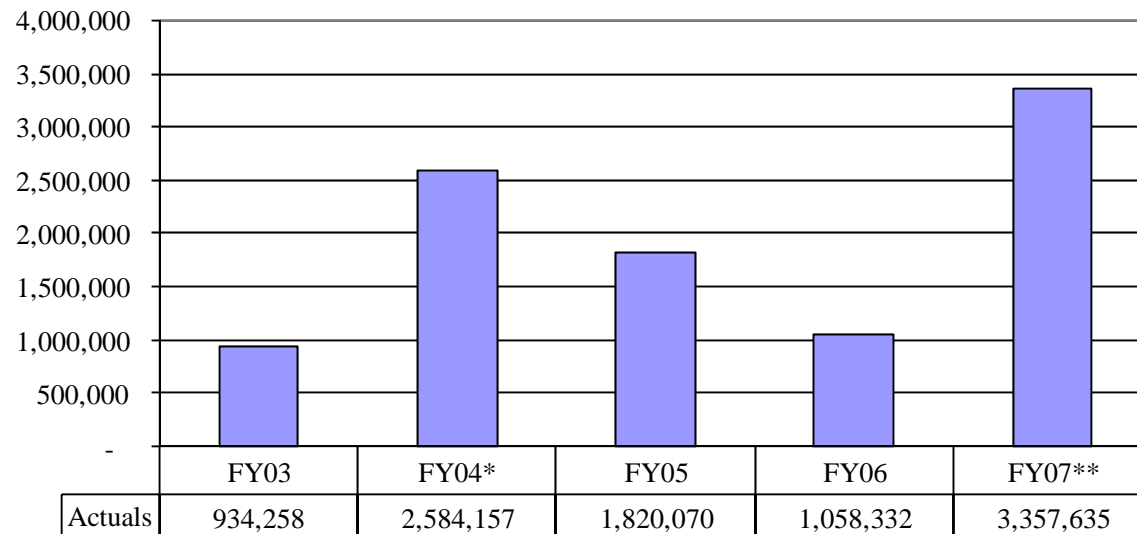
CORPORATION EXCISE TAX

\$1,700,000

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 valid for an initial 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

** The City received a \$1,033,280 payment in FY07 for FY06 which accounts for the variance.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	TAXES - Penalties and Delinquent Interest
\$1,105,022	\$750,000	PENALTIES AND DELINQ. INT.	\$750,000	<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 1) 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 is budgeted at \$750,000 in FY09 based on projected FY08 revenues. The City will continue to emphasize collection of outstanding real estate, personal property and excise taxes and sewer charges. However, these revenues are budgeted conservatively since there is variability from year to year in these revenues, based on the number of outstanding accounts.</p>

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	TAXES - In Lieu of Tax Payments
\$4,614,690	\$4,700,000	IN LIEU OF TAX PAYMENTS	\$4,850,000	<p>IN LIEU OF TAX PAYMENTS. 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>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 was the first time that this important commitment had been reflected in writing, which includes a 40-year term. The agreement contains an escalation of the base payment of 2.5% per year during the term. The FY09 payment is scheduled to be \$2,019,385.</p> <p>In addition, the City also renewed its PILOT agreement with Harvard University in FY05, which has a 50-year term. The Harvard University agreement included 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%. Harvard’s base PILOT payment will increase by an additional \$100,000 every 10 years. The FY09 payment is scheduled to be \$2,223,715.</p> <p>Based on these agreements, PILOT payments for these two institutions are budgeted \$114,315 higher than in FY08. In addition, other institutions such as the Whitehead Institute, Cambridge Housing Authority and Weston School, as well as several smaller organizations make in lieu of tax payments annually. FY08 revenues are projected to be \$4,700,000, which is \$50,000 higher than budgeted. This amount, when added to the FY09 estimated increase in the Harvard and MIT PILOT payments, results in projected total revenue of \$4,850,000. This is an overall budget increase of \$200,000 from FY08.</p>

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$2,076,271	\$2,091,050		LICENSE \$2,095,800
<u>\$10,071,449</u>	<u>\$8,793,000</u>		PERMITS \$4,440,300
<u>\$12,147,720</u>	<u>\$10,884,050</u>		<u>\$6,536,100</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 FY07	PROJECTED FY08		BUDGET FY09
\$5,770	\$6,000	MILK	\$6,000
\$781,341	\$781,000	ALCOHOLIC BEVERAGES	\$781,000
\$39,173	\$46,000	COMMON VICTUALER	\$46,000
\$39,283	\$5,000	BUILDERS/BUILDING	\$6,000
\$192,546	\$254,000	LODGING HOUSE	\$254,000
\$292,466	\$282,000	GARAGE/GASOLINE	\$282,000
\$3,757	\$3,800	SHOPS AND SALES	\$3,800
\$77,159	\$81,100	HACKNEY	\$81,100
\$67,093	\$74,000	MOTOR VEHICLE RELATED	\$74,000
\$198,697	\$178,000	ENTERTAINMENT	\$178,000
\$85,544	\$80,500	HEALTH RELATED	\$79,500
\$30,425	\$30,000	MARRIAGE	\$30,000
\$11,235	\$11,200	DOG LICENSES	\$11,200
\$11,445	\$11,000	STREET PERFORMERS	\$11,000
\$174,150	\$172,000	POLE AND CONDUIT	\$172,000
\$13,050	\$15,000	TOBACCO	\$15,000
\$2,500	\$2,500	DISPOSAL	\$2,500
\$19,187	\$21,000	MISCELLANEOUS	\$21,000
\$700	\$700	RECREATION CAMPS	\$700
\$23,400	\$18,000	NEWSPAPER BOXES	\$12,000
\$0	\$10,000	MULTI-FAMILY INSPECTIONS	\$20,000
\$7,350	\$8,250	PROPERTY USE	\$9,000
<u>\$2,076,271</u>	<u>\$2,091,050</u>		<u>\$2,095,800</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 FY09 revenues from liquor licenses.

TYPE	NO.	FEE	REVENUE
All Alcoholic Institute Educational, 7 days, 1 a.m.	1	\$3,865	\$ 3,865
All Alcoholic Brewery	2	\$3,160	\$ 6,320
All Alcoholic Restaurant, 7 days, 1 a.m.	80	\$3,160	\$252,800
All Alcoholic Restaurant, 7 days, 1:30 a.m.	1	\$3,530	\$ 3,530
All Alcoholic Restaurant, 7 days, 2 a.m.	46	\$3,905	\$179,630
Wine/Malt Brewery 7 days	1	\$2,000	\$ 2,000
Wine/Malt Restaurant 7 days	50	\$2,000	\$100,000
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	3	\$1,945	\$ 5,835
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	\$ 10,200
Total Fees generated from annual licenses			\$745,137
Fees generated from one day licenses/ transfer fees			\$ 35,863
Total Projected Alcohol Fees			\$781,000

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: \$45.50, 26-49: \$65.00, 50-99: \$104.00, up to a maximum fee of \$1,287.00 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 \$24.00 for the first four rooms (total) and \$24.00 for each additional room. Colleges and universities must obtain a lodging house license for 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.

HACKNEY. The annual hackney inspection fee (\$190) accounts for 60% of the revenue in this category. Two hundred fifty-five (255) taxis are inspected each April and October. 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).

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.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$8,263,711	\$7,000,000	BUILDING	\$2,875,000
\$57,591	\$45,000	GAS	\$45,000
\$339,989	\$200,000	WIRING	\$200,000
\$130,810	\$100,000	PLUMBING	\$100,000
\$234,632	\$350,000	STREET OPENING	\$130,000
\$447,819	\$600,000	STREET OBSTRUCTION	\$600,000
\$91,681	\$87,000	PLAN REVIEW	\$110,000
\$106,223	\$60,000	SPRINKLER	\$60,000
\$165,869	\$156,000	PLACE OF ASSEMBLY	\$156,000
\$17,461	\$13,000	OCCUPANCY CERTIFICATIONS	\$13,000
\$0	\$13,000	AIR RIGHTS/PUBLIC WAYS	\$7,300
\$3,662	\$3,500	FIREARM	\$3,500
\$1,000	\$500	SUNDAY	\$500
\$119,990	\$90,000	FIRE	\$90,000
\$91,011	\$75,000	MECHANICAL	\$50,000
<u>\$10,071,449</u>	<u>\$8,793,000</u>		<u>\$4,440,300</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 down-turns.

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 \$30 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 administrative fee for sewer excavation permits has been increased for FY09 from \$25 to \$50 to be comparable to other municipalities. The estimate for FY09 is based on approximately 1,350 excavation permits at an average price of \$100.

STREET OBSTRUCTION PERMITS. The Traffic, Parking & Transportation Department issues over 6,500 permits to close a street or to occupy the street for special events, moving vans, tool trucks, dumpsters and other temporary uses.

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. FY09 revenues are budgeted at \$110,000 which is consistent with expectations for the coming year.

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 egress 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 a 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; FID-Chemical \$25), 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.

MECHANICAL PERMITS. The Inspectional Services Department issues permits for the installation of mechanical equipment such as furnaces, boilers, roof top units, air conditioners and emergency generators. FY09 is the first year that this revenue is being used.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	FINES & FORFEITS -Summary
\$38,029	\$32,000		LIBRARY \$10,000	LIBRARY FINES. Revenues are generated from payments for lost or damaged items.
\$10,000,781	\$10,100,000		PARKING \$9,355,575	
\$681,260	\$525,000	MOVING VIOLATIONS	\$505,000	PARKING FINES. The largest revenue source for this category is Parking Fines which total \$9,355,575 in the FY09 Operating Budget, which is an increase of \$815,375 from FY08 Operating Budget revenues. The fines for parking meter, overtime
\$113,637	\$84,000	FALSE ALARMS	\$84,000	
\$1,260	\$1,250	ANIMALS	\$1,250	
\$2,556	\$4,200	BICYCLE	\$4,000	
		WEIGHT & MEASURES CIVIL		
		CITATIONS	\$1,500	
<u>\$0</u>	<u>\$7,500</u>		<u>\$1,500</u>	
<u>\$10,837,523</u>	<u>\$10,753,950</u>		<u>\$9,961,325</u>	

and Bus stop violations have been increased by \$5 per ticket.

The collection of parking fines continues to be an important source of revenue for 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 driver's 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 revenue in the Police Department budget.

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 two in a calendar year. On the third police response, the following fines are assessed: third alarm (\$25), fourth alarm (\$50), fifth alarm and subsequent false alarms 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.

WEIGHTS & MEASURES CIVIL CITATIONS. The Weights and Measures Department issues citations to businesses that do not comply with weights and measures regulations under M.G.L.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$6,519,973	\$6,406,360		
\$18,225,784	\$17,670,000	PARKING	\$6,017,000
\$36,546,299	\$34,586,000	WATER UTILITY REVENUE	17,723,590
\$5,100,596	\$4,858,780	SEWER SERVICE CHARGE	\$35,172,500
\$1,572,307	\$1,603,805	FEES	\$4,888,855
\$67,964,959	\$65,124,945	OTHER CHARGES FOR SERVICE	\$1,606,715
			\$65,408,660

**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 FY09, service charges and user fees will account for 15.1% 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 FY09 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 FY07	PROJECTED FY08		BUDGET FY09
\$2,591,430	\$2,600,000	METER COLLECTION	\$2,600,000
\$281,578	\$400,000	PARKING LOTS	\$435,000
\$3,158,730	\$2,906,360	PARKING GARAGES	\$2,482,000
\$62,650	\$80,000	USE OF METERS	\$80,000
\$352,258	\$360,000	RESIDENT STICKERS	\$360,000
\$73,327	\$60,000	BOOT REMOVAL FEES	\$60,000
<u>\$6,519,973</u>	<u>\$6,406,360</u>		<u>\$6,017,000</u>

**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 13 budgets. The following chart shows a three-year history of the distribution of parking fund revenues, excluding the Capital Budget:

PARKING FUND ALLOCATIONS	FY07	FY08	FY09
Finance	\$ 23,950	\$ 23,950	\$23,950
Law	100,000	100,000	100,000
Police	3,841,845	3,841,845	3,841,845
Traffic, Parking & Transportation	8,849,020	9,221,865	9,529,130
Public Works	1,571,460	1,571,460	1,541,460
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	478,440	515,060	493,140
Employee Benefits	-	-	87,500
Executive	215,000	215,000	215,000
Debt Service	157,190	152,190	146,720
Electrical	22,935	22,935	22,935
	<u>\$15,785,735</u>	<u>\$16,190,200</u>	<u>\$16,527,575</u>

ON-STREET PARKING METER COLLECTIONS. The rate for on-street meters is \$0.25 per half hour except in the Harvard and Kendall Square areas where the fee is \$.50 per half hour. Time limits vary by location.

OFF-STREET PARKING LOT METER COLLECTIONS. This revenue is derived from nine metered parking lots. The rate in six lots is \$0.50 per hour and is in effect from 8 a.m. to 6 p.m. The three other lots, Windsor and Springfield Streets and Harvard Square, have LUKE multi-space pay station meters. Payment for parking in these lots is required until 10 p.m. The rates in these lots are – Windsor \$1 per hour, Springfield \$1 per hour until 6 p.m. and \$2 per hour until 10 p.m., and Harvard Square \$2 per hour. All lots have a two-hour maximum time limit.

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. FY09 revenue is projected to decrease to \$1,862,000 from the FY08 budget figure of \$2,550,000. This decrease is due

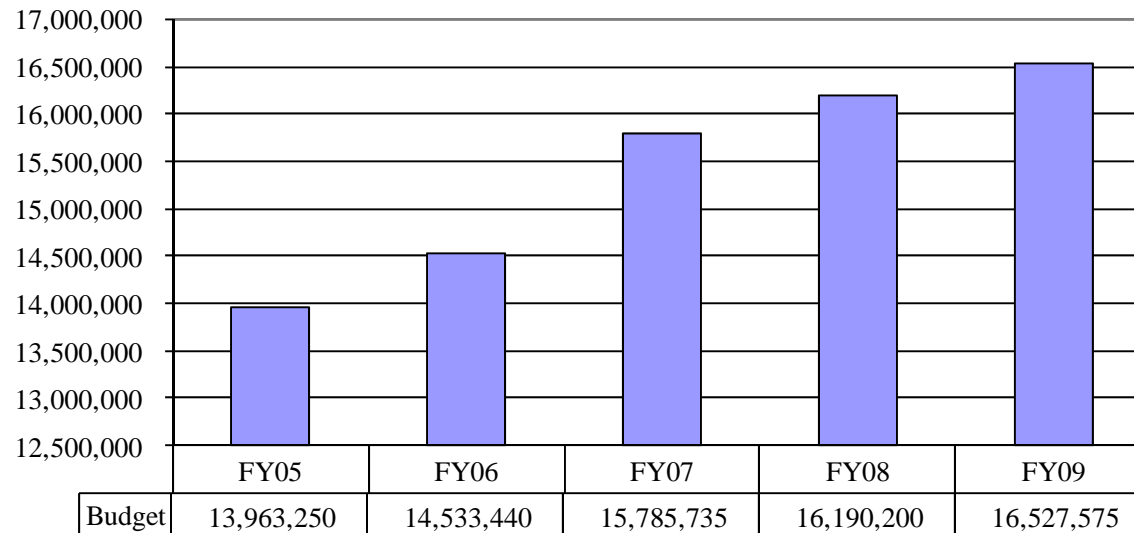
to reduced parking resulting from the closing of the Edward J. Sullivan Court House for renovations.

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 \$10/meter/day. The Traffic Department with the IT Department has implemented a new permit database that has improved 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 FY07	PROJECTED FY08		BUDGET FY09	CHARGES FOR SERVICES - Water
\$17,559,101	\$17,100,000	WATER USAGE	\$16,638,590	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 basis for water and sewer use. A block rate schedule is used to encourage water conservation and to provide a more equitable billing system. The FY09 rates, effective for all water consumed as of April 1, 2008 represent a 2.1% increase in the water rate and a 4.8% increase in the sewer rate, with a 3.9% increase in the combined rate.
\$666,683	\$570,000	MISC. WATER CHARGES	\$585,000	
\$0	\$0	RETAINED EARNINGS	\$500,000	
<u>\$18,225,784</u>	<u>\$17,670,000</u>		<u>\$17,723,590</u>	

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
1	0-40 Ccf	\$2.90	\$6.75
2	41-400 Ccf	3.11	7.15
3	401-2 000 Ccf	3.30	7.67
4	2001-10 000 Ccf	3.51	8.27
5	over 10 000 Ccf	3.80	8.79

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 FY09: Finance (\$225,000); Conservation (\$27,585); Public Works (\$400,000); and Community Development (\$30,000). Not included in the above amount is \$1,000,000 in water usage revenue 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, meter replacements, water works construction permits, fines, meter transmitter unit installations and other services.

RETAINED EARNINGS. The City has allowed year-end retained earnings (fund balance) in the Water Fund to grow the fund balance, in part to offset increased costs brought on by the debt service associated with the new water treatment plant, to fund large one-time capital projects and to offset higher rate increases. For FY09, \$500,000 will be used to offset higher rate increases. Also, \$1,000,000 from fund balance is being used in the Capital Budget to fund the Concord Avenue Water Main Replacement Project in FY09.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$36,183,644 <u> \$362,655</u> \$36,546,299	\$34,500,000 <u> \$86,000</u> \$34,586,000	SEWER SERVICE CHARGE SEWER CONNECTION FEE	\$35,117,500 <u> \$55,000</u> \$35,172,500

**CHARGES FOR SERVICES
- Sewer Service**

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

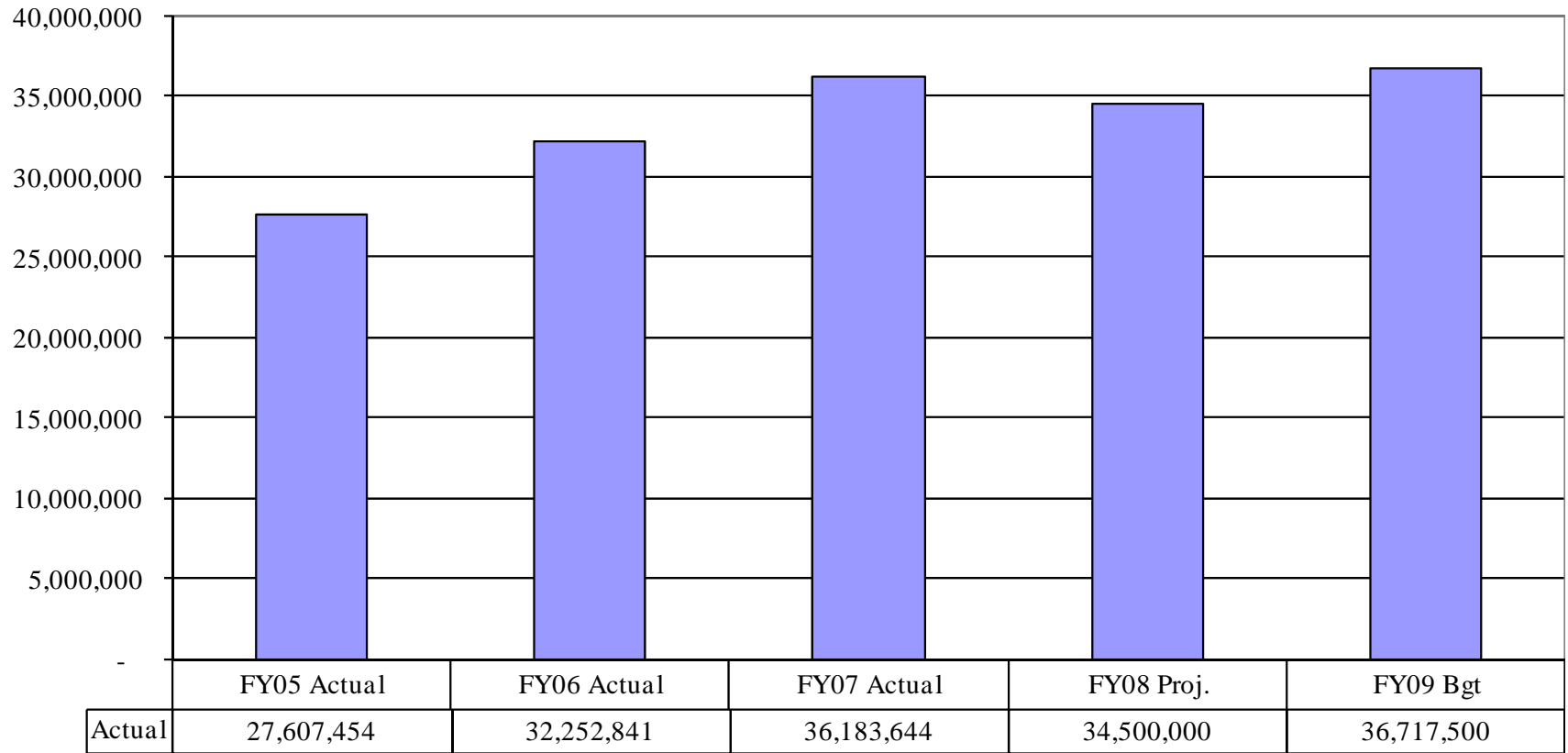
construction grants and low-interest loans from the Environmental Protection Agency and the Department of Environmental Protection. The sewer charge shifts some of the burden to the tax-exempt institutions in the city, which are among the largest water users. Not included in the above amount is \$1,600,000 in sewer revenues used to fund City capital projects. The FY09 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	\$225,000
Public Works	2,515,110
Debt Service	12,222,470
Massachusetts Water Resources Authority	20,110,420
Community Development	<u>44,500</u>
TOTAL	\$35,117,500

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. The rate schedule is as follows: Residential-\$45, Commercial-\$70 and Industrial-\$110. Due to fluctuations in the amount of this revenue generated each year, the City will continue its conservative revenue approach by estimating \$55,000 in FY09.

The following chart reflects actual sewer service charge revenues from all sources for FY05 through FY07, projected revenues for FY08 and budgeted revenues for FY09.

**FIVE YEAR SEWER SERVICE REVENUE ANALYSIS
(OPERATING AND CAPITAL)**



ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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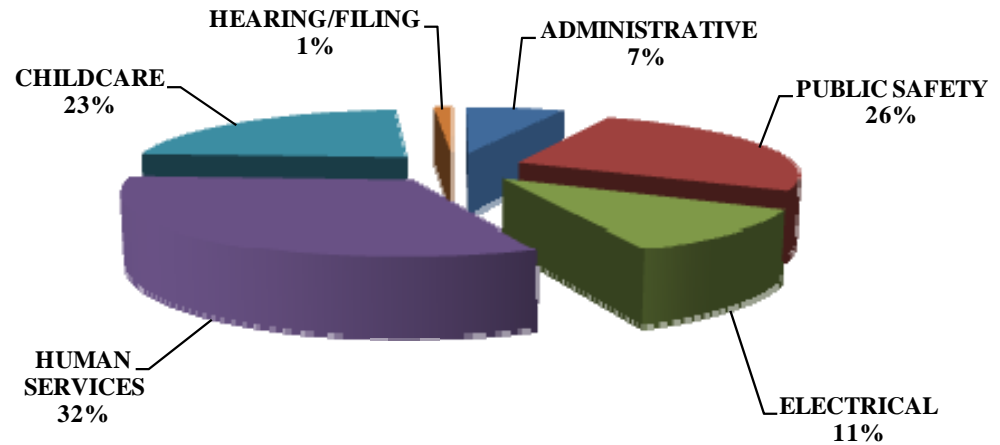
\$393,272	\$347,400
\$1,332,034	\$1,243,000
\$563,018	\$553,000
\$1,613,031	\$1,538,650
\$1,137,324	\$1,115,230
<u>\$61,917</u>	<u>\$61,500</u>
\$5,100,596	\$4,858,780

ADMINISTRATIVE	\$334,200
PUBLIC SAFETY	\$1,257,000
ELECTRICAL	\$545,000
HUMAN SERVICES	\$1,575,925
CHILDCARE	\$1,115,230
HEARING/FILING	<u>\$61,500</u>
	\$4,888,855

**CHARGES FOR SERVICES
- Fees**

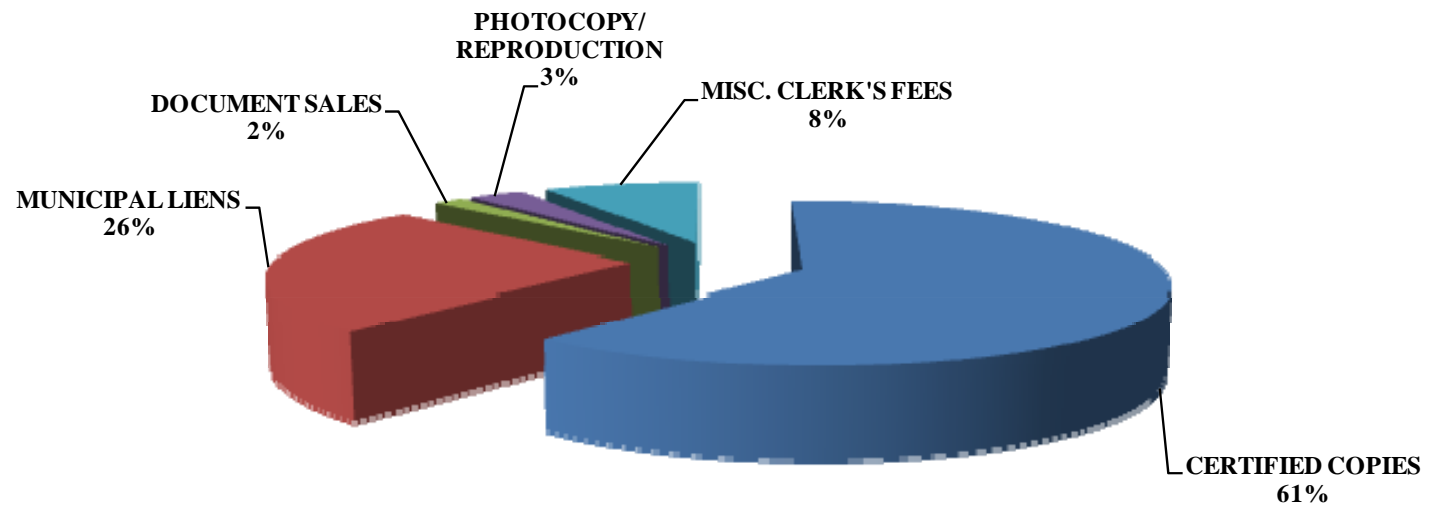
FEES. The City charges fees for a wide variety of services and programs, including copies of birth certificates, golf course green fees, ambulance rescue service and childcare. Fees have been grouped in major categories and are detailed on the following eight pages.

FEES ANALYSIS



ACTUAL FY07	PROJECTED FY08		BUDGET FY09	CHARGES FOR SERVICES - Fees/Administrative
\$217,939	\$204,010		\$205,250	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, death, marriage and domestic partnership certificates.
\$911	\$10	CERTIFIED COPIES		
\$107,345	\$95,000	MORTGAGE CERTIFICATES	\$0	
\$20,884	\$5,500	MUNICIPAL LIENS	\$85,000	
\$15,895	\$12,950	DOCUMENT SALES	\$5,500	
\$1,370	\$1,930	PHOTOCOPY/REPRODUCTION	\$9,750	
<u>\$28,928</u>	<u>\$28,000</u>	DOMESTIC PARTNERS	\$700	
<u>\$393,272</u>	<u>\$347,400</u>	MISC. CLERK'S FEES	<u>\$28,000</u>	
			<u>\$334,200</u>	
		<p>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. This revenue is not used in the FY09 Budget.</p>		
		<p>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 cost ranges from \$25 to \$100 depending on the type of property.</p>		
		<p>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.</p>		
		<p>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 \$1,300; Inspectional Services \$2,000; and License \$450.</p>		
		<p>DOMESTIC PARTNERS. The City Clerk issues a certificate of Domestic Partnership. The fee is \$25 per certificate for filing domestic partnerships.</p>		
		<p>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. A miscellaneous charge also includes service and sporting fees, zoning and municipal ordinance fees and the filing fee for a zoning petition.</p>		

MAJOR ADMINISTRATIVE FEES ANALYSIS



ACTUAL FY07	PROJECTED FY08		BUDGET FY09	CHARGES FOR SERVICES - Fees/Public Safety
\$24,070	\$26,000	SEALING INSPECTION	\$26,000	<p>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.</p> <p>TOWING SURCHARGE. The City receives \$7 of each towing charge paid in the City. The revenue is used to fund the Police Budget.</p>
\$59,092	\$75,000	TOWING SURCHARGE	\$75,000	
\$430,641	\$400,000	POLICE DETAIL SURCHARGE	\$400,000	
\$21,166	\$18,000	AGENCY FEE	\$18,000	
\$0	\$1,000	BOARDING/RAZING FEES	\$20,000	
\$97,914	\$55,000	SMOKE DETECTORS	\$50,000	
\$604,922	\$600,000	RESCUE SERVICE FEES	\$600,000	
\$8,383	\$8,000	INSPECTIONAL DETAILS	\$8,000	
\$85,846	\$60,000	FIRE DETAIL SURCHARGE	\$60,000	
<u>\$1,332,034</u>	<u>\$1,243,000</u>		<u>\$1,257,000</u>	
<p>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.</p> <p>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.</p> <p>BOARDING/RAZING FEE. Inspectional Services charges property owners for the boarding and razing of a building.</p> <p>SMOKE DETECTORS. A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL Chapter 148.</p> <p>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 utilizes firefighters/paramedics from the Fire Department and Professional Ambulance to dramatically improve response capabilities throughout the City and allowed the City to increase its third party payments for transport fees and advanced life support services.</p> <p>INSPECTIONAL DETAILS. The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.</p> <p>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.</p>				

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$137,673	\$135,000	FIRE ALARM BOX CHARGE	\$135,000
\$394,470	\$394,000	SIGNAL MAINTENANCE FEE	\$390,000
<u>\$30,875</u>	<u>\$24,000</u>	CUT-OUT/PLUG-OUT FEE	<u>\$20,000</u>
\$563,018	\$553,000		\$545,000

**CHARGES FOR SERVICES
- Fees/Electrical**

FIRE ALARM BOX CHARGE. The Electrical Department receives an annual fee of \$400 for every private master fire alarm box connected to the City's alarm system.

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 FY07	PROJECTED FY08		BUDGET FY09
\$45,829	\$30,000	SWIMMING POOLS	\$0
\$710,685	\$725,000	GOLF COURSE	\$685,925
\$75,243	\$30,000	RECREATIONAL ACTIVITIES	\$150,000
\$17,250	\$13,650	ATHLETIC LEAGUES	\$20,000
\$7,955	\$8,000	SPECIAL NEEDS	\$8,000
\$14,276	\$10,000	SENIOR ACTIVITIES	\$35,000
\$85,970	\$72,000	FIELD PERMITS	\$72,000
\$487,582	\$490,000	COMMUNITY SCHOOLS	\$490,000
\$23,738	\$20,000	SENIOR CENTER MEALS	\$0
\$37,131	\$45,000	YOUTH PROGRAMS	\$30,000
<u>\$107,372</u>	<u>\$95,000</u>	KING OPEN EXTENDED DAY	<u>\$85,000</u>
\$1,613,031	\$1,538,650		\$1,575,925

**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. This revenue has been combined with recreational activities in FY09 to coincide with the opening of the new War Memorial Facility in the new fiscal year. The War Memorial pool and cardio room fee schedule is as follows:

	<u>RESIDENT</u>	<u>NON RESIDENT</u>
per swim (child)	\$ 1.25	\$ 1.50
per swim (adult)	\$ 4.50	\$ 5.00
10 swim (adult)	\$ 35.00	\$ 45.00
yearly swim (adult)	\$ 210.00	\$230.00
yearly swim (family)	\$ 350.00	\$400.00
per cardio (adult)	\$ 4.50	\$ 5.00
per cardio (couple)	\$ 5.50	\$ 6.00
10 cardio (adult)	\$ 35.00	\$ 45.00
10 cardio (couple)	\$ 55.00	\$ 70.00
yearly cardio (adult)	\$ 210.00	\$230.00
yearly cardio (couple)	\$ 300.00	\$350.00
combo per pool/cardio (adult)	\$ 5.25	\$ 6.25
combo per pool/cardio (couple)	\$ 6.25	\$ 7.25
combo 10 visit pool/cardio (adult)	\$ 50.00	\$ 60.00
combo 10 visit pool/cardio (couple)	\$ 70.00	\$ 80.00
combo yearly pool/cardio (adult)	\$ 250.00	\$275.00
combo yearly pool/cardio (couple)	\$ 350.00	\$375.00

GOLF COURSE. In FY08, 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 2008. Not included in the FY09 revenue estimates are Golf Course fees used in the Capital Budget of \$40,000.

	<u>RESIDENT</u>	<u>NON-RESIDENT</u>
weekdays (9 holes)	\$ 19.00	\$ 22.00
weekdays junior/senior (9 holes)	\$ 15.00	n/a
weekdays (18 holes)	\$ 29.00	\$ 32.00
weekends/holidays (9 holes)	\$ 26.00	\$ 26.00
weekends/holidays (18 holes)	\$ 38.00	\$ 38.00
monthly	\$365.00	\$ 540.00
yearly	\$730.00	\$1,090.00
juniors	\$300.00	\$ 445.00
seniors	\$350.00	\$1,090.00
senior plus	\$505.00	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. Pool revenue has been combined with this revenue in FY09.

ATHLETIC LEAGUES. In FY09, the Department of Human Service Programs will sponsor men's and women's softball leagues in the summer. The Recreation division charges \$350 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 funds 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.

FIELD PERMITS. A fee of \$90 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. This revenue has been combined with Senior Activities in FY09.

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 FY07	PROJECTED FY08		BUDGET FY09	CHARGES FOR SERVICES - Fees/Childcare Tuition		
\$1,137,324	\$1,115,230	CHILDCARE TUITION			CHILDCARE TUITION	
		\$1,115,230			<p>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, Kennedy/Longfellow, Morse, Peabody and King Open and part-time at Haggerty. After-school programs are located at the Morse, King, Fletcher/Maynard Academy and Peabody Schools. The fees projected for FY09 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>	
		<u>PROGRAM</u>			<u>PROJECTED ENROLLMENT</u>	
		<u>FY09 RATE/MO.</u>				
		King Pre-School full-time			\$750	34
		King Open Pre-School full time			\$750	16
		Haggerty pre-school (2 days)			\$150	7
					\$300	7
					\$364	10
East Cambridge Pre-School full-time			\$750	16		
Morse Pre-School full-time			\$750	16		
Peabody Pre-School full-time			\$750	16		
All After-School Programs			\$290	170		

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	CHARGES FOR SERVICES - Hearing/Filing Fees
\$35,275	\$33,000	BOARD OF ZONING APPEALS CONSERVATION COMMISSION LICENSE HEARING FEES	\$33,000	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.
\$4,175	\$1,500		\$1,500	
<u>\$22,467</u>	<u>\$27,000</u>		<u>\$27,000</u>	
<u>\$61,917</u>	<u>\$61,500</u>		<u>\$61,500</u>	
<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. The list of project categories and associated fees can be found at 801 CMK 4.02 (310). 310 CMR 10.03 (7) (c) describes all the activities in each fee category.</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>				

ACTUAL FY07	PROJECTED FY08		BUDGET FY08	CHARGES FOR SERVICES - Other
\$31,110	\$31,000	COMMERCIAL RUBBISH FEES	\$25,000	RUBBISH TICKETS. Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department. CEMETERY FEES. The Public Works Department maintains the Cambridge Cemetery. FY09 revenue projections reflect a decline in the number of burials. In FY09, the fee for Saturday morning burials is being increased from \$400 to \$500 to cover the City's cost of providing this service.
\$266,560	\$250,000	CEMETERY FEES	\$250,000	
\$414	\$750	ANIMAL BOARDING	\$750	
\$1,232,627	\$1,282,105	MUNICIPAL ACCESS FEES	\$1,295,965	
\$36,354	\$31,250	WHITE GOODS	\$30,000	
<u>\$5,242</u>	<u>\$8,700</u>	SALE OF COMPOSTING BINS	<u>\$5,000</u>	
<u>\$1,572,307</u>	<u>\$1,603,805</u>		<u>\$1,606,715</u>	
		<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 35 appliances picked up each week. The number of stickers has been declining as more retail stores offer to dispose of old appliances when new ones are purchased.</p>		
		<p>SALE OF COMPOSTING BINS. The Recycling Division of the Department of Public Works sells home composting bins to residents.</p>		

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$3,867,312	\$3,323,730	FEDERAL GRANTS	\$1,708,895
\$2,859,544	\$2,393,625	STATE GRANTS	\$2,288,475
\$41,873,834	\$43,539,005	STATE CHERRY SHEET REV.	\$40,072,860
<u>\$7,709,018</u>	<u>\$7,734,540</u>	OTHER INTERGOV. REVENUE	<u>\$7,804,800</u>
\$56,309,708	\$56,990,900		\$51,875,030

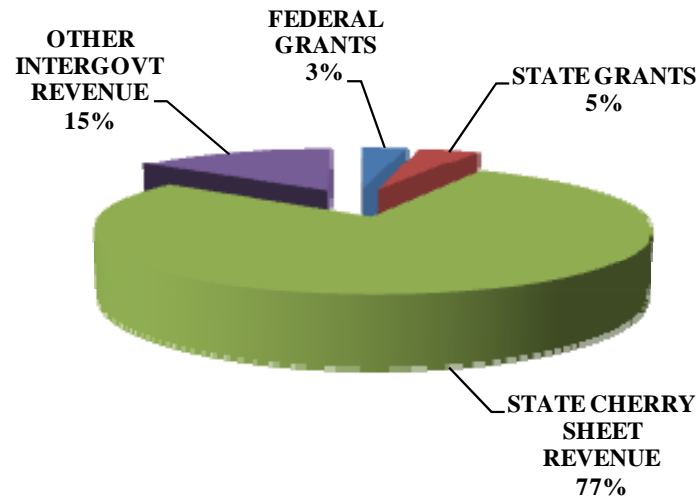
**INTERGOVERNMENTAL REV.
- Summary**

GRANT FUND. In FY09, 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. The revenue assumption used in the FY09 budget is based on the Governor's Proposed State Budget which calls for an increase in local aid (Chapter 70, additional assistance and lottery funds).

INTERGOVERNMENTAL REVENUE ANALYSIS



ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$3,831,152	\$3,271,835	COM. DEV. BLOCK GRANT HOME GRANT REIMBURSEMENT VETERANS' REIMBURSEMENT	\$1,602,050
\$33,160	\$47,395		\$102,345
<u>\$3,000</u>	<u>\$4,500</u>		<u>\$4,500</u>
<u>\$3,867,312</u>	<u>\$3,323,730</u>		<u>\$1,708,895</u>

**INTERGOVERNMENTAL REV.
- Federal Grants**

FEDERAL GRANTS. The following federal grants will be appropriated in the FY09 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 (CDBG) 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 FY09 allocation of the CDBG fund is as follows: Community Development, \$1,088,230; Department of Human Service Programs, \$508,820; and Historical Commission, \$5,000. The FY09 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,533,225.

HOME GRANT. In FY09, 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.

VETERANS' GRANT. In FY09, 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, which can vary.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	INTERGOVERNMENTAL REV. - State Grants
\$23,223	\$21,105	ADDITIONAL VOTING HOURS	\$23,220	STATE GRANTS. The following state grants will be appropriated in the General Fund in FY09. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.
\$99,995	\$50,000	REIMB/NON-CONTRIB PENSIONS	\$50,000	
\$39,000	\$50,000	CONSUMERS' COUNCIL GRANT	\$50,000	
\$2,662,861	\$2,240,320	STATE MWPAT SUBSIDY	\$2,133,055	
\$16,552	\$17,200	MASS. CULTURAL COUNCIL	\$17,200	
<u>\$17,913</u>	<u>\$15,000</u>	STATE GRANTS/NUTRITION	<u>\$15,000</u>	ADDITIONAL VOTING HOURS. In FY09, the state will fund additional voting hours for the September 2008 State Primary and November 2008 General Elections.
<u>\$2,859,544</u>	<u>\$2,393,625</u>		<u>\$2,288,475</u>	
STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS. The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.				
CONSUMERS' COUNCIL. The Massachusetts Attorney General's Office annually awards a grant to the Cambridge Consumers' Council to offset Council operating costs. The Consumers' Council is budgeted as part of the License Commission.				
STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY. The City currently receives subsidies from the state for 10 sewer loans and two water loans. The subsidies on the sewer loans cover approximately 46% of the FY09 debt service costs, with subsidies on water loans covering approximately 32% of the FY09 principal and interest on the two loans for the construction of the water treatment plant. These subsidies are scheduled to decrease from \$2,240,320 in FY08 to \$2,133,055 in FY09 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 FY09 Budget amount is based on the FY08 grant amount and assumes that the MCC is level funded in FY09.				
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 FY07	PROJECTED FY08		BUDGET FY09
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\$34,395,306	\$35,253,645
\$5,645,287	\$6,440,400
<u>\$1,833,241</u>	<u>\$1,844,960</u>
\$41,873,834	\$43,539,005

	BUDGET FY09
SCHOOL/LOCAL AID	\$36,053,995
EDUCATION REIMBURSEMENT	\$2,020,820
GEN. GOVT REIMB/DISTRIB	<u>\$1,998,045</u>
	\$40,072,860

**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>FY09</u>	<u>DEPARTMENT</u>	<u>FY09</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	6,422,935	Human Services	266,265
General Services	94,825	Women's Commission	9,960
Elections	82,250	Veterans' Benefits	264,675
Public Celebrations	16,500	School Department	21,553,200
Police	2,275,065	Cherry Sheet Assessments	<u>5,233,570</u>
		TOTAL	\$40,072,860

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$7,772,248	\$8,516,350	SCHOOL AID/CHAPTER 70 LOCAL AID/LOTTERY & ADDITIONAL ASSISTANCE	\$9,316,695
<u>\$26,623,058</u>	<u>\$26,737,295</u>		<u>\$26,737,300</u>
<u>\$34,395,306</u>	<u>\$35,253,645</u>		<u>\$36,053,995</u>

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

SCHOOL AID. In FY09, the City anticipates receiving \$9,316,695 in Chapter 70 school aid. This is based on a preliminary State budget proposal that provides an increase of \$800,345 in FY09 for Chapter 70 school aid.

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 \$8,781,240 in FY09. Again, based on preliminary state budget proposals, the City is projecting no increase in FY09.

The City is estimating to receive \$800,350 more in FY09 than it did in FY08 for these three major local aid categories. These three local aid categories represent 8.3% of the total Operating Budget.

Approximately 68% (\$12,210,660) of Additional Assistance funds support the School Budget.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$3,875,353	\$3,875,350	SCHOOL CONSTRUCTION SCHOOL LUNCH PROGRAM CHARTER SCHOOL TUITION REIMBURSEMENT	\$0
\$25,640	\$26,040		\$25,845
<u>\$1,744,294</u>	<u>\$2,539,010</u>		<u>\$1,994,975</u>
<u>\$5,645,287</u>	<u>\$6,440,400</u>		<u>\$2,020,820</u>

**STATE CHERRY SHEET REV.
- Education Reimbursement**

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 over-

crowding; prevention of the loss of accreditation; energy conservation projects; and the replacement or remedying of obsolete buildings. The law establishes formulas for reimbursement of costs that include fees, site development, construction and equipping of a school. The state made significant changes to the program in FY06, the largest being the administration of the program, which was 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, in FY08, final payments are being made for two schools renovated in 1998-2000. Therefore, there are no revenues budgeted in this category for FY09.

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.

CHARTER SCHOOL TUITION. 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 FY09 initial Cherry Sheet reimbursement amount is \$1,994,975, a decrease of \$544,035 from the FY08 amount. Estimated Charter School costs assessed on the Cherry Sheet are initially estimated at \$8,090,210 for FY09, an increase of \$276,120 over the FY08 Cherry Sheet assessment.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**STATE CHERRY SHEET REV.
- General Governmental
Reimbursement/Distribution**

<p>\$115,518 \$1,218,896 \$205,388 \$228,179 <u>\$65,260</u> \$1,833,241</p>	<p>\$117,835 \$1,363,845 \$196,830 \$101,190 <u>\$65,260</u> \$1,844,960</p>	<p style="text-align: center;">LIBRARY AID</p> <p>POLICE CAREER INCENTIVE</p> <p style="text-align: center;">VETERANS' BENEFITS</p> <p>REAL ESTATE ABATEMENTS</p> <p>ELDERLY TAX EXEMPTIONS</p> <p>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 FY08. 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.</p> <p>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. This revenue is estimated to increase by \$52,135.</p> <p>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.</p> <p>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 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.</p>	<p style="text-align: center;">\$117,835</p> <p style="text-align: center;">\$1,415,980</p> <p style="text-align: center;">\$264,675</p> <p style="text-align: center;">\$130,785</p> <p style="text-align: center;"><u>\$68,770</u></p> <p style="text-align: center;">\$1,998,045</p>
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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

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 \$52,117, 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 \$262 for fiscal year 2008. 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 \$21,548 for a single person or \$32,323 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 \$43,097, or married, in excess of \$59,258, 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 FY07	PROJECTED FY08		BUDGET FY09	INTERGOVERNMENTAL REV. - Miscellaneous Intergovernmental Revenue
\$940,727	\$900,000	MEDICAID REIMBURSEMENT CAMBRIDGE HEALTH ALLIANCE	\$900,000	SCHOOL MEDICAID REIM- BURSEMENT. This revenue source reflects reimbursements of special education medical costs for Medicaid eligible students.
<u>\$6,768,291</u>	<u>\$6,834,540</u>		<u>\$6,904,800</u>	
\$7,709,018	\$7,734,540		<u>\$7,804,800</u>	
<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 FY08, 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, \$4,729,800; and Debt Service, \$2,175,000.</p>				

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$9,807,276	\$8,245,000
\$206,160	\$149,310
\$2,000,000	\$2,000,000
<u>\$8,170,388</u>	<u>\$8,653,165</u>
\$20,183,824	\$19,047,475

INTEREST EARNINGS	\$4,370,000
RENT/SALE OF CITY PROPERTY	\$146,160
FREE CASH	\$2,000,000
OTHER MISC. RECEIPTS	<u>\$15,736,280</u>
	\$22,252,440

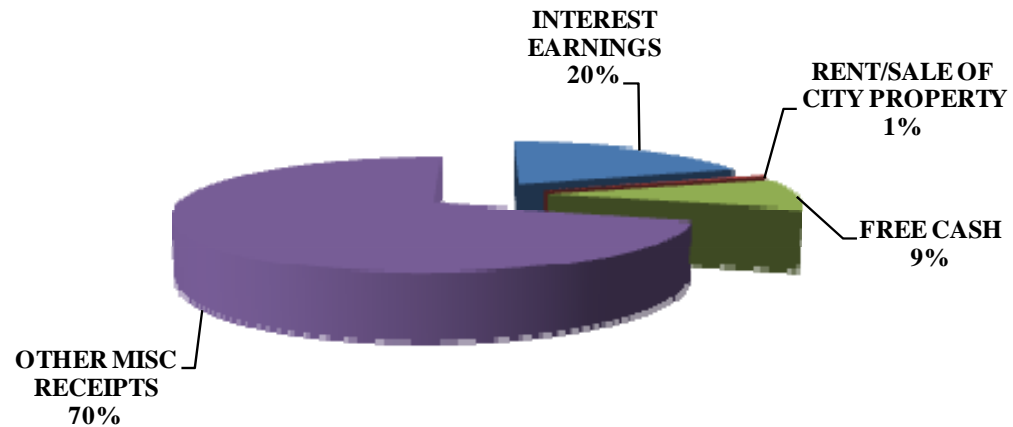
**MISCELLANEOUS REVENUES
- Summary**

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 5.1% of the FY09 General Fund budget.

MISCELLANEOUS REVENUE ANALYSIS



ACTUAL FY07	PROJECTED FY08		BUDGET FY09	MISCELLANEOUS REVENUES - Interest Earnings
\$9,807,276	\$8,245,000	INTEREST EARNINGS	\$4,370,000	<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>General Fund interest earnings of \$3.8 million have been included in the FY09 Budget. In addition to this amount, \$525,000 in interest earnings from the Parking Fund and \$45,000 from interest on perpetual care accounts have been budgeted in FY09. Total interest earnings are budgeted at \$4,370,000 in FY09.</p> <p>This budgeted revenue amount is significantly less than the \$8.2 million projected for FY08. Even though interest rates have declined in FY08, the amounts budgeted for interest earnings was very conservative. Therefore, the total amount of \$3,800,000 in General Fund interest earnings and the \$525,000 in Parking Fund interest earnings is achievable and is in keeping with the City's practice of projecting revenues conservatively. It should also be noted that the cash balances available in FY08, which were able to be invested, will be significantly lower due to the completion of three major capital projects in FY09.</p> <p>Interest income is used to offset expenditures in: Finance (\$3,800,000); Community Development/ Parking Fund (\$150,000); Traffic, Parking & Transportation (\$375,000); and Public Works (\$45,000).</p>

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$132,263	\$78,560		
<u>\$73,897</u>	<u>\$70,750</u>	RENT OF CITY PROPERTY	\$75,410
<u>\$206,160</u>	<u>\$149,310</u>	SALE OF CITY PROPERTY	<u>\$70,750</u>
			<u>\$146,160</u>

**MISCELLANEOUS REVENUES
- Rent/Sale of City Property**

RENT OF CITY PROPERTY. In FY09, the City will receive \$75,410 in rent from the newsstand in Harvard Square and the New School of Music. These funds are used as an offset to the Public Works budget.

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 \$950, and revenue from this source is \$70,000 per year. 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 FY09 revenue estimate is \$750.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	MISCELLANEOUS REVENUES - Free Cash
\$2,000,000	\$2,000,000	<p style="text-align: center;">FREE CASH \$2,000,000</p> <p>APPROPRIATING FREE CASH. 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 FY09, a portion of Free Cash will be used as 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.</p> <p>In addition, \$6,000,000 in Free Cash was used to reduce the increase in the property tax levy in FY08. It is estimated that the City will again use \$6 million in Free Cash in FY09 to lower the property tax levy increase, which is consistent with the City's financial plan. It is estimated that the City's FY08 certified Free Cash amount will be less than the FY07 amount of \$73.8 million, primarily due to the \$8 million that was transferred to the Debt Stabilization Fund in FY08 to offset increases in property tax supported debt in future years.</p>		

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$61,128	\$250	RESTITUTION	\$0
\$6,763	\$5,000	ROYALTIES	\$32,000
\$3,860,000	\$5,000,000	CLAIMS TRUST TRANSFER	\$5,500,000
\$2,000,000	\$3,000,000	DEBT STABILIZATION TRANSFER	\$6,700,000
		SCHOOL STABILIZATION FUND	
\$0	\$0	TRANSFER	\$2,919,340
\$1,889,400	\$200,000	TEACHER RETIREMENT TRANSFER	\$200,000
\$34,550	\$37,415	SECTION 108 LOAN PAYMENT	\$36,390
\$30,000	\$30,000	TRAFFIC MITIGATION FUNDS	\$30,000
\$0	\$12,500	TRAFFIC KNOCKDOWN	\$12,500
\$260,273	\$280,000	RECYCLING	\$135,000
\$20,250	\$24,000	BUS SHELTER ADVERTISING	\$24,000
\$8,024	\$64,000	OVERTIME REIMBURSEMENT	\$94,000
\$0	\$0	MISC. REIMBURSEMENT	\$53,050
<u>\$8,170,388</u>	<u>\$8,653,165</u>		<u>\$15,736,280</u>

**MISCELLANEOUS REVENUES
- Other Miscellaneous Revenue**

RESTITUTION. This revenue source represents restitution payments made by defendants to the court for court time costs for a police officer. Based on the small amount collected from this revenue it has been eliminated in FY09.

ROYALTIES. The Historical Commission offsets expenditures with income and royalties received from sales of its publications to members of the public and to book stores. Income is also earned from fees for paint research and color consultations, the sale of photographic prints from the archives, and photocopying. The

amount budgeted in FY09 is significantly higher based on the sale of a new publication, "World War II and the Home Front."

CLAIMS TRUST TRANSFER. In an effort to lessen the impact of Employee Benefit increases on the property tax levy, \$5,500,000 in employee contributions from the Health Claims Trust Fund will be used as a revenue to offset health insurance, dental and life insurance costs. The use of these funds is in accordance with the objective of the fund to be used as a contingency against higher than anticipated health insurance costs. The increase of \$500,000 in FY09 reflects the increase in employee contributions from non-union and unionized employees.

DEBT STABILIZATION TRANSFER. In FY09, \$6,700,000 in Stabilization Funds is being used as a revenue source to offset increases in debt service costs, which is an increase of \$3,700,000 based on our five-year financial plan. This planned use of reserves, which began in FY07, is intended to reduce the increase in property taxes as our debt service costs increase. The total fund balance for the Debt Stabilization Fund is estimated to be \$19.5 million as of June 30, 2008.

SCHOOL STABILIZATION TRANSFER. In FY09, \$2,919,340 in School Stabilization Funds is being used to offset the drop-off in School Building Authority reimbursements prior to the completion of the principal and interest payments on related bond issues for two elementary schools, as well as to cover a portion of the debt costs for the War Memorial Facility beginning in FY09. The total fund balance for the School Debt Stabilization Fund is estimated to be \$12.6 million as of June 30, 2008.

TEACHER RETIREMENT TRANSFER. Every two years the City performs an actuarial study to determine the level of yearly contributions needed to fully fund the System's actuarial accrued liability by the year 2028, as required by the Commonwealth of Massachusetts. In accordance with the revised funding schedule, the City is projected to fully fund the City's unfunded actuarial liability by 2015. This funding schedule assumes the normal yearly budgeted contribution as part of the General Fund Budget and an annual \$200,000 transfer from the Teachers Retirement Agency Fund. The City receives over \$300,000 yearly from reimbursements from the Massachusetts Teachers Retirement Board which are deposited into this agency fund.

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. The amount shown as revenue in this section will cover payments due in August 2008 and February 2009, which are lower than previous years due to the City taking advantage of a refinancing opportunity through HUD to lower interest payment costs.

TRAFFIC MITIGATION FUNDS. The New England Development Company and their subsidiaries will contribute approximately \$30,000 to the City in FY09 to implement traffic mitigation measures set forth in their development agreement with the City.

TRAFFIC KNOCKDOWN. The Electrical Department receives reimbursements for the replacement of street lights and/or fire alarm boxes from individuals who have knocked them down with their vehicle. This revenue is used to fund the expenditure for replacement light poles and fire alarm boxes.

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. The City also receives revenue for cans and bottles based on quarterly market prices and processing fees. \$135,000 is budgeted for FY09 based on prior year revenues and the forecast for continued worldwide demand for paper, cardboard and scrap metal.

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

OVERTIME REIMBURSEMENT. The Police and Fire Department receives reimbursements from various outside agencies for overtime and services provided by City personnel.

MISCELLANEOUS REIMBURSEMENT. The Public Works Department receives reimbursements for utility costs associated with three community service programs located in City buildings, as well as reimbursement for fuel obtained at the DPW headquarters. This revenue is used to fund expenditures for energy included in the DPW budget.

SUMMARY: GENERAL GOVERNMENT

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$609,150	\$596,205	Office of the Mayor	\$791,835
\$1,619,700	\$1,640,490	Executive	\$1,776,725
\$1,051,920	\$1,075,870	City Council	\$1,165,540
\$810,280	\$849,360	City Clerk	\$867,740
\$1,850,455	\$1,949,460	Law Department	\$2,004,540
\$10,068,870	\$10,677,550	Finance	\$10,929,385
\$19,946,275	\$19,165,880	Employee Benefits	\$27,313,460
\$871,900	\$1,046,030	General Services	\$949,955
\$862,225	\$937,175	Election Commission	\$871,945
\$820,825	\$742,530	Public Celebrations	\$808,845
<u>\$0</u>	<u>\$0</u>	Reserve	<u>\$37,500</u>
\$38,511,600	\$38,680,550		\$47,517,470

FINANCING PLAN	FY09 BUDGET
Taxes	\$24,453,930
Charges For Services	\$794,400
Licenses and Permits	\$43,500
Fines & Forfeits	\$404,000
Intergovernmental Revenue	\$12,321,640
Miscellaneous Revenue	<u>\$9,500,000</u>
	\$47,517,470

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$373,505	\$368,860	ADMINISTRATION	\$400,200
\$157,560	\$155,845	GOVERNMENTAL RELATIONS	\$315,575
\$77,070	\$69,500	CEREMONIAL FUNCTIONS	\$70,500
<u>\$1,015</u>	<u>\$2,000</u>	COMMUNITY LEADERSHIP	<u>\$5,560</u>
\$609,150	\$596,205		\$791,835

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.

The Mayor's Office serves as the entry point for many constituents and visitors seeking information, resources, or services that may or may not be aspects of Cambridge City government and municipal services. Offering consistent, timely, considerate, and multi-lingual support and service to these inquiries is a core philosophy of the Mayor's staff. The Mayor personally makes herself available to the public with walk-in office hours one day a week, returning phone calls directly, and providing technical support and direct referrals as needed.

The Mayor and her staff debrief daily in one-on-one updates and action plans, as well as gathering weekly for staff meetings that include citywide updates, cross-training and advising, and Mayoral Office planning. Mayoral Office staff share in the organization, sponsorship and implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as liaison between City, federal and state agencies, community groups and citizens. The Mayor herself maintains an open door to receive visiting dignitaries and distinguished visitors from near and far.

ADMINISTRATION: The Mayor's Office, under the leadership of Mayor E. Denise Simmons, is collectively represented by approximately 50 years of experience in Cambridge government, schools, public health and human services. An outstanding team of professionals have been convened to create a foundation of informed customer service and expertise accessible to both external constituents, including Cantabrigians and visitors, as well as internal constituents comprised of City colleagues and other departments with whom we share service provision. It is a specific goal of this Mayoral administration to provide a record of the responsibilities, functions, systems and resources that are essential to the running of the Mayoral office - with the goal of providing smooth transition to new Mayoral leadership and staff and providing service to constituents with a minimal gap in service during transition.

GOVERNMENTAL RELATIONS: The Mayor and her staff have a diversity of professional backgrounds and experience that allow them to actively participate and contribute in the various Committees of the City government as well as in ongoing initiatives, program planning and development, and special events. The Mayor's office, staffed by a team of diverse and multi-cultural professionals, hosts a number of visiting delegates, as well as local colleagues and officials interested in growing their partnership with the Mayoral office and the City of Cambridge. The Mayor also attends a variety of conferences and participates in municipal and educational policy bodies. Nationally - Mayor Simmons participates in the U. S. Conference of Mayors, the National Conference of Black Mayors, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO) and the National School Board Association; Statewide - Mayor Simmons is a member of the Massachusetts Mayor's Association and the Massachusetts Municipal Association; Locally – Mayor Simmons is on the board of the YWCA and the Kids Council.

CEREMONIAL FUNCTIONS: Throughout the year, the Mayor's office plans and delivers several major events which target various constituent demographics. Many of these events have a long history and tradition at City Hall, while some have grown out of more recent Mayoral administrations. The Annual Saint Patrick's Day luncheon, Holiday luncheon and Senior picnics at MIT and Harvard are among the longstanding traditions. Newer events and functions include the GLBT Pride Brunch and hosting the Cambridge Science Festival. All of these events provide high visibility for the City and the Mayor's Office as well as an important opportunity to directly connect with and get to know the constituents we serve. Additionally, each month of the year, the Mayor's office leads or assists in the planning and implementation of observances and celebrations that include a month-long Black History celebration and related events, a Women's History Month celebration, a Holocaust Remembrance, Dance Month celebration and Fair Housing Month. Simultaneously, throughout the year on a smaller and much less visible scale, important ceremonial interactions are taking place in the Mayor's office. Actively participating in the meeting process, gathering professionals to do their work, and convening colleagues to celebrate milestones and accomplishments is an important role of the Mayor's office. Opening the "Mayor's Parlor" to a diversity of professional groups and organizations from within the City, as well as visitors, conveys an important message of support, engagement, participation and inclusion.

COMMUNITY LEADERSHIP: By chairing and actively participating in the City Council process, the Mayor provides the citizens of Cambridge a significant and critical form of leadership. Here her challenge is to actively generate participation and cooperation, while at the same time allowing for individualism and a diversity of constituent voices. Actively participating in Committee work, either directly or through representation from her office, is an important aspect of the Mayor's ability to lead well. Additionally, Mayor Simmons will use the "town meeting" style of constituent engagement to provide a forum for community voices and to gather important information that will allow her to lead effectively at the Committee and Council levels. The Office of the Mayor, as informed by events or public sentiment, may find it necessary to appoint commissions or task forces that 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 several cities around the world.

FY09 GOALS

Based on extensive dialog with constituents, staff and the Mayor's extensive experience as a public servant in Cambridge, the following priorities will be explored in the coming year:

- Co-Chair, with the City Manager, of the citywide Committee on Neighborhood Safety. The Neighborhood Safety Committee will seek to identify opportunities that give our children hope and provide a feeling of safety for all of our residents no matter where they reside or what streets they walk.
- Focus on the achievement gap and serious science/math vigor in the Cambridge Public Schools.
- Provide a forum for public discussion and government inclusion through the planning and provision of public meetings that focus on issues of importance to the diversity of families and subpopulations in Cambridge, and constructively channel that community experience and wisdom to advise the City Council and School Committee.
- Appoint members to various Blue Ribbon Committees as needed to address particular constituent or City concerns, including the inception of a Blue Ribbon Committee on Municipal Energy.
- Enhance resources to establish employment opportunities for our youth and "*difficult to employ*" adults. Develop a dialog, partnerships and actions steps toward the creation of a green collar workforce which recognizes new job opportunities that will be created in the area of environmental wellness.
- Facilitate and support conversations and decisions about the types and kind of housing that are available for the residents of Cambridge; securing both rental and permanent housing opportunities that support the Community Preservation Act and programs like Just-a-Start Home Owners Rehab and our Community Development Department's programs.
- Lead our schools, families, parents and the community in working together on a shared goal of providing the best education possible for our children. Support the continued development of a more effective and attractive high school, new and state-of-the-art programming, increased Kindergarten registration, coordinated curriculum and more efficient use of school buildings. Lead the continued increase in academic achievement rates by exploring and curing the gap between African American and Latino students and white and Asian students. Facilitate identification of new and improved ways to support accelerated learning by partnering with not only the School Department but public health organizations, Police Department, faith-based organizations, community-based organizations and the business community to re-engage, in order to figure out ways to work together to improve student achievement.
- Continue to support the work of the GLBT Commission and create a safer and more inclusive community that serves as a model for the rest of the nation and the world.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$759,835
Real Estate Taxes	\$706,435	
Hotel/Motel Excise Tax	\$53,400	
INTERGOVERNMENTAL REVENUE		\$32,000
State Cherry Sheet Revenue	\$32,000	
TOTAL FY09 BUDGETED REVENUE		\$791,835

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$651,205
OTHER ORDINARY MAINTENANCE	\$117,130
TRAVEL & TRAINING	\$23,500
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$791,835

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	5	5	5

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$998,595	\$1,028,415
\$355,000	\$355,000
\$174,260	\$160,640
\$91,845	\$96,435
<u>\$0</u>	<u>\$0</u>
\$1,619,700	\$1,640,490

LEADERSHIP	\$1,143,190
TOURISM	\$355,000
PUBLIC INFORMATION OFFICER	\$166,555
AFFIRMATIVE ACTION	\$101,980
EMPLOYEES' COMMITTEE ON DIVERSITY	<u>\$10,000</u>
	\$1,776,725

PURPOSE & OVERVIEW: The City Manager, as Chief Executive Officer of the City, 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 legislation. 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, a non-profit agency, receives City funds budgeted in this department and the Deputy City Manager serves as a board member.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Executive Budget reflects the transfer of the Employees' Committee on Diversity Budget from the Public Celebrations Budget. This change to the Executive Budget was made to better reflect the year-long activities undertaken by the Diversity Committee, as distinguished from single day events contained in the Public Celebrations Budget, as well as to reflect the City Administration's commitment to these activities. The Diversity Committee budget allocation has been increased by \$5,000 to \$10,000 in FY09. In addition, \$10,000 has been added to cover the cost of the biennial citizen survey, which is scheduled to be conducted this fall.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Responsible for Project Management of many significant new public construction projects, including the Robert W. Healy Public Safety Facility, the Main Library renovation and construction, the West Cambridge Youth and Community Center/VFW, the War Memorial renovation and the CRLS renovation.
- Improvements to the 238 Broadway/Harvard Street Park are nearing completion. Improvements 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 also includes utility improvements, sidewalk reconstruction on the Harvard Street side, and sidewalk and roadway improvements on Dickinson Street. Park construction completion is anticipated in spring 2008.
- Design Development for the new park on Memorial Drive at Western Avenue is nearing completion after

a series of public meetings for community input. Construction of the park should begin in late summer 2008.

- Construction of the new Robert W. Healy Public Safety Facility on Sixth Street in East Cambridge is well under way. Anticipate construction completion of this state-of-the art facility in late summer 2008, with the Police and Emergency Communications departments moving in mid/late fall 2008.
- Completed 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 and habitat improvement components have been partially funded by the Community Preservation Act (CPA) Open Space Fund (\$250,000).
- Completed construction of the new William G. Maher Park and ecological restoration project for the Northeast Sector of Fresh Pond Reservation, adjacent to Neville Manor. A youth soccer field, community garden, constructed wetland, natural habitat area and passive recreation pathways were opened in fall 2007, with a total project cost of \$4.1 million. The construction costs associated with the ecological restoration and habitat improvements have been funded by the Community Preservation Act (CPA) Open Space Fund (\$1.8 million of the \$4.1 million).
- Continued work, in partnership with the Henry P. Kendall Foundation, to develop the non-profit Cambridge Energy Alliance, a large-scale energy efficiency implementation project designed to reduce peak power demand by all city (public and private) sectors by 50 Megawatts (15% of current demand). This unique 5-year program is a public/private partnership that will result in significant new jobs and economic development, while reducing fossil fuel use and greenhouse gas emissions.
- Organized the Third Annual Fresh Pond Stewardship Award, recognizing two people with long histories of support and concern for the City's watershed, the environment at Fresh Pond and native flora. The 2007 Award was given to Louise Weed and Janet Burns for their many years of volunteer service to the Fresh Pond Reservation.
- Construction of the Main Library renovation and expansion project began in February 2007, with completion anticipated for spring 2009.
- Construction of the first phase of the West Cambridge Youth and Community Center/VFW is well under way, with completion of this phase anticipated in April 2008 and construction of the second phase beginning thereafter. In addition to youth programming space and athletic facility space, the design includes a large theatre/performance space which will enable use by a wide variety of users of a large community gathering space. Completion of the second phase is anticipated for late fall 2008.
- 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 preservation 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 FY08 of \$12.6 million, the City has been able to appropriate/reserve \$72.2 million in CPA funds, of which approximately \$30.9

million was derived from state matching funds.

- Renovations to the War Memorial Athletic Facility are well under way, with completion anticipated in fall 2008.
- Renovations to the CRLS buildings are in the Design Development phase. Construction of this phased project is anticipated to be under way in Spring 2009.
- Participated in the Open Space Committee, which reviews open space needs and provides long term planning for improving and acquiring open space throughout the city.
- Collaborated with the MIT Museum, Cambridge Public Schools, Cambridge Public Libraries, WGBH, the Museum of Science and others in the development and production of the Second Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over nine days in April 2008 in locations throughout Cambridge.
- Through the efforts of the Recreation Division of the Department of Human Service Programs and the Public Health Department's Healthy Living Program, the Cambridge Youth Sports Commission worked on a variety of initiatives to promote sharing resources and assisting residents in taking advantage of sports and fitness opportunities in Cambridge, including: finalizing a Web page to provide a forum for sports and fitness providers in Cambridge, developing a coaches training program, working with Cambridge Public Schools on a sports/fitness expo for May 2008, and providing healthy snacks for CRLS and Pop Warner events at Russell Field.
- Cambridge was recognized for the third time by America's Promise - The Alliance for Youth as one of the 100 Best Communities for Young People, for its many programs and services for the young people in the community.
- Worked with the Affordable Housing Trust to: fund production of new home ownership and rental opportunities, including new projects at the former Nightstage property on Main Street, Harvey Street in North Cambridge, Concord Avenue in Neighborhood 9, and a property on Cambridge and Elm Streets; 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.
- Organized the 12th Annual Danehy Park Family Day in September 2007. 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.
- Collaborated with Cambridge College to develop a Municipal Finance Program for City department heads and managers, to enable them to learn more about the practical and legal underpinnings of municipal finance. Coursework should be available in Fall 2008.
- Solicited and received over 80 nominations for the 13th Annual Outstanding City Employee Awards and presented awards to 14 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 and a Taste of Cambridge.
- Continued participation, in cooperation with chief executives from neighboring communities, as a member of the Metropolitan Mayor's Organization, 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.
- Worked with the WiFi Committee to explore development of public wireless Internet in Cambridge, through implementation of a pilot program at Newtowne Court.
- Produced the biannual magazine, *The Cambridge Life*, published in September and March, which serves as a forum to highlight successful City programs and initiatives and provides a helpful City resource and reference section for newcomers, residents and businesses. Additional resident outreach efforts continued through the publication of the 8-page community newsletter, *CityView*, which is direct-mailed to over 48,000 Cambridge households in November and May.
- Prepared and issued the weekly Cambridge E-Line newsletter, which is a snapshot of the City's homepage and 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 FY07 City of Cambridge Annual Report.
- The Public Information Officer prepares and posts helpful and timely information on the City's Web site, www.cambridgema.gov, on a daily basis and posts employee information on the City's Intranet site, *Common Ground*, on a regular basis.
- Launched an online version of the City's Boards and Commissions directory, which includes member names.
- Collaborated with the Police Department to promote the new Citizen Alert Network.
- Continued to produce *PIO Update*, the weekly employee e-mail newsletter.
- The Office of Affirmative Action, working with the Affirmative Action Advisory Committee (AAAC), assisted major City departments with affirmative action hiring goals based on U.S. census figures and local labor market statistics.
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Firefighter examination, launching a recruitment campaign targeting under-represented, protected status groups. Special outreach efforts to over 150 community organizations were undertaken to encourage Cambridge residents to apply and prepare for the examination.
- Monitored recruitment and hiring processes for official/administrator and professional (01/02) positions.

- Partnered with Cambridge Public Library and the Personnel Department to prepare high school youth for job interviews and with job search assistance.
- The Cambridge Office of Tourism (COT) redesigned its Web site (www.cambridge-usa.org) to incorporate more functionality and create a fresher look. The renewed site includes a Press Room, a Meeting Planner section and will include a mobile tourism feature enabling visitors to download information onto a cellular phone.
- COT continued to participate in a Japanese marketing initiative, in conjunction with Greater Boston Convention and Visitors Bureau (GBCVB), Massachusetts Office of Travel and Tourism (MOTT) and the Red Sox organization. Currently, these organizations are working with Massport to get direct flights from Tokyo to Boston within the next few years.
- Expanded Cambridge's presence in the leadership of greater Boston tourism. As president of Skali International Boston, established the first scholarship fund for the tour and travel industry, raising \$20,000 to benefit students in their second year of study in this field. The COT Director was re-elected to the Executive Committee of the GBCVB Board of Directors. In this capacity, Cambridge will have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB.
- The COT, as a longtime member of the Cambridge Hotel Association, was instrumental in encouraging Cambridge hotels and B&Bs to enhance their "green" efforts, with the support of the City. COT acts on behalf of Cambridge hotels, representing them in numerous marketing efforts with GBCVB.

FY09 GOALS

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

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of requests tracked in automated complaint system	1,160	1,300	1,100	1,200
2. Number of requests resolved	998	1,150	975	1,100
3. Number of requests outstanding	162	150	125	100

- *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 over 1,800 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: Oversee construction of the new Robert W. Healy Public Safety Facility, West Cambridge Youth and Community Center/VFW, Main Library Renovation and Construction and the War Memorial Renovation projects.*
- *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

PURPOSE & OVERVIEW: 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 COT 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 COT 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 COT 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 COT marks its 13th anniversary. The 2007/2008 tourism industry continues to gain strength, with occupancy and rates reaching levels unsurpassed in the past decade. Aggressive pricing and strong marketing efforts, in concert with the opening of the Boston Convention and Exhibition Center (BCEC) and its booking successes, have served to drive the hotels to new heights. Additionally, the international market has seen a surge

with the strong Euro against the US dollar. Cambridge hotels in particular have benefited from the universities' role in this international travel resurgence. As always, strategic partnerships with the GBCVB and the Massachusetts Office of Travel and Tourism have proven fruitful and allowed us to increase our outreach to these important markets through e-mail marketing and print ads.

COT has been fortunate to appropriate additional funding from outside grant sources that has enabled it to produce many useful marketing tools for Cambridge. In FY08, as in FY07, the City approved funding for international marketing in conjunction with a matching funds grant from the GBCVB. This allowed the COT to participate in two international trade shows this year, European Incentive Business Travel and Meetings (EIBTM) in Barcelona and IMEX in Frankfurt, which increased Cambridge's visibility in the re-emerging international meetings market. Additional projects funded this year from outside sources include media exposure in all of the top meetings and incentive publications.

The COT participated in planning tours for the attendees of the National Conference of State Legislators (NCSL) in early August. Boston hosted this year's annual meeting for the NCSL, which boasted it's largest turnout in its history with 9,000 attendees. Of those eligible to participate in the planned tours of surrounding areas, approximately 12% chose to come to Cambridge for the itinerary planned by COT—the most popular tour offered during the course of the conference. COT also participated in hosting American Society of Association Executives (ASAE) familiarization trips during their convention.

The new Web site (www.cambridge-usa.org) continues to gain popularity and this year was enhanced by the addition of a downloadable walking tour of historic Cambridge. The tour is currently available on the site at no charge and will be marketed and sold after its formal launch in April 2008. It can be viewed online under the Mobile Tourism section, or downloaded onto the designated compatible media devices indicated on the Web site. This tour will soon be made available for purchase on DVD and translated into Japanese, with additional translations planned for the future.

This year, the Executive Director of the Cambridge Office for Tourism served as President of SKAL International Boston, an international organization for top executives in the field of travel and tourism. In this role, she established the first scholarship fund for the tour and travel industry in the Boston Club's history, raising \$20,000 to benefit students in their second year of study in this field. Additionally, she served on the Executive Committee of the GBCVB Board of Directors and the Cambridge Chamber of Commerce Board of Directors. These affiliations offer incomparable networking opportunities and exposure for the COT.

As a longtime member of the Cambridge Hotel Association, the Tourism Office often has the opportunity to act as a liaison between the Cambridge hotels and the City of Cambridge. This year, the Cambridge Office for Tourism was instrumental in encouraging the Cambridge hotels and B&B's to become active in their "green" efforts with the City of Cambridge. COT also acts on behalf of the hotels in representing them in the numerous marketing efforts with the GBCVB.

COT will be playing key roles on the Committee for Taste of Cambridge, the Cambridge Science Festival and the East Cambridge Consortium. COT also ran a series of ads promoting retail shopping in several popular local and regional publications. Additionally, the Assistant Director participates on several community boards and committees, such as the Friends of the Longfellow House and Cambridge Camping Association.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of visitor requests for information via telephone, e-mail, and at information booth	63,887	72,000	70,000	72,000
2. Number of brochures distributed at state visitor centers and area hotels	140,147	150,000	135,000	150,000
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	475	250	650	500
5. Total number of hits on the Tourism Web site	1,668,838	2,100,000	3,000,000	3,100,000
6. Total number of detailed visits to the Cambridge Tourism Web site	230,028	190,000	350,000	370,000

- *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, in collaboration with the Purchasing Agent, 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 with 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.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent people of color in Cambridge workforce (reflects the goals of the City's Affirmative Action Plan)	27.0%	27.0%	27.0%	27.0%
2. Percent people of color employed by the City	30.1%	27.0%	27.0%	27.0%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Percent women in Cambridge workforce	49.5%	49.5%	49.5%	49.5%
4. Percent women employed by the City	42.0%	49.5%	49.5%	49.5%
5. Percent people of color in EEO categories: Officials & Administrators	14.0%	19.6%	19.6%	19.6%
6. Percent people of color in EEO categories: Professionals	21.3%	22.5%	22.5%	22.5%
7. Percent people of color in EEO categories: Technicians	16.0%	27.0%	27.0%	27.0%
8. Percent people of color in EEO categories: Protective Services	28.0%	27.0%	27.0%	27.0%
9. Percent people of color in EEO categories: Paraprofessionals	40.0%	27.0%	27.0%	27.0%
10. Percent people of color in EEO categories: Administrative support	33.8%	27.0%	27.0%	27.0%
11. Percent people of color in EEO categories: Skilled craft	21.0%	23.3%	23.3%	23.3%
12. Percent people of color in EEO categories: Service Maintenance	31.0%	27.0%	27.0%	27.0%

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of departments met with to set goals	32	20	20	20
2. Meet with all departments that are hiring Department Heads, Professionals and Administrators	100%	100%	100%	100%

- **GOAL 3:** *Provide information and assistance to contractors and bidders for compliance with the Cambridge Responsible Employer Plan.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Monitor weekly payroll records for City and State funded construction projects	n/a	n/a	n/a	100
2. Attend pre-bid construction conferences	n/a	n/a	3	6
3. On-site visits to monitor contract compliance	n/a	n/a	50	50

PUBLIC INFORMATION OFFICER

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.

FY09 GOALS

- **GOAL 1:** *Proactively communicate City news/information to the media and the public.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Develop news releases, Web site informational pieces	69	240	245	250
2. Produce CityView biannual community newsletter	2	2	2	2
3. Produce the Cambridge Life biannual City magazine and resource guide	2	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Publish PIO Update, weekly E-mail bulletin for employees	15	70	70	75
2. Post employee related items on the Common Ground Intranet Page	10	50	50	55

- *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.*

EMPLOYEES' COMMITTEE ON DIVERSITY

PURPOSE AND OVERVIEW: The Cambridge Employees' Committee on Diversity's goal is to enhance the value of individual and group differences and, through a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees. During the course of the year, the Committee sponsors 8-10 events promoting diversity in the workforce. This cost center supports activities for these events. Examples of events that the Committee sponsored in FY07 include: Film screening and discussion with Producer of "The Letter;" Taste the Tropics; Emergency Preparedness, "How to Help Yourself and Others at Home, at Work and in Our Community;" National Black HIV/AIDS Awareness Day/ "War on AIDS and HIV;" Report from Sudan "The Crisis in Darfur;" Standing on Each Other's Shoulders: Fostering Resilience and Academic Success for Black Students; Brown vs. Board of Education: Today's Reality; Annual Health Fair; and Asian Heritage Month Event.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,397,860
Real Estate Taxes	\$546,070	
Hotel/Motel Excise Tax	\$851,790	
FINES & FORFEITS		\$215,000
Parking Fines	\$215,000	
INTERGOVERNMENTAL REVENUE		\$163,865
State Cherry Sheet Revenue	\$163,865	
TOTAL FY09 BUDGETED REVENUE		\$1,776,725

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,276,275
OTHER ORDINARY MAINTENANCE	\$459,950
TRAVEL & TRAINING	\$40,500
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$1,776,725

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	9	9	9

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$817,150	\$841,380		
\$191,170	\$201,405	POLICY MAKING/LEGISLATION	\$896,145
<u>\$43,600</u>	<u>\$33,085</u>	COUNCIL SERVICES	\$209,540
\$1,051,920	\$1,075,870	GOVERNMENTAL RELATIONS	\$59,855
			\$1,165,540

PURPOSE & OVERVIEW: 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. City Council 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 active committees, 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Coordinated the City Council inaugural in January 2008.
- Facilitated approximately 40 square dedication ceremonies initiated by the City Council.
- Provided staff support and training to the new City Council and Mayor staff with respect to policies and procedures.

FY09 GOALS

- *GOAL 1: 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 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.*
- *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 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		\$1,151,430
Real Estate Taxes	\$1,151,430	
INTERGOVERNMENTAL REVENUE		\$14,110
State Cherry Sheet Revenue	\$14,110	
TOTAL FY09 BUDGETED REVENUE		\$1,165,540

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,063,785
OTHER ORDINARY MAINTENANCE	\$41,900
TRAVEL & TRAINING	\$59,855
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$1,165,540

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	2	2	2

ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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<u>\$810,280</u> \$810,280	<u>\$849,360</u> \$849,360
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CITY CLERK

\$867,740 **PURPOSE & OVERVIEW:** As charged by statute and ordinance, the City Clerk's Office records, preserves 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. 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Implemented digitized record storage and issuance for vital records.
- Restructured staff duties to meet increasing demand for amendments and correction of vital records, particularly birth records.
- Continued work to upgrade the vital records storage vault to meet a higher standard of archival preservation and began development of plans for upgrading additional vaults in which City Clerk and City Council records are stored.
- Published five books of permanent bound City Council records.
- Managed the City Council agenda, which consisted of 3,598 items for calendar year 2007.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of records recorded and certified	27,540	22,798	24,000	23,500

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Number of certified records issued	21,630	20,498	21,450	21,500
3. Number of licenses issued	1,916	2,045	1,930	1,980

■ *GOAL 2: Maximize the number of business certificates issued.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Notices with renewal application to every business owner whose business certificate will expire during the year	n/a	n/a	50%	100%

■ *GOAL 3: 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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 2006 legislative year (percent completed)	100%	100%	65%	100%
4. Permanent bound record produced within 18 months after completion of 2007 legislative year (percent completed)	n/a	n/a	n/a	65%
5. Number of updates to the Municipal Code distributed to subscribers	1	2	1	2

- *GOAL 4: Improve dissemination of public information and customer service.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. City Council agenda published accurately on the City's Web site 72 hours prior to meeting	100%	100%	100%	100%
2. Each member of the Clerk's Office attends at least one professional development program each year (total # of programs attended)	5	10	10	10

- *GOAL 5: Explore alternative storage and binding options for City Council and vital records to improve access and retrieval of these records and to upgrade level of archival storage.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Work with the IT Department to utilize digital imaging technology to make additional City Council agenda material available on the City's Web site	n/a	100%	90%	100%
2. Complete implementation of digital imaging technology in recording, storing and issuing certified copies of vital records	n/a	n/a	90%	100%
3. Vital records vault upgrade	n/a	n/a	15%	50%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$584,490
Real Estate Taxes	\$584,490	
CHARGES FOR SERVICES		\$233,950
Certified Copies	\$205,250	
Domestic Partnership	\$700	
Misc Fees (Clerk)	\$28,000	
LICENSES AND PERMITS		\$30,000
Marriage License	\$30,000	
INTERGOVERNMENTAL REVENUE		\$19,300
State Cherry Sheet Revenue	\$19,300	
TOTAL FY09 BUDGETED REVENUE		\$867,740

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$807,210
OTHER ORDINARY MAINTENANCE	\$58,110
TRAVEL & TRAINING	\$2,420
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$867,740

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	10	10	10

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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LAW DEPARTMENT

\$1,637,725	\$1,699,460		
<u>\$212,730</u>	<u>\$250,000</u>		
\$1,850,455	\$1,949,460		

**LEGAL COUNSEL
DAMAGES**

**\$1,754,540
\$250,000
\$2,004,540**

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 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, two administrative assistant 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- 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, and have briefed and argued a number of appeals. Attorneys have defended decisions of the City's Boards and Commissions, such as decisions of the Board of Zoning Appeals, the Planning Board and the Conservation Commission, and have defended challenges to the validity of various provisions of the City's Ordinances. Other substantial litigation this year included work on significant Public Works, public construction and environmental cases; and successful minimization of the amount of judgments and settlements in negligence cases and contract actions.
- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to various boards and commissions on their responsibilities, and on laws pertaining to ethics and conflicts of interest.
- Focused significant resources on analysis, review and advice relating to: assisting the Election Commission on a range of issues in multiple elections; working with City departments in connection with federal and state permitting requirements; proposing new ordinances and amendments to existing City Ordinances; large project developments; sewer/storm drain reconstruction; utility infrastructure issues; substantial environmental issues; contracting issues related to major public construction projects; drafting numerous instruments for real estate transactions, infrastructure improvements and contracts, in connection with a variety of other transactions; continued to work with the Finance Department on collecting unpaid real estate taxes and the auctioning of tax foreclosed property.

FY09 GOALS

- *GOAL 1: Manage litigation and other legal functions in-house to the maximum extent possible.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of cases referred to outside counsel*	2	-	0	-
2. Number of written opinions and City Council Order responses issued*	38	-	25	-
3. Number of claims filed against City*	209	-	174	-
4. Number of lawsuits filed against City*	50	-	30	-
5. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)	\$56.65/hr.	\$59.14/hr.	\$59.14/hr.	\$63.02/hr.
6. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses)	\$75.98/hr.	\$77.77/hr.	\$77.77/hr.	\$81.35/hr.
*FY08 projected figures are actuals as of 3/31/08.				

- *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.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Training sessions conducted	5	4	4	4
2. Employees and members of boards and commissions in attendance	79	50	50	40
3. Departments and boards and commissions affected	7	6	6	6

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$1,854,540
Real Estate Taxes	\$1,854,540	
LICENSES AND 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 FY09 BUDGETED REVENUE		\$2,004,540

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,235,640
OTHER ORDINARY MAINTENANCE	\$509,225
TRAVEL & TRAINING	\$259,675
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$2,004,540

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	11	11	11

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Summary**

\$455,465	\$478,310		
\$376,745	\$405,315		
\$1,512,695	\$1,664,195		
\$2,042,375	\$2,120,115		
\$657,260	\$672,325		
\$693,005	\$745,030		
\$852,280	\$875,035		
\$536,005	\$567,170		
<u>\$2,943,040</u>	<u>\$3,150,055</u>		
\$10,068,870	\$10,677,550		
		ADMINISTRATION	\$486,860
		BUDGET	\$419,935
		PERSONNEL	\$1,735,655
		ASSESSORS	\$1,968,035
		PURCHASING	\$700,840
		AUDITING	\$774,360
		REVENUE	\$960,835
		TREASURY	\$602,290
		INFORMATION TECHNOLOGY	
		DEPARTMENT	\$3,280,575
			\$10,929,385

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 Information Technology functions. The Auditing Department also appears in this section, although the Auditor is appointed by the City Council.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Finance Department Budget includes significant changes to the following divisions: Assessing - \$150,000 increase for appraisal and legal fees related to Appellate Tax Board cases, which reflects actual costs. Information Technology - \$35,020 increase in other ordinary maintenance accounts to cover the cost increase related to ongoing maintenance agreements for technical support, including the City's content management application.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed a new teaching module with the cooperation of Cambridge College, to provide a comprehensive overview of Cambridge municipal finance that will be part of an inclusive classroom educational enrichment program for City employees.
- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three separate brochures explaining the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.
- Participated on the Other Post Employment Benefits (OPEB) Steering Committee, which oversaw the issuance of the City's first ever actuarial study to comply with Government Accounting Standards Board (GASB) 45, which included developing economic and actuarial cost assumptions and amortization methods. The OPEB Steering Committee will continue to develop funding strategies, pending approval by the state to allow municipalities to create OPEB trust funds.
- Developed, recommended and monitored the planned use of the City's Debt Stabilization Fund in order to minimize the property tax impact of increasing debt costs to fund major capital projects.
- Continued to manage the City Scholarship program. In 2007, scholarships were awarded to 30 recipients.

The department also hosted an award event and reception to recognize each scholarship recipient individually.

- Standard and Poor's revised its Financial Management Assessment (FMA) of the City from "good" to "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- Prepared all documents for \$69,885,675 Bond Sale held on February 5, 2008. This issue financed such capital projects as the Main Library, West Cambridge Youth and Community Center, Public Safety Facility, Sewer and Street Reconstruction Projects, the War Memorial and CRLS Renovation Projects. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.42%.
- Coordinated the development of formal investment, debt service and reserve policies which were included for the first time in the FY08 Budget and were adopted by the City Council.
- Received, for the 22nd consecutive year, the Government Finance Officers Association (GFOA) Award for excellence in preparation of the FY08 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 21st consecutive year.
- Assisted in the development of the City's first Project Funding Agreement with the Massachusetts School Building Authority for the War Memorial Renovation Project, which yielded a \$9 million reimbursement to the City.
- Published FY08 Summary Budget Document and posted it online.
- Collaborated with the Police Department to deliver Change Management programs to civilian and uniformed employees.
- Partnered with the Affirmative Action Director and Fire Department to recruit a diverse pool of applicants for the 2008 entry level fire exam, with particular efforts to maximize local participation in the civil service examination.
- Reached multi-year collective bargaining agreements with public safety units, thus ensuring continuity of services.
- Re-bid the City's Flexible Spending Account and Employee Assistance Programs, resulting in cost savings to the City.
- Upgraded the Human Resources/Benefits system from PeopleSoft 8.3 to PeopleSoft 9.0.
- Completed a city-wide training and development needs assessment.
- Developed new assessment neighborhood map to more accurately reflect the current real estate market and refined the residential assessment model to 2006 market conditions, thereby reducing the number of overvaluation appeals.
- Continued with the interior building inspection program to improve existing data integrity and capture new growth from building improvements, which resulted in \$1,214,358,659 in new growth of assessed value from real and personal property generating \$17,497,619 dollars in new taxes.
- 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 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.
- Completed a review of just over 500 abatement applications, which remained relatively stable as a result of enhancements to the Mass. Appraisal Model and the increased number of inspections.
- Worked closely with the Traffic and Parking Department to allow up-to-date access to Assessor's Database, in order to help validate legal addresses and streamline the resident parking program.
- Completed tri-annual Department of Revenue Certification of real and personal property valuation process, without delay to the tax billing, thereby ensuring uninterrupted tax income for the City.
- Successfully defended numerous tax appeals before the Massachusetts Appellate Tax Board, including the tax exemption claim by Draper Labs of all their real and personal property.
- Successfully upgraded the Purchasing Web site to allow bid documents to be downloaded by vendors and for vendors to access bid results, leading to a substantial savings in postage costs.
- Successfully transitioned City and School departments from bottled water and coolers to an environmentally preferred system, a bottleless reverse osmosis water system.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Continued to encourage 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 strategically expand participation of City departments and the School Department with 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, road salt, fuel, office products and vehicles.
- Implemented MUNIS Online (MOL), an online bill inquiry option that allows a taxpayer to view his/her real estate, personal property and motor excise tax bills online.
- Implemented PayMode, an electronic payment solution that enables the City to pay vendors via electronic funds transfer (EFT) rather than a physical check.
- Created training sessions to inform and educate the Assessing and Revenue staff on new functionality within the MUNIS tax and utility system.
- Created an Investment Oversight Committee, which reviews cash investments on a quarterly basis. Monitored cash balances to ensure that cash was invested at the best rate. Beginning in FY07, the City's

contract with Citizens Bank required that all checking account balances earn interest at a rate at least equal to 90% of the Treasury Bill (T-Bill) and that all deposit accounts earn interest at a rate at least equal to the London Interbank Offered Rate (LIBOR).

- Reduced the number of tax liens placed on real estate property accounts by increasing communication with taxpayers. The department sent a second notice of advertisement to all delinquent taxpayers, and created and mailed individually tailored letters to those delinquent taxpayers with small balances and to any new owners of property with delinquent taxes. In addition, property tax bills include prior year balances.
- Collaborated with the Information Technology and Auditing Departments to create standards for online credit card payments and to develop a review process for expanding the number of City programs accepting credit card payments.
- Implemented remote, electronic deposit of checks, which resulted in more timely deposit of funds.
- Supported implementation of new technology by upgrading operating systems to Windows XP and Office 2007, replacing all CRT monitors with flat panel energy efficient monitors and creating online forms for permit application.
- Provided recycled PC's for Newtowne Court Digital Divide project and reinstalled WiFi network that improved reliability and access to the World Wide Web for residents of Newtowne Court.
- Enhanced the PeopleSoft Human Resource & Benefits system to handle leave accrual updates and assist the School department in meeting EPIMS requirements.
- Implemented online fee payment for Traffic & Parking permits, including online credit card capability, and improvements to the permit accounting system.
- Expanded functionality of GIS technology, providing more accurate information in commercial search engines and GPS technologies, created a new National Register of Historic Places GIS layer and atlas for the Cambridge Historical Commission, developed a Web-enabled interactive GIS tool, Cambridge CityViewer, that saw noticeable increases in both public and staff use, and completed a full review for the U.S. Census 2010 Local Update of Census Addresses (LUCA) program to aid the U.S. Census with accurate field checking in the upcoming 2010 Census.
- Enhanced existing servers, and added new servers where necessary, to meet increased network demands such as PeopleSoft conversions, Microsoft upgrades and data storage and exportability of ADMINS applications.
- Improved network capabilities by creating a process for the School Department to broadcast their recorded meetings on the Web, implementing functionality for Library computers to serve as City and Minuteman PC's and setting up Web content filters for the Youth Centers.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$5,964,800
Real Estate Taxes	(\$7,084,010)	
Motor Vehicle Excise Tax	\$5,850,000	
Hotel/Motel Excise Tax	\$4,748,810	
Corporation Excise Tax	\$1,700,000	
Penalties and Delinquent Interest	\$750,000	
CHARGES FOR SERVICES		\$558,950
Water Usage Charge	\$225,000	
Parking Fund Parking Usage	\$23,950	
Sewer Service Charge	\$225,000	
Municipal Lien Certificates	\$85,000	
INTERGOVERNMENTAL REVENUE		\$605,635
State Cherry Sheet Revenue	\$406,080	
Cherry Sheet-Loss of Taxes Abatements	\$130,785	
Cherry Sheet-Loss of Taxes Elderly Exempt	\$68,770	
MISCELLANEOUS REVENUE		\$3,800,000
Interest Earnings	\$3,800,000	
TOTAL FY09 BUDGETED REVENUE		\$10,929,385

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$8,089,545
OTHER ORDINARY MAINTENANCE	\$2,545,140
TRAVEL & TRAINING	\$216,900
EXTRAORDINARY EXPENDITURES	\$77,800
TOTAL FY09 BUDGETED EXPENDITURES	\$10,929,385

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	83	83	83

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$235,915
\$219,550
 \$455,465

\$253,310
\$225,000
 \$478,310

**LEADERSHIP
INDEPENDENT AUDIT**

\$256,860
\$230,000
 \$486,860

PURPOSE & OVERVIEW: The Finance Department's Administration Division provides leadership to the Department's operating divisions and financial policy

direction to other City departments. 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 and Government Accounting Standards Board (GASB) requirements. It also assures potential purchasers of City notes and bonds of the City's fiscal soundness. The independent auditor also recommends ways to improve the City's financial management.

FY09 GOALS

- *GOAL 1: Increase customer awareness of the City's schedule for mailing tax bills, property values, property taxes, abatements/exemptions, and the City's budget through the publication and distribution of three brochures, notices on the City's Web site and City TV-8. Distribute an annual newsletter about the water and sewer rates and the senior citizen water/sewer discount program.*

- *GOAL 2: Manage the City Scholarship program by soliciting donations, promoting the program, processing applications, and ensuring timely payments of scholarship awards. Host award ceremony and reception to recognize each scholarship recipient.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Amount of donations received	\$112,056	\$100,000	\$115,000	\$110,000
2. Number of donations received	1,560	1,700	1,500	1,500
3. Number of applications received	224	224	230	230
4. Number of scholarship recipients	25	25	30	30

- *GOAL 3: Provide quality information to the public via the Finance Department's Web site, including frequently asked questions and finance-related forms.*

- *GOAL 4: Respond to inquiries and informational requests sent to treasurer@cambridgema.gov in a timely manner.*

- *GOAL 5: Assist Water Department in monitoring and resolving water bill variances.*
- *GOAL 6: Participate on Other Post Employment Benefits (OPEB) Steering Committee, which oversees compliance with GASB rules and regulations, to continue to develop funding strategies, pending the approval by the state, to allow municipalities to create OPEB trust funds.*
- *GOAL 7: Collaborate with Cambridge College to develop and lead a municipal finance training program for City employees.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of trainings offered	n/a	n/a	n/a	1
2. Number of training attendees	n/a	n/a	n/a	15

- *GOAL 8: Continue to monitor planned use of the City's Debt Stabilization Fund to minimize the property tax impact of increasing debt costs to fund the City's major capital projects.*
- *GOAL 9: Continue to meet with Investment Oversight Committee to review cash investments on a quarterly basis and monitor cash balances to ensure that cash is invested at the best rate.*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Budget**

\$376,745
\$376,745

\$405,315
\$405,315

BUDGET

\$419,935
\$419,935

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, 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 are prepared in a timely and efficient manner. Office staff continually work with each department and members of the public providing financial information and advice.

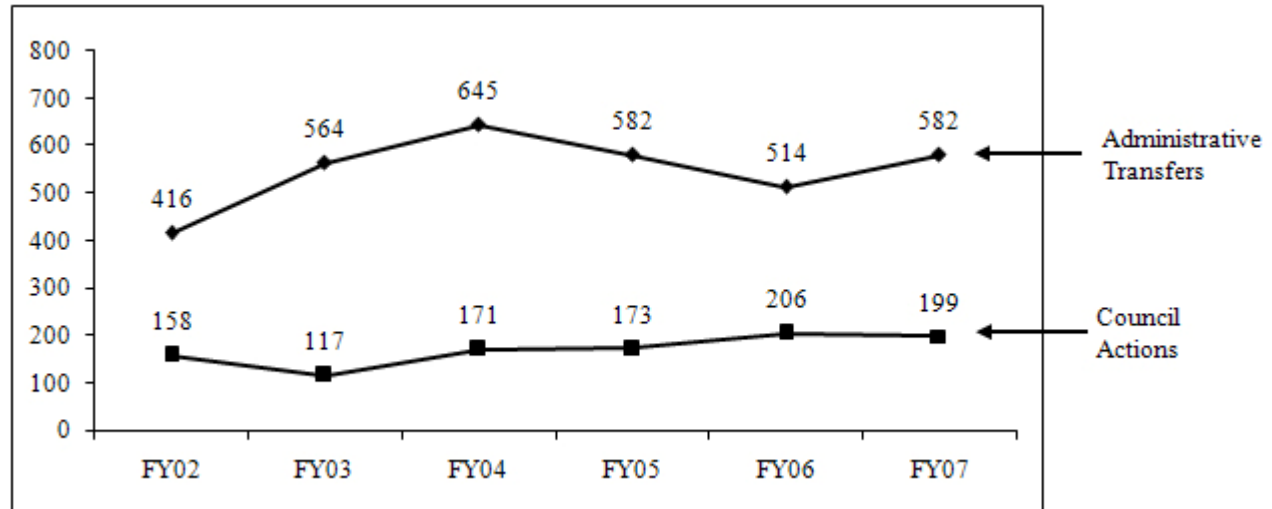
FY09 GOALS

- *GOAL 1: Develop a performance based budget which contains quantifiable performance measures and concise statements of services.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Average number of meetings per department while developing the annual budget	13	11	12	11
2. Number of citywide training classes for online Fiscal Year Budget Systems	10	5	6	3
3. Date budget submitted to Council	04/23/2007	04/21/2008	04/28/2008	04/27/2009

Figure 1: Fiscal Year Administrative Transfers and Council Actions Processed

In order to accommodate the evolving needs of department operations and ensure that 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; create successful strategies for capital acquisitions; monitor revenue and expenditures for operating, project grant and capital budgets; identify potential financial problems; research operational issues for resolution or improvement; and share best practices.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Coordinate annual general obligation bond sale to finance capital projects with the City's fiscal advisors and bond counsel and prepare required documents to present to credit rating agencies	\$32.2M	\$66.2M	\$69.9M	\$36.3M
2. Number of individual communications with departments to review grant and capital project balances	11	12	12	12

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of PeopleSoft training classes conducted citywide	2	4	3	4
2. Number of PeopleSoft training classes conducted for individual departments	4	2	3	2
3. Total number of City employees receiving training on PeopleSoft financial system	24	42	33	42

- *GOAL 4: Provide information about Budget Department operations, policies, procedures and publications online.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of online systems, policies/procedures and other informational documents for departments posted on the City's Intranet site	8	9	9	10
2. Number of days from submitted budget to transmission on the Web	1	1	1	1

- *GOAL 5: Continue Fiscal Staff Working Group to enhance communication between the Finance Department and other City departments concerning financial policies and opportunities for collaboration.*

- *GOAL 6: Conduct comprehensive citywide analysis of departmental fees and develop a centralized rate structure.*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Personnel**

\$1,103,145
 \$254,690
 \$154,860
 \$1,512,695

\$1,214,195
 \$276,700
 \$173,300
 \$1,664,195

ADMINISTRATION \$1,271,500
INSURANCE \$290,855
EMPLOYEE BENEFITS \$173,300
\$1,735,655

PURPOSE & OVERVIEW: The overarching responsibility of the Personnel Department is to support other operating departments in ensuring that their staff are qualified, prepared and committed to providing the highest level of service possible to Cambridge residents and visitors as well as City employees.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation	28	25	26	25
2. Total applicants, all positions	3,284	4,500	3,200	4,000
3. Total job postings	126	125	120	125
4. Track interviewed applicants for source of job/position information; percent tracked	39%	80%	50%	80%

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent of new hires who are Cambridge residents	82%	75%	80%	80%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Cambridge residents submitting applications or resumes (excluding Labor Service)	847	900	900	900
3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding Labor Service)	187	300	200	300
4. Voluntarily self-identified women submitting applications or resumes (excluding Labor Service)	210	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)	1,386	800	700	800
2. Percentage of participants rating internal workshops, consultations, training solutions, facilitations and events “very useful” or “extremely useful”	80%	80%	80%	80%
3. Provide and/or participate in providing diversity training events and activities (number of events/activities)	12	12	12	12

■ **GOAL 3:** (continued)

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. No. of courses, consultations, facilitations, training solutions and workshops offered in management development, performance management, change management, general skills development, business skills, technical skills, mentoring, career development, health, safety and lifestyles	142	90	90	90
5. Employees receiving tuition assistance or funding for professional conference attendance (funded through Personnel Department account)*	86	75	70	75
6. Training solutions, consultations and facilitations offered on improving customer service *Conference, tuition and travel is also funded through several departments	17	8	8	25

■ **GOAL 4:** *Successfully manage employee relations in a manner that facilitates employee productivity and satisfaction within City wage guidelines, promote labor stability in the City, assist the schools with collective bargaining and settle all expired labor contracts within fiscal year.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. City collective bargaining agreements open/settled	2/1	0/5	0/5	0/5
2. City collective bargaining agreements unsettled one year after expiration	2	0	0	0
3. City grievances reaching third step	30	30	30	30
4. City grievances resolved by arbitration	2	5	5	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of Medicare eligible retirees in HMOs	53%	55%	56%	58%
2. Cost per contract (employees and retirees)	\$8,601	\$9,570	\$9,570	\$10,313
3. Provide or participate in providing wellness training events and activities (number of events/activities)	11	8	9	8

- **GOAL 6:** *Participate on Steering Committee developing strategies to implement Other Post Employment Benefits (OPEB) actuarial study recommendations, including funding liabilities, in compliance with Government Accounting Standard Board (GASB) rules and regulations.*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Assessors**

\$2,042,375
\$2,042,375

\$2,120,115
\$2,120,115

ASSESSORS

\$1,968,035
\$1,968,035

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 law. To accomplish its mandate, the Department must list 22,749 taxable and 1,009 exempt real properties and 2,778 personal property accounts by maintaining accurate ownership and property data information. The Assessing Department must be prepared to reasonably adjust or 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.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. 1, 2 & 3 family houses with attempted inspections	2,800	3,500	3,220	3,500
2. 1, 2 & 3 family houses with interior inspections	1,025	1,400	1,150	1,200
3. Interior apartment building inspections attempted	19	100	85	100
4. Interior apartment building inspections accomplished	18	75	66	75
5. Condominium unit inspections attempted	4,600	3,500	3,750	4,000
6. Condominium unit inspections accomplished	2,415	1,500	2,100	2,000
7. Commercial buildings inspected	486	200	550	500
8. Tax Exempt properties inspected	180	200	185	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 income approach to value.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Deeds processed	2,598	3,400	3,210	3,000
2. Residential sales verification mailers	1,596	2,000	2,100	2,000
3. Commercial sales verification mailers	78	65	128	100
4. Apartment building Income & Expense requests mailed	1,200	1,200	1,200	1,200
5. Commercial Income & Expense requests mailed	1,200	n/a	1,100	1,115

- **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 2007 are valued and billed for FY09.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Existing accounts inspected	847	800	1,150	850
2. New accounts listed and inspected	260	250	285	250

- **GOAL 4:** *Process residential, commercial, personal property and motor vehicle excise abatement applications and residential statutory exemption in a timely fashion.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Residential overvaluation applications filed	281	450	271	350
2. Commercial overvaluation applications filed	150	150	190	200

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Statutory & Residential Exemption applications	490	500	545	550
4. Motor vehicle excise applications	2,421	2,500	2,500	2,500
5. Personal property applications	63	50	43	50

■ *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 centers and neighborhood meetings.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Taxpayer assistance/general property valuation information workshops annually	10	10	10	10
2. Taxpayers attending workshops	200	200	200	200

■ *GOAL 8: Continue to make enhancements to existing commercial and industrial valuation models to ensure fairness among all classes of real property.*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Purchasing**

\$657,260
\$657,260

\$672,325
\$672,325

PURCHASING

\$700,840
\$700,840

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.

FY09 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.*

	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
PERFORMANCE MEASURES				
1. Formal bids	102	85	85	94
2. Informal bids/quotes	110	70	70	75
3. Construction bids	48	55	55	56
4. Request-for-Proposals (RFP's)	7	10	10	9
5. Purchase orders issued	12,582	12,900	12,750	12,750

- *GOAL 2: Improve existing municipal purchasing practices to increase the use of recycled paper and environmentally preferable products.*

	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
PERFORMANCE MEASURES				
1. Environmentally preferred purchases made from available categories	88%	88%	88%	90%
2. Percent of paper purchased that has 30% post-consumer content or higher	100%	100%	100%	100%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Light bulbs, florescent tubes and ballasts purchased that are energy efficient	96%	97%	97%	97%
4. Outreach efforts (notices) to encourage City departments regarding green purchasing	4	4	4	4
5. Outside print jobs using recycled paper	96%	96%	96%	96%

■ *GOAL 3: Confirm and issue purchase orders for purchases made against existing City/State contracts within 2 days.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Purchase orders issued within 2 days	93%	93%	95%	95%

■ *GOAL 4: Receive informal bids/quotes for evaluation within 3 weeks of receipt of requisitions.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Quotes received within 3 weeks	99%	99%	99%	99%

■ *GOAL 5: Notify departments of contract expiration 3 months prior to the expiration date, to reduce lapses in contracts bid by Purchasing.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Timely mailing of notices of bid expiration to affected departments	99%	99%	99%	99%

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Auditing**

\$693,005
\$0
\$693,005

\$745,030
\$0
\$745,030

**ADMIN AND ACCTS PAYABLE
FIN REPORTING AND CONTROLS**

\$461,515
\$312,845
\$774,360

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. In FY09, the Auditing Budget has been divided into two divisions to better highlight the functions of the department. These division are Administration and Accounts Payable and Financial Reporting and Controls.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed a new Auditing teaching module, as part of the new Finance Department teaching module created with the cooperation of Cambridge College, to provide a comprehensive overview of Cambridge municipal finance that will be part of an inclusive classroom educational enrichment program for City employees.
- Auditing staff assisted in upgrading the PeopleSoft Payroll and HR system which included implementing a new general ledger interface to the PeopleSoft Financial system.
- Prepared the City's annual financial statements entirely in-house, including the requirements of GASB 34, which 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.
- Worked with the Community Development Department to maintain and monitor the financial requirements for various affordable housing programs and the leadsafe program.
- Continued to satisfy requirements of GASB Statement Number 40, disclosing deposit and investment risk.
- Continued to assist with internal and external requests for Accounts Payable information and vendor inquiries.
- Participated on the Other Post Employment Benefits (OPEB) Steering Committee, which oversaw the issuance of the City's first ever actuarial study to comply with GASB 45, which included developing economic and actuarial cost assumptions and amortization methods. The OPEB Steering Committee will continue to develop funding strategies pending approval by the state which would allow municipalities to create OPEB trust funds.

- Completed all Massachusetts Department of Revenue required reports.
- Assisted with preparation of the City's Comprehensive Annual Financial Report (CAFR).

FY09 GOALS

- *GOAL 1: Provide independent financial oversight for the City's accounting system so that financial transactions are timely and accurately recorded. Develop indicators to measure unit costs of the Department's operations. Continue to prepare 90% of postings in one day.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of accounting adjustments	1,799	2,000	1,800	1,800
2. Percent posted within one day	90%	90%	90%	90%
3. Purchase orders processed*	21,101	20,750	21,500	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of invoices processed	62,606	65,500	62,000	62,000
2. Percent posted within one day	85%	80%	85%	85%

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Days to prepare Comprehensive Annual Financial Report	180	170	180	180
2. Days to prepare Schedule A	195	120	195	120

- *GOAL 4: Explore the possibility of using new technology to scan documents into a shared drive for access by users of the financial system in order to streamline payments to routine vendors.*
- *GOAL 5: Participate on Steering Committee developing strategies to implement Other Post Employment Benefits (OPEB) actuarial study recommendations, including funding liabilities, in compliance with Government Accounting Standard Board (GASB) rules and regulations.*
- *GOAL 6: Conduct cash control procedure interviews with a City department to ensure cash controls are in place.*
- *GOAL 7: Prepare draft of Auditing policy and procedure manual.*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Revenue**

\$852,280
\$852,280

\$875,035
\$875,035

REVENUE

\$960,835
\$960,835

PURPOSE & OVERVIEW: The Finance Department's Revenue Division is responsible for collecting and recording all of the City's

revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$372 million in receipts and issues approximately 185,000 bills and notices. In order to protect the City's legal interests, this division also works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties.

FY09 GOALS

- *GOAL 1: Maintain a high collection rate for all tax and utility bills.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent of real estate levy collected	99%	99%	99%	99%
2. Percent of personal property levy collected	98%	99%	99%	99%
3. Percent of motor vehicle excise tax collected	91%	90%	90%	90%
4. Percent of water/sewer bills collected	93%	98%	98%	98%

- *GOAL 2: Coordinate with the Assessing Department to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*

- *GOAL 3: Enforce the timely collection of delinquent real estate taxes through the issuance of demand notices and warrants and, when necessary, through tax title proceedings.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of demands issued	2,424	2,000	2,000	2,000
2. Number of accounts transferred to tax title	324	500	190	200

- **GOAL 4:** Continue to offer customers multiple options for paying tax and utility bills, including lockbox, cashier and online payments.

Figure 1: Real Estate Bills by Payment Type

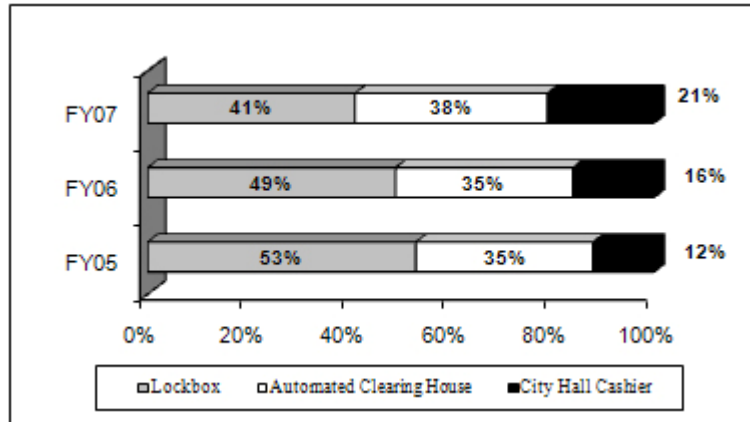


Figure 2: Motor Vehicle Excise Bills by Payment Type

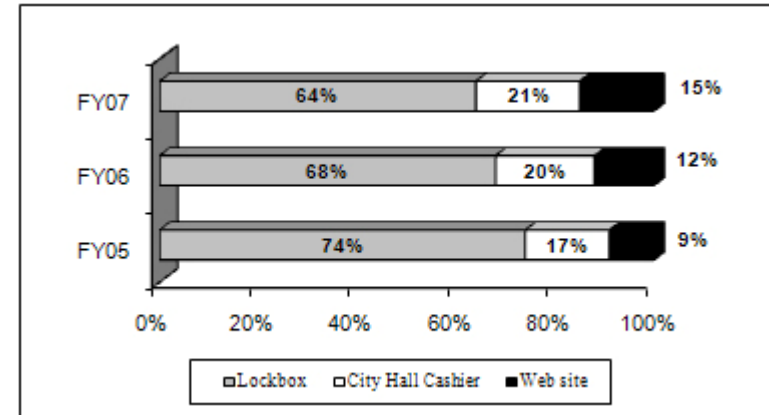
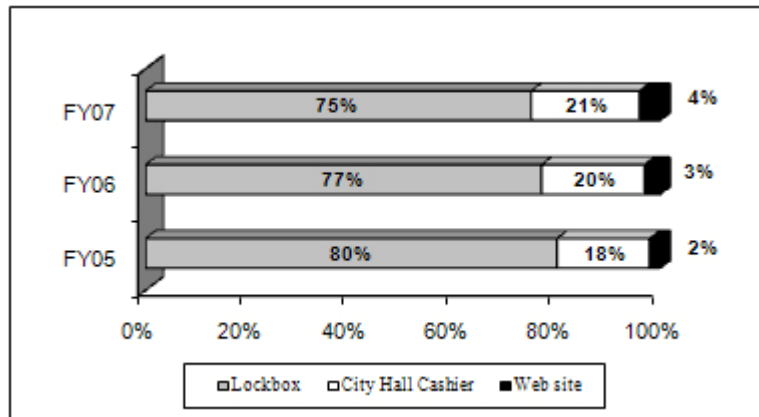


Figure 3: Water and Sewer Bills by Payment Type



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.

- *GOAL 5: Increase customer service to taxpayers who have a lien on their property, through additional communications beyond tax title procedure statutory requirements.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of additional letters sent to taxpayers who have a lien on their property and are therefore in Tax Title	n/a	250	250	250
2. Letters mailed to taxpayers who have paid their tax title balance in full, and the lien on their property has been "released" at the Registry of Deeds	n/a	100	250	150

- *GOAL 6: Enforce the timely collection of delinquent motor vehicle excise tax bills by issuing demand notices and warrants and by timely notification to the Registry of Motor Vehicles to initiate the Registry Hold Program. Increase customer service by providing additional letter to delinquent motor vehicle excise accounts prior to initiating hold at Registry.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Excise accounts held for non-payment at the Registry of Motor Vehicles	3,188	5,000	5,000	5,000
2. Legal notices sent per delinquent account	3	n/a	3	3
3. Additional notices sent per delinquent account	0	n/a	1	1

- *GOAL 7: Issue correct municipal lien certificates within 10 business days of request.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Municipal lien certificates issued	2,695	2,500	2,250	2,000

- *GOAL 8: Develop an online Request System for municipal lien certificates (MLC). This System will allow individuals to download and submit a request for an MLC online.*

- *GOAL 9: Monitor and continue using DocStar, an electronic document filing and storage system, to store important documents.*

- *GOAL 10: Improve customer service and increase staff development by offering trainings to staff on the new billing, collection and revenue reporting system, MUNIS, and other new systems such as DocStar.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of trainings held	n/a	9	9	6

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**FINANCE
-Treasury**

\$277,185
\$258,820
\$536,005

\$296,725
\$270,445
\$567,170

**CASH MANAGEMENT
PAYROLL MANAGEMENT**

\$320,335
\$281,955
\$602,290

PURPOSE & OVERVIEW: The Finance Department's 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 is responsible for processing the payroll for approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholding, health and life insurance, deferred compensation and retirement, as well as purchasing MBTA passes and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,750 W2's.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of individual loan payments	34	36	38	40

- *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.*
- *GOAL 4: Conduct quarterly meetings with Community Development staff and City fiscal staff to monitor the Affordable Housing Loan program, including bank accounts, cash reconciliation and financial reporting.*

- *GOAL 5: Increase the number of vendors paid through EFT rather than a physical check and monitor its effectiveness.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total Payments Issued	n/a	n/a	32,000	32,000
2. % Paper Checks Issued	n/a	n/a	95%	75%
3. % EFT Payments Issued	n/a	n/a	5%	25%

- *GOAL 6: Streamline cash receipts processing by implementing remote electronic deposit of checks and increasing credit card payments.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Departments using remote deposit	n/a	n/a	3	5
2. Number of programs accepting credit card payments	n/a	n/a	5	8

- *GOAL 7: Provide for timely processing and disbursement of weekly employee paychecks, prompt payment of federal, state and Medicare withholding taxes, and issuance of W-2 and 1099-MISC forms no later than January 31.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of payroll checks issued	162,737	170,000	170,000	170,000
2. Number of W2's issued	5,711	5,850	5,754	5,800
3. Number of 1099s issued	417	450	490	500

- *GOAL 8: Perform timely testing of tax updates applied to PeopleSoft HRMS system.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of updates tested	6	6	6	6

ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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**FINANCE
-Information Technology Department**

\$2,943,040
\$2,943,040

\$3,150,055
\$3,150,055

**INFORMATION TECHNOLOGY
DEPARTMENT**

\$3,280,575
\$3,280,575

PURPOSE & OVERVIEW: The Information Technology Department (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 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. ITD strives to innovate with new technology such as VoIP, Wifi and WiMax.

FY09 GOALS

- *GOAL 1: Maintain a high level of computer availability, application development and user support.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of user support requests completed by ITD only	2,288	2,800	2,750	3,000
2. Complete departmental requests for application changes within agreed time	99%	99%	99%	99%
3. Upgrade Microsoft Office suite from 2000 to version 2007	n/a	100%	73%	100%
4. Number of department legacy databases converted to improve access to data for staff and City residents and to include potential for self-service via the Web	4	4	4	2

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of GIS User Group meetings	4	4	4	4
2. Number of GIS Training classes and workshops	25	10	10	10
3. Meet end user requests and expectations	98%	98%	98%	98%
4. New enhancements to the external GIS CityViewer on the Web	n/a	4	4	4
5. Conduct a Citywide flyover photographing 6.5 sq mi area of Cambridge to develop basemap and update orthophotos	n/a	n/a	n/a	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent of "uptime" for the City network	99.5%	99.5%	99.5%	99.5%
2. Plan the design and manage the implementation of the network for the new Library, Police Department and West Cambridge Youth Center.	n/a	40%	45%	100%

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Key departments transitioned to the Web site template and Content Management System (CMS)	3	4	4	4
2. Evaluate the upgrade of existing Content Management System to improve usability and reduce maintenance costs	n/a	80%	40%	100%

- *GOAL 5: Implement and standardize computer equipment and training to City employees, which allows them to deliver efficient services to the staff and residents of the City of Cambridge.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of desktop upgrades	143	250	250	250
2. Number of new PC's installed	83	100	150	150
3. Number of ITD classes conducted on Content Management, MS Exchange and PeopleSoft	82	50	75	50

- *GOAL 6: Enterprise application upgrades or implementations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Implement MUNIS replacing AUC Property, Water, Excise, Billing and Collection System	80%	100%	85%	100%

- *GOAL 7: Provide citizens with greater access to government services through the Web.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Implement Permit and License pay online for departments other than Traffic	25%	50%	65%	75%
2. Develop an Intradepartmental Ticket and Invoicing System	40%	100%	60%	85%
3. Increase awareness and usage of the E-Line program and measure growth by number of users	3,000	4,000	4,000	4,500
4. Integrate additional departments' participation in the Cambridge E-Line (e-mail notification) service for the general public.	3	3	3	2

- *GOAL 8: Explore new opportunities and conduct cost/benefit analyses related to advancements in the areas of Voice Over Internet Protocol (VoIP) and other cutting edge technologies for possible implementation.*
- *GOAL 9: Replace older, higher energy use CRT monitors throughout City departments.*
- *GOAL 10: Determine the viability of implementing the new Microsoft Operating System called Vista.*
- *GOAL 11: Continue to research feasibility of rolling out a free wifi network, not including private residence or business, to complement the existing base of antenna installed throughout the city.*

**EMPLOYEE BENEFITS
-Summary**

ACTUAL FY07	PROJECTED FY08	BUDGET FY09
\$17,558,000	\$16,632,160	PENSIONS \$19,882,080
\$2,274,480	\$2,336,100	INSURANCE \$2,754,260
<u>\$113,795</u>	<u>\$197,620</u>	COLLECTIVE BARGAINING <u>\$4,677,120</u>
\$19,946,275	\$19,165,880	\$27,313,460

PURPOSE & OVERVIEW: The primary purpose of this allotment is to provide funding for all employee benefit programs which are not included in departmental budgets, 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 FY08 budgeted level of \$27,043,360 to \$27,313,460 in FY09. The primary reason for this 1.0% increase is a \$241,500 increase in the Salary Adjustment portion of this budget, which reflects slightly higher estimated cost-of-living-allowances (COLA) for FY09 for bargaining units whose contracts will expire on June 30, 2008 but have not yet settled for FY09.

HEALTH COSTS INCREASE

Health costs for active employees have increased \$15,239,084, or 66.3%, from FY05 to FY09. Of this amount, \$5,800,045, or 17.9%, is attributable to the increase from FY08 projected costs to FY09 budgeted amounts and reflects increases in health care costs currently taking place in the Commonwealth.

	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Budget	FY08 Projected	FY09 Budget	Variance FY05-09
Blue Cross / Medex	16,687,745	18,867,479	20,334,228	22,737,100	21,850,804	26,122,334	9,434,589
Harvard Pilgrim	4,354,944	5,814,158	6,245,589	6,746,330	5,910,689	6,765,390	2,410,446
Tufts	1,939,501	3,825,323	4,071,468	4,827,280	4,659,736	5,333,550	3,394,049
TOTAL	22,982,190	28,506,960	30,651,285	34,310,710	32,421,229	38,221,274	15,239,084

Only active employees' costs are included in the chart above. When the \$12,260,243 budgeted for retirees' health costs and other medical costs in FY09 are included, the total budget increases to \$50,481,517. Overall, health insurance costs are projected to increase by \$5,601,233, or 12.8%, over FY08 total projected costs of \$43,880,284.

PENSION COSTS INCREASE BY 3% FOR FY09

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY08 Projected and FY09 Budget. 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 FY08 and FY09 City allotments. City contributions include an additional \$200,000 appropriated in FY08 and FY09 in accordance with the revised funding schedule, which is projected to fully fund the City's unfunded actuarial liability by 2015.

	FY08 Projected	FY09 Budget	Variance
City	17,225,125	17,656,754	431,629
Cambridge Health Alliance	4,592,040	4,729,801	137,761
Schools	2,892,360	2,979,131	86,771
Water	488,880	504,000	15,120
Cambridge Housing Authority	903,637	1,020,268	116,631
Cambridge Redevelopment Authority	45,466	35,979	(9,487)
TOTAL	26,147,508	26,925,933	778,425

HEALTH AND PENSION COSTS ALLOCATED TO DEPARTMENTS

In order to present the most accurate picture possible of 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	16,864,356	11,624,777	754,977	9,615,510	38,859,620
Harvard Pilgrim	2,950,732	2,033,970	132,097	1,507,444	6,624,243
Tufts	2,226,177	1,534,527	99,661	1,137,289	4,997,654
TOTAL	22,041,265	15,193,274	986,735	12,260,243	50,481,517
Pensions					
Contributory	16,009,620	2,979,131	504,000	6,376,935	25,869,686
Non-Contributory	-	-	-	1,350,000	1,350,000
TOTAL	16,009,620	2,979,131	504,000	7,726,935	27,219,686

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$10,323,225
Real Estate Taxes	\$5,473,225	
Payments In Lieu Of Taxes	\$4,850,000	
FINES & FORFEITS		\$87,500
Parking Fines	\$87,500	
INTERGOVERNMENTAL REVENUE		\$11,202,735
State Cherry Sheet Revenue	\$6,422,935	
Reimb/ Non-Contrib Pensions	\$50,000	
Misc Receipts/TCHCN	\$4,729,800	
MISCELLANEOUS REVENUE		\$5,700,000
Claims Trust Fund Transfer	\$5,500,000	
Teacher Retirement Transfer	\$200,000	
TOTAL FY09 BUDGETED REVENUE		\$27,313,460

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$26,604,500
OTHER ORDINARY MAINTENANCE	\$708,960
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$27,313,460

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**EMPLOYEE BENEFITS
-Pensions**

<p align="center">\$7,860,890 \$890,805 <u>\$8,806,305</u> \$17,558,000</p>	<p align="center">\$6,362,585 \$1,350,000 <u>\$8,919,575</u> \$16,632,160</p>	<p align="center">RETIREMENT FUND NON-CONTRIBUTORY PENSIONS RETIREES' HEALTH INSURANCE</p>	<p align="center">\$6,376,935 \$1,350,000 <u>\$12,155,145</u> \$19,882,080</p>
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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.

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 among 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 ten 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted over 226 private and group retirement sessions, meetings and seminars.
- Processed 85 retirement applications, added 360 new members to the system, refunded contributions to 255 members, and counseled 26 disabled employees and surviving beneficiaries of deceased members.

RETIREMENT FUND

In accordance with the provisions of Massachusetts General Laws 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 FY09 is \$25,869,686. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$1,020,268 and \$35,979, respectively, to cover the required appropriation of \$26,925,933.

	FY08 Projected	FY09 Budget	Variance
City	17,225,125	17,656,754	431,629
Cambridge Health Alliance	4,592,040	4,729,801	137,761
Schools	2,892,360	2,979,131	86,771
Water	488,880	504,000	15,120
Cambridge Housing Authority	903,637	1,020,268	116,631
Cambridge Redevelopment Authority	45,466	35,979	(9,487)
TOTAL	26,147,508	26,925,933	778,425

The assets of the Cambridge Retirement System, as of December 31, 2007, were reported at approximately \$785,100,000.

NON-CONTRIBUTORY PENSION: There are 45 former employees and spouses of former employees receiving non-contributory pensions.

RETIRES 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 supplemental insurance programs primarily covering medical expenses not covered by Medicare for retirees over 65.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**EMPLOYEE BENEFITS
-Insurance**

\$4,565	\$0	BLUE CROSS/SHEILD	\$250,000
\$17,100	\$0	HARVARD PILGRIM	\$0
\$1,512,530	\$1,644,420	MEDICARE	\$1,707,930
\$-4,830	\$0	MEDICARE PAYROLL TAX	\$100,000
\$369,580	\$391,820	LIFE INSURANCE	\$391,820
\$19,310	\$20,000	ACCIDENT INSURANCE	\$20,000
\$173,160	\$200,000	UNEMPLOYMENT COMP.	\$200,000
\$67,515	\$79,860	DISABILITY INSURANCE	\$84,510
\$115,550	\$0	TUFTS	\$0
<u>\$2,274,480</u>	<u>\$2,336,100</u>		<u>\$2,754,260</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/Blue Shield, 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 82-88% of the costs with the remaining 12-18% paid by the employees.

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 cost has increased by 3.9% for FY09 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 Labor and Workforce Development.

DISABILITY INSURANCE: This allotment provides funds for disability insurance for non-union employees who suffer long-term, disabling injuries.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**EMPLOYEE BENEFITS
-Collective Bargaining**

\$109,700
\$4,095
 \$113,795

\$197,620
\$0
 \$197,620

**SALARY ADJUSTMENT
DENTAL PLAN**

\$4,677,120
\$0
 \$4,677,120

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 FY09 for those bargaining units whose contracts will expire on June 30, 2008 (Teamsters, Childcare, Inspectional and Traffic Supervisors) as well as FY07, FY08 and FY09 Police Superiors and Police Patrol Officers COLAs are included in this allotment. The second component of this budget is the pre-paid legal services allotment for all Local 25 employees. 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. Other components include funds to cover sick/vacation buyback for employees who are retiring, sick leave incentive and vacation buyback payments for active employees, educational incentives, MBTA pass reimbursements, living wage increases and costs associated with the City's flexible spending program.

DENTAL PLAN: In the FY09 budget, all dental costs have been allocated to the departmental budgets so that no additional funding is required.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**GENERAL SERVICES
-Summary**

\$291,680	\$468,755		
\$285,190	\$273,665		
<u>\$295,030</u>	<u>\$303,610</u>		
\$871,900	\$1,046,030		

TELEPHONE \$425,095
MAILING \$287,130
PRINTING \$237,730
\$949,955

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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 General Services Budget reflects the reduction of a vacant Offset Duplicating Machine Operator position and a Telephone Operator II position, for a savings of \$132,645.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the process of exploring Voice Over Internet Protocol (VoIP) technology and other technologies, in collaboration with other City departments. As a result, the City will begin the process of developing a phased-in plan to implement a VoIP system.
- Continue to print monthly newsletters for the Senior Center, Commission for Persons with Disabilities and Center for Families. Expanded the printing of business cards and invitations for events and tickets for City sponsored activities. Printed fliers, literature and presentations for various City Departments. Printed and finished the Library's Summer Reading Program brochure.
- Printed postcard notifications for public meetings. Printed and finished abutter notices for Community Development projects. Produced and printed bicycle parking tickets for Public Works Department.
- Printing, finishing and binding of: Department of Public Works Snow Operations Manual, Color Hazmat Atlas for the Water Department and the FY08 Assessors Commitment Book.
- Updated the Print Shop's marketing brochure and hosted an open house in October 2007 for City departments.
- Created products out of recycled office paper: memo pads, while you were out pads, mailing labels, scratch pads and index cards, at no charge to both City departments and the School Department.

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.

- *GOAL 1: Respond to interruption of telephone service within 24 hours.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Initial response within 24 hours	90%	90%	90%	90%

- *GOAL 2: A telecommunications needs assessment has been completed for a Voice Over Internet Protocol (VoIP) system for all departments including schools. It is the intent to execute the installation of a VoIP system over multiple years beginning with the Robert Healy Public Safety Facility, followed by other departments and facilities, as needed. This includes the Main Library, West Cambridge Youth and Community Center, War Memorial and the High School. The new system will allow for departments to have the latest technology available and meet the demands for enhancements in the future. The new technology will allow the city to utilize its fiber network for voice and data and dramatically reduce the number of leased telephone lines in use, while allowing the integration of voice and data for the benefit of the public and employees.*

MAILING

PURPOSE & OVERVIEW: The Mailing Division is responsible for preparing and processing postal mail for all City departments and for distributing all interdepartmental mail. In addition to postage costs and postal scale and meter maintenance, this budget funds one full-time staff member.

- *GOAL 1: Ensure that internal and outgoing mail from City departments is distributed in a timely manner.*
- *GOAL 2: Hold regular trainings with Departments that have high volume mailings on various procedures and strategies to achieve cost savings.*

PRINTING

PURPOSE & OVERVIEW: The City’s printing needs, such as: basic graphic services, letterhead, business cards, binding, collating, copying, printing, punching, folding and other finishing services, are provided by the three-person staff. Documents printed by the Print Shop include weekly City Council packet, letters, fliers, brochures, training manuals for Personnel, Police and Fire departments, 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 recycling information and the Water Department's Annual Water Quality report. These and other publications provide access to services and facilitate participation in City government. In addition, the Print Shop provides a variety of printing services to both the School Department and the Cambridge Health Alliance.

- *GOAL 1: Continue to respond to City departments' basic printing needs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of bids, letterhead and newsletters printed in-house	2,180	2,200	2,200	2,225
2. Number of major documents printed and bound using fastback system	195	205	120	120
3. Number of business card orders printed	105	110	110	115
4. Number of pads, labels, envelopes and routine copy orders completed	1,090	1,100	1,100	1,110

- *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: Continue to expand the use of recycled paper as well as the reuse of paper that would otherwise be recycled to create scratch pads and index cards for City departments.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$851,130
Real Estate Taxes	\$851,130	
FINES & FORFEITS		\$4,000
Parking Fines	\$4,000	
INTERGOVERNMENTAL REVENUE		\$94,825
State Cherry Sheet Revenue	\$94,825	
TOTAL FY09 BUDGETED REVENUE		\$949,955

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$323,755
OTHER ORDINARY MAINTENANCE	\$626,200
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$949,955

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	6	6	4

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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ELECTION COMMISSION

\$185,320
\$370,120
\$62,960
\$10,005
\$106,300
\$127,520
\$0
\$0
<u>\$862,225</u>

\$207,065
\$391,445
\$67,195
\$12,445
\$20,030
\$15,495
\$141,890
<u>\$81,610</u>
<u>\$937,175</u>

POLICY AND ADMINISTRATION	\$190,650
OFFICE OPERATIONS	\$399,060
ANNUAL CENSUS	\$69,925
VOTER REGISTRATION	\$12,030
PRIMARY ELECTION	\$85,560
GENERAL ELECTION	\$114,720
MUNICIPAL ELECTION	\$0
PREPRESIDENTIAL ELECTION	<u>\$0</u>
	<u>\$871,945</u>

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 a net decrease of \$26,575 to cover election costs associated with conducting a primary and general election versus a pre-presidential and municipal election in FY08. In addition, a full-time administrative assistant position as been reduced to part-time.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Conducted the 2007 Cambridge Municipal Election, 2008 Presidential Primary, two Special Primaries, two Special Elections and a Municipal Vacancy Recount Election in a professional, efficient and fair manner. Significant attention was paid to improving voter environment at individual polling places, particularly with regard to lighting, signage and accessibility.
- Revamped Election Commission web site to make it more user friendly for Cambridge residents. The site is updated continuously with current election information, voter registration deadlines and absentee ballot procedures. It also has several new features such as the "Photo Gallery" and downloadable Election Forms to request Voter Registration Forms and Absentee Ballots.
- Distributed "I VOTED" stickers to voters at Cambridge Municipal Election, which is a first-in-the-state project aimed at encouraging and increasing voter turnout.
- Implemented "AutoMARK Assist Machines" for disabled voters at all polling places for all elections. All Wardens and Clerks have been trained on using these new machines, which assist voters who are unable to mark an optical scan paper ballot due to blindness or other physical impairment.
- Displayed new sandwich board signs at all Cambridge polling precincts a month ahead of each election to remind voters to "Register and Vote." Similar lawn signs and sandwich boards are also posted in the

major squares and at entrances to subway stations.

- Processed 7,639 Voter Registrations, which includes new voters as well as address and party changes, between January and December 2007. Processed 778 Absentee Ballot Applications for the Cambridge Municipal Election and 1,500 for the Presidential Primary. Voter turnout was approximately 25% for the Municipal Election and 51% for the Presidential Primary.
- Enhanced Election Day trainings for Wardens, Clerks and Inspectors by incorporating eye-catching graphics and illustrative photos in Training Manuals and utilizing PowerPoint presentations in the training format.
- Conducted community Voter Registration training with outreach through the media, Web and letters to over 150 community organizations. Updated Voter Registration Training Manual for Election Commission office and community organization use.
- Worked with the City's Public Information Officer, the IT Department, City TV-8 and CCTV to report results from all elections on the City's website, City TV-8 and CCTV.
- Re-notified all voters of their polling places, including maps of polling locations and election information. Maintained link between the City's web site and the Secretary of the Commonwealth's web site, which provides information on where to vote.
- Produced and distributed a Bookmark to remind and educate voters about Cambridge's Proportional Representation Municipal Election. Bookmarks, with voter registration deadlines and Election Day voting hours were distributed at City Hall, Cambridge Libraries and other sites throughout Cambridge.
- Conducted voter registration sessions at community events (including Danehy Park Family Day, Health and Hoops and Oktoberfest), at area universities (including Harvard and Lesley), and at several Cambridge Squares (including Central, Harvard and Porter Squares.)
- Conducted the 2008 Annual City Census and mailed census forms to over 46,000 households, including residents of multi-unit dwellings (9 or more units). Universities and nursing homes were required to submit information for their residents. In addition to contacting residents of multi-unit dwellings directly, information was requested from managers, owners and condo association officers. This approach has improved the accuracy and completeness of information. Produced the 2008 Street Listing Book.
- Administered and enforced the City of Cambridge Ethics Ordinance and administered year-end Campaign and Political Finance Reporting for School Committee candidates and political committees.
- Provided new Election Day Supply Bags to poll workers, which contain election supplies and Election Day forms all in one convenient and easy to carry container.

- 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 (with the exception of universities and nursing homes); 2) improving quality and quantity of information from multi-unit dwellings (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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Individual households contacted	46,484	46,811	46,691	46,691
2. Street list books produced	100	100	100	100
3. Census cost per individual household	\$1.24	\$1.31	\$1.31	\$1.35
4. Cost per street list book	\$65.00	\$59.00	\$65.00	\$68.00
5. Percent of households responded	79%	75%	79%	80%

- GOAL 2:** *Implement the Motor Voter Law by extending opportunities to eligible residents to register to vote through: 1) development of a city-wide Voter Registration Plan with emphasis on the "youth" vote and areas of the city with low registration; 2) distribution of voter registration information and mail-in affidavit forms to 70 sites city-wide including: post offices, public libraries, schools, universities, health clinics, public housing and community organizations; 3) voter registration outreach at community events and sidewalk sessions in the three major squares; 4) promotion of voter registration opportunities through the Annual City Census; 5) expansion of public awareness of voter registration deadlines through the City's Web site and citywide signage prior to all elections; 6) outreach to community organizations through training; and 7) promotion of opportunities to register through the media, cable television and community newsletters.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of registered voters	55,052	63,199	58,254	60,100
2. Number of persons eligible to vote	76,840	76,840	76,840	76,840
3. Percentage of eligible persons who are registered	72%	80%	76%	78%

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. Persons registered at sidewalk sessions and community events	257	400	400	500
5. Mail-in and RMV registrations	7,590	10,000	10,000	11,000
6. Census registrations	515	700	700	800
7. Cost per mail-in and RMV registrations	\$0.41	\$0.44	\$0.42	\$0.42
8. Cost per census registration	\$0.82	\$0.88	\$0.84	\$0.84

■ *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 city TV-8, the City's Web site, the Cityview newsletter and through news releases; and 6) signage in major squares and other public locations.*

■ *GOAL 4: Expand use of Election Commission Web site to: 1) provide information on "How to Register to Vote;" 2) extend information and services to voters; 3) increase voter awareness of City government; 4) make forms available online, such as absentee ballot applications; 5) post Election Calendar; 6) publicize pollworker opportunities; 7) publicize links to Office of the Secretary of the Commonwealth's Web site, which provides information on polling places and elected State legislators; 8) post unofficial election results on election night; 9) post Campaign Finance Reports for School Committee candidates and create links to state site for Campaign Finance Reports for candidates for City Council; and 10) continue to enable electronic filing of Statements of Financial Interests.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Visits to Election homepage	28,610	40,000	99,100	100,000

- **GOAL 5:** *Work with Office of Secretary of the Commonwealth and concerned residents to implement those reforms in Help America Vote Act (HAVA) 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 rejecting 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 2007-2008 elections.*

- **GOAL 6:** *Conduct Primary and General Elections in 2008 in an effective and cost-efficient manner, using precinct-based computerized optical scanning system and 1) working with IT, City TV-8 and the City's Public Information Officer to improve timeliness of tabulating and reporting unofficial results on election night; 2) providing magnifying glasses and other 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, rejected 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Cost for Municipal Election	n/a	\$141,890	\$141,890	\$0
2. Cost for Prepresidential Election	n/a	\$81,610	\$81,610	\$0
3. Cost for the Primary Election (including special elections)	\$106,300	n/a	\$20,030	\$85,560
4. Cost for the General Election (including special elections)	\$127,520	n/a	\$15,495	\$114,720

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$764,975
Real Estate Taxes	\$764,975	
CHARGES FOR SERVICES		\$1,500
Document Sales	\$1,500	
INTERGOVERNMENTAL REVENUE		\$105,470
State Cherry Sheet Revenue	\$82,250	
Reimb/Additional Voting Hrs	\$23,220	
TOTAL FY09 BUDGETED REVENUE		\$871,945

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$593,485
OTHER ORDINARY MAINTENANCE	\$276,190
TRAVEL & TRAINING	\$2,270
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$871,945

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	8	8	7

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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PUBLIC CELEBRATIONS

\$490,650	\$429,165
\$30,060	\$35,425
\$200,000	\$200,000
\$3,980	\$4,500
\$0	\$23,440
<u>\$96,135</u>	<u>\$50,000</u>
\$820,825	\$742,530

CAMBRIDGE ARTS COUNCIL	\$466,595
HOLIDAY CELEBRATIONS	\$42,250
MULTICULTURAL ARTS CENTER	\$200,000
EMPLOYEES' COMMITTEE ON	
DIVERSITY	\$0
CITY COUNCIL INAUGURAL	\$0
COMMUNITY EVENTS	\$100,000
	\$808,845

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 FY09 Public Celebrations Budget reflects a net decrease of \$17,500 in other ordinary maintenance accounts. This includes the transfer of the Employees' Committee on Diversity Budget (\$5,000) to the Executive Budget to better reflect the year-long activities undertaken by the Diversity Committee as distinguished from single day events contained in the Public Celebrations Budget, as well as to reflect the City Administration's commitment to these activities. In addition, the \$15,000 budgeted in FY08 for the City Council Inaugural has been reduced since it is not required in FY09. Also, a full-time Arts Administrator position has been reduced and offset with a part-time Administrative Assistant position.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Collaborated with the Community Development Department, the Department of Public Works, Traffic, Parking & Transportation, the Police Department, Emergency Communications, the Women's Commission, the Cambridge Public Library and various community committees to develop site responsive public artworks through the City's Percent-for-Art Program. Major projects developed included: Harvard Square, the Robert W. Healy Public Safety Facility, the West Cambridge Youth & Community Center, the Women's Memorial Project, Trolley Square, Lafayette Square Plaza, the Northeast Sector at Fresh Pond, Blanchard Road and the main branch of the Cambridge Public Library.
- The 29th Cambridge River Festival (CRF) will take place on Saturday, June 14, 2008 with a focus on community involvement. Brainstorming meetings to solicit creative ideas and recruit artists and volunteers began in February 2008. The festival included staged music and performances, interactive art-making activities, roving performers, temporary public art installations by local artists and an arts & crafts fair featuring local and international artworks. For CRF, the Arts Council strives to include as many local artists and vendors as possible for participation in the Festival as a way to showcase their work to the broader community and provide significant opportunities for artist employment.

- Presented four 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. Highlights included: *What is Public ART To US: Access, Reexamine, Teach* by participants in the Arts Council's Public Art Youth Council (PAYC). The youth utilized the CAC Gallery to explore what makes public art meaningful to youth audiences. To prepare for the exhibition, PAYC members met with local youth groups, toured existing artworks in parks, playgrounds and plazas and developed a greater appreciation of how the artworks connect with and highlight important aspects of the city and its history.
- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$54,000 in funding through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 32 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants to local school children to provide low cost opportunities for youth to attend professional artistic events in Cambridge and the greater Boston area.
- Produced the 16th season of *Summer in the City* from late June through mid-August. The citywide series targets youth ages 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2007, *Summer in the City* attracted approximately 2,500 audience members over the course of an 8-week period. Performances included: Valerie Tutson, a musician and storyteller with Zulu songs and folk tales from South Africa; Mystic Paper Beasts, featuring Native American stories told through the use of masks, dance and puppetry; Zili Misik, featuring Haitian and West African dance and rhythms; and Joao Marcos, a partnership with the Cambridge Multicultural Arts Center to present songs and music from Brazil. Promotional efforts include a mailing to every household with children in the Cambridge elementary schools and a brochure designed by students from the Art Institute of Boston at Lesley University.
- Received funding from the Massachusetts Cultural Council to fund the continuation of the Public Art Youth Council (PAYC), which began in 2007. PAYC consisted of 13 high school students selected to represent the City's 13 diverse geographic areas. PAYC members served as ambassadors for new and existing public art to their friends and colleagues and worked under the guidance of the Arts Council's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. The PAYC reversed the more common process where adults develop programming for teen audiences, allowing the students themselves opportunities to develop initiatives that promote the City's Public Art collection and engage the community.
- Continued to organize and implement 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 Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.

- 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); ArtsCentral festival and mural re-dedication in Central Square; 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 Community Foundation, the Artists' Foundation, the Boston Dance Alliance, Patron Technologies and the City Council of Iceland to engage and educate leaders in the local arts community on a variety of issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of applications	71	75	68	70
2. Number of grant awards	25	25	32	30
3. Number of people who benefit	28,250	37,500	40,000	40,000
4. Number of grant-writing workshops and community meetings	64	65	50	65

- *GOAL 2: Build community through art 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, folk and traditional arts and develop increased audiences, collaborations and employment opportunities for artists.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Estimated audience at events	158,662	100,000	100,000	100,000
2. Number of artists presented	284	300	300	300
3. Number of arts organizations participating	50	45	45	45
4. Number of "Summer in the City" concerts produced for children and families	15	15	15	20

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
5. Foster and support educational forums and collaborations that educate residents on the arts	14	15	15	15
6. Number of community meetings to promote partnerships and advocacy	30	50	35	40

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Street Performer Permits issued	341	325	325	325
2. Number of monitor hours	680	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of permanent projects completed	3	6	4	10
2. Total artworks in the City collection	167	173	171	183
3. Number of ongoing permanent projects	13	10	15	12
4. Total number of artworks receiving consistent maintenance	75	75	75	75
5. Number of artworks restored by artist or conservator	14	6	13	10

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of temporary art installations	2	1	1	1
2. Educational resources and materials created	30	15	10	15
3. Education workshops and programs	16	15	5	15
4. Meetings with community representatives	12	12	6	12
5. Number of public art dedications	2	2	2	6

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of artists exhibited	13	6	15	6
2. Number of exhibitions	7	6	4	6
3. Number of educational activities and events	19	15	10	15
4. Number of participants attending gallery-related exhibitions and events	3,065	3,500	2,625	3,500

- **GOAL 7:** *Develop and implement a cohesive marketing strategy for the Arts Council to strengthen brand identity, enhance press relations and increase awareness and participation with regard to agency programs and services. Provide marketing and communications support to local arts and cultural organizations to increase knowledge of and educate citizens on the arts and cultural opportunities in Cambridge.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Press Releases Created	n/a	25	15	25
2. Number of Press Releases Created for Grant Recipients and local arts and cultural organizations	n/a	8	8	10
3. Number of Calendar Submissions Entered/Maintained	n/a	150	160	175
4. Number of Web pages created	37	40	40	50
5. Number of Web pages maintained	237	245	180	195
6. Number of Media Hits Received for Arts Council Programs & Services	n/a	100	100	125
7. Total Number of Marketing/Collateral Pieces Created	n/a	40	35	40

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 and the annual Dance Party.

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.

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 FY09.

COMMUNITY EVENTS. This allocation supports community events that showcase cultural, art, literary and educational events in Cambridge, which includes providing major support for the Cambridge Science Festival.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$764,145
Real Estate Taxes	\$664,145	
Hotel/Motel Excise Tax	\$100,000	
LICENSES AND PERMITS		\$11,000
Street Performers License	\$11,000	
INTERGOVERNMENTAL REVENUE		\$33,700
Direct State Grant Revenue	\$17,200	
State Cherry Sheet Revenue	\$16,500	
TOTAL FY09 BUDGETED REVENUE		\$808,845

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$396,820
OTHER ORDINARY MAINTENANCE	\$410,900
TRAVEL & TRAINING	\$1,125
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$808,845

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	5	5	4

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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RESERVE

\$0
\$0

\$0
\$0

RESERVE

\$37,500
\$37,500

PURPOSE & OVERVIEW: State law allows each city to establish a fund “to provide for extraordinary or unforeseen expenditures.” For FY09, the City has allocated \$37,500 for this purpose.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$37,500
Real Estate Taxes	\$37,500	
TOTAL FY09 BUDGETED REVENUE		\$37,500

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$37,500
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$37,500

SUMMARY: PUBLIC SAFETY

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$278,300	\$258,800	Animal Commission	\$272,795
\$32,664,830	\$33,855,355	Fire Department	\$35,577,690
\$34,036,495	\$35,524,040	Police	\$37,526,700
\$8,606,725	\$9,135,610	Traffic Parking & Transportation	\$9,529,130
\$65,805	\$85,825	Police Review and Advisory Board	\$91,195
\$2,362,575	\$2,481,650	Inspectional Services	\$2,605,125
\$784,075	\$841,095	License Commission	\$874,645
\$107,325	\$112,335	Weights & Measures	\$117,690
\$2,359,945	\$2,605,240	Electrical	\$2,690,405
\$162,375	\$165,515	Emergency Management	\$170,605
<u>\$3,451,735</u>	<u>\$3,557,410</u>	Emergency Communications	<u>\$3,797,210</u>
\$84,880,185	\$88,622,875		\$93,253,190

FINANCING PLAN	FY09 BUDGET
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Taxes	\$67,404,825
Charges For Services	\$6,509,055
Licenses and Permits	\$6,240,600
Fines & Forfeits	\$8,350,605
Intergovernmental Revenue	\$2,550,855
Miscellaneous Revenue	<u>\$2,197,250</u>
	\$93,253,190

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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ANIMAL COMMISSION

\$129,725	\$103,455		
<u>\$148,575</u>	<u>\$155,345</u>		
\$278,300	\$258,800		

**ADMINISTRATION
ANIMAL CONTROL**

**\$109,200
\$163,595
\$272,795**

PURPOSE & OVERVIEW: The Cambridge Animal Commission, established by ordinance in 1979, continues to work toward making 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Animal Control Officers attended workshops including: Crime Scene Investigation; Emergency Animal Rescue Services during a disaster; and a Dog Bite Symposium at the Boston Post Office.
- The Cambridge Animal Commission continued to facilitate the Animal Rescue League's "Spay Waggin" visits to the city every two months and has been responsible for spaying/neutering, micro chipping and vaccinating over 90 animals in FY08. This activity has occurred with the assistance of the Cambridge Fire Department at the East Cambridge Fire Station and will continue on a recurrent schedule.
- The Cambridge Animal Commission's participation in the rescue and recovery of animals from an exotic pet shop resulted in the arrest and sentencing of the store manager to almost three years in prison.
- Outreach to solicit donations for Helen K. Holland Trust Fund, which provides medical care for stray cats and dogs.
- The Animal Commission continued to participate with the Local Emergency Planning Committee and sent out informational fliers on 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 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. These sites include the East Cambridge Neighborhood Committee and the Mid-Cambridge Neighborhood Committee.
- Through an active dog license campaign, the Animal Commission licensed approximately 2,300 dogs during the 2007 licensing period.
- The Cambridge Animal Commission continues to participate with the State Department of Agricultural Resources, Massachusetts Society for the Protection of Cruelty to Animals and The Animal Rescue

League to submit legislation to the State House to change and improve the animal control laws in the Commonwealth.

- The Cambridge Animal Commission has been actively involved in the process to identify specific areas in the city that can be utilized as dog exercise areas, including the development of rules and regulations that will be pertinent to these areas.

FY09 GOALS

- *GOAL 1: Enforce the provisions of the Animal Control Ordinance.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of dog licenses issued	2,346	2,200	2,350	2,350
2. Citations issued for failure to restrain, dispose, license, display license	120	150	125	125
3. Number of dogs picked up	46	75	40	40
4. Number of dogs impounded	22	45	20	25
5. Number of dogs returned to owner	41	65	38	38
6. Number of dogs and cats adopted	18	15	50	50
7. Cost per day to kennel an unclaimed dog*	\$16	\$18	\$18	\$20
*In the process of contract negotiations for kennel space.				

- *GOAL 2: Provide low cost rabies vaccination clinics for cats and dogs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of animals vaccinated	110	110	170	170
2. Number of clinics	1	1	1	1

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of calls/inquiries	3,460	3,600	3,600	3,600
2. Number of quarantine in-house inspections	189	180	160	160

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported	118	140	130	130

- *GOAL 5: Continue working with the Cambridge Public Health Department on the citywide effort to monitor and control the spread of West Nile Virus.*

- *GOAL 6: Facilitate visits by the Animal Rescue League's "Spay Waggin", to provide low cost spay/neuter services to the residents of Cambridge, to help reduce pet overpopulation.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of animals (cats and dogs) spayed/neutered	n/a	90	90	90

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$258,845
Real Estate Taxes	\$258,845	
CHARGES FOR SERVICES		\$750
Animal Boarding	\$750	
LICENSES AND PERMITS		\$11,200
Animal License	\$11,200	
FINES & FORFEITS		\$1,250
Animal Fines	\$1,250	
MISCELLANEOUS REVENUE		\$750
Sale of Animals	\$750	
TOTAL FY09 BUDGETED REVENUE		\$272,795

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$259,340
OTHER ORDINARY MAINTENANCE	\$13,305
TRAVEL & TRAINING	\$150
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$272,795

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	3	3	3

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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FIRE DEPARTMENT

\$13,161,520	\$13,075,190	HEADQUARTERS	\$14,093,275
\$4,390,590	\$4,651,905	LAFAYETTE SQUARE	\$4,684,270
\$3,597,805	\$3,750,600	EAST CAMBRIDGE	\$3,937,800
\$2,839,900	\$3,135,640	PORTER SQUARE	\$3,270,335
\$1,794,815	\$1,778,430	INMAN SQUARE	\$1,920,690
\$1,765,450	\$1,857,330	RIVER STREET	\$1,907,285
\$3,516,980	\$3,821,660	SHERMAN STREET	\$3,778,200
<u>\$1,597,770</u>	<u>\$1,784,600</u>	LEXINGTON AVENUE	<u>\$1,985,835</u>
\$32,664,830	\$33,855,355		\$35,577,690

PURPOSE & OVERVIEW: The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge from fires, natural and man-made disasters, and hazardous materials incidents; to save lives by providing emergency medical services; and to prevent fires through prevention and education programs; and to provide homeland defense against terrorist attacks.

The Cambridge Fire Department was established by an act of the state legislature on March 17, 1832 with a suppression force of 6 engines and 1 ladder truck. The Cambridge Fire Department of 1832 fought fires and performed rescues. Today, the Department is a professional organization and a nationally rated Class 1 Fire Department that provides fire protection; paramedic emergency medical service; heavy rescue service; water and ice rescue; confined space, structural collapse, trench and hi-angle rescue; hazardous materials protection; and protection to the environment. In the complexity of today's world, the Cambridge Fire Department has taken on the added responsibility to protect the citizens against terrorist attack. To fulfill all these responsibilities effectively, efficiently and safely, the members of the Cambridge Fire Department continually train, develop skills and prepare for aggressive action when needed to protect the city.

The Cambridge Fire Department is charged with protection of one of the most densely-populated cities in the country. Infrastructure includes one of the deepest subway tubes in North America, over 4 miles of subway; over 6 miles of waterfront; over 100 hi-rise buildings; large, labyrinthine university, industrial and mercantile buildings; over 3,600 laboratories in the universities and 80 private research facilities; and extensive areas of closely-grouped, multi-story, wood-frame multiple dwellings and apartment buildings. The Cambridge Fire Department is staffed by 276 sworn members and 9 civilian members under command of the Chief Engineer. The Department is a member of Metrofire, the Boston area fire mutual aid network. Thirty-six cities and towns, as well as Massport, participate in Metrofire, providing mutual support as needed to control major and routine emergencies throughout the metropolitan area. Additionally, the Cambridge Fire Department participates in regional, communications interoperability, security and grant committees. Cambridge is a member of the Urban Area Security Initiative (UASI), which trains and works together. UASI receives significant grant funding via the Federal Department of Homeland Security.

Operating in a total teamwork concept and within National Incident Management System (NIMS), the Department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, Rescue and Division Chiefs, operate from 8 fire houses strategically located throughout the city. Several

Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention Division, Training Division, Technical Services Division and Administrative Services. The Fire Investigation Unit investigates undetermined, suspicious and incendiary fires. Working side-by-side with members of City agencies to keep Cambridge a safe city, the men and women of the Cambridge Fire Department attest to our motto, "Our Family Helping Your Family."

SIGNIFICANT BUDGET MODIFICATIONS: The Fire Budget includes an increase of \$33,000 for energy costs, \$15,000 for the purchase of fitness equipment for firefighters and \$100,000 in overtime costs to reflect projected costs and settlement increases.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Appointed 8 new Firefighters-on-Probation to fill existing vacancies. Two of these Firefighters-on-Probation were previously trained and certified as Firefighter I/II and, following one week of orientation, were assigned directly to fire suppression companies. The other six spent 12 weeks at the Massachusetts Firefighting Academy and graduated from the Recruit Training Program on December 21, 2007. Following two weeks of in-house training via the Cambridge Fire Department Training Division, these six were assigned to fire suppression companies on January 6, 2008.
- Three new boilers were installed at Fire Headquarters to replace old, inefficient units.
- Work has begun on the roof at the quarters of Engine Company No. 4 in North Cambridge. The existing slate roof was in need of repair. New slate is being installed as well as ice and water seal under the slate.
- Work at the quarters of Engine Company No.5 is expected to begin as soon as the winter weather has passed. All the windows and the roof will be replaced. Repairs will be made to exterior masonry. These repairs to this historic building, costing \$110,000, have been funded by the Community Preservation Act.
- Ongoing maintenance and repairs by the public construction crew have continued. Public construction maintenance has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment and generate energy savings.
- Cambridge EMS was the recipient of the Emergency Medical System Region 4 award for the most innovative system. Additionally, the Cambridge Emergency Medical Delivery System was nominated for an Innovation in Government Award from the John F. Kennedy School of Government.
- Battled and controlled several major fires during the fiscal year. A few of the notable fires include the three-story, apartment building fire on Oxford Street (July 4th), commercial building fires on Cambridge Street and Huron Avenue (August and September) and occupied multiple dwelling fires on Chauncy Terrace and Putnam Avenue (December) and Reed Street (January).
- Participated in a multi-agency nuclear radiation drill at Boston-Logan Airport, as well as a mass decontamination drill in cooperation with Cambridge Hospital.

- Continued the successful Neighborhood Walk-Through Program. In this program, neighborhood fire companies park the apparatus and the members walk through the neighborhoods to interact with citizens and answer fire safety questions; to maintain good, direct communications with the citizens; and to increase familiarization with the changing neighborhoods and buildings.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- Continued progress in the Homeland Defense Metro Cambridge/Boston UASI Interoperability project. Interoperability allows members from various agencies to communicate with each other on connected channels for command, control, and tactical operations at major incidents.
- Continued the emergency medicine ride-along training program in which Massachusetts General Hospital medical residents and intern ride along and respond with Cambridge Fire paramedic units.
- Working closely with other City departments, assisted with installation and operation of a state-of-the-art Emergency Operations Command Center based at the Cambridge Water Department.

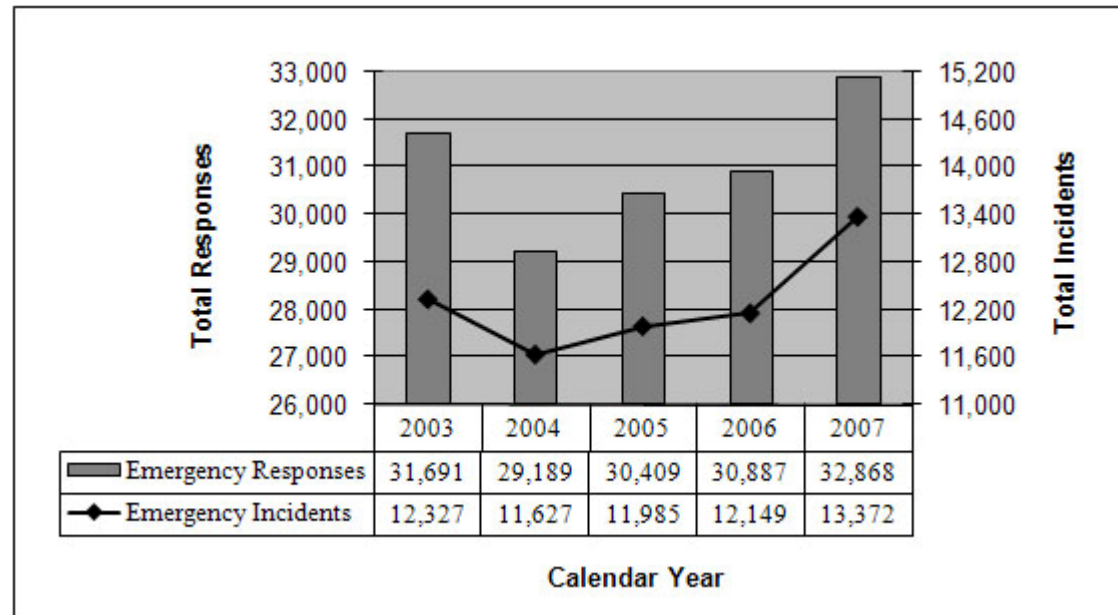
FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$34,757,390
Real Estate Taxes	\$34,757,390	
CHARGES FOR SERVICES		\$711,300
Photocopy/Reproduction	\$1,300	
Smoke Detectors	\$50,000	
Rescue Unit Fees	\$600,000	
Fire Detail Surcharge	\$60,000	
LICENSES AND PERMITS		\$90,000
Fire Permits	\$90,000	
FINES & FORFEITS		\$4,000
False Alarm Ordinance Fee	\$4,000	
MISCELLANEOUS REVENUE		\$15,000
Overtime Reimbursement	\$15,000	
TOTAL FY09 BUDGETED REVENUE		\$35,577,690

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$34,035,970
OTHER ORDINARY MAINTENANCE	\$974,970
TRAVEL & TRAINING	\$456,750
EXTRAORDINARY EXPENDITURES	\$110,000
TOTAL FY09 BUDGETED EXPENDITURES	\$35,577,690

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	284	284	284

Figure 1: Historical Emergency Incidents and Responses

The figure below demonstrates the high level of readiness and comprehensive response of the Cambridge Fire Department. Despite the density of the city, complexity of related incidents, traffic conditions and simultaneous incidents, the average response time in the City of Cambridge was 4.26 minutes in 2007. National Fire Protection Association standards require a structural fire response time of 4 to 8 minutes 90 percent of the time. The American Heart Association requires a medical response time of 4 to 6 minutes.



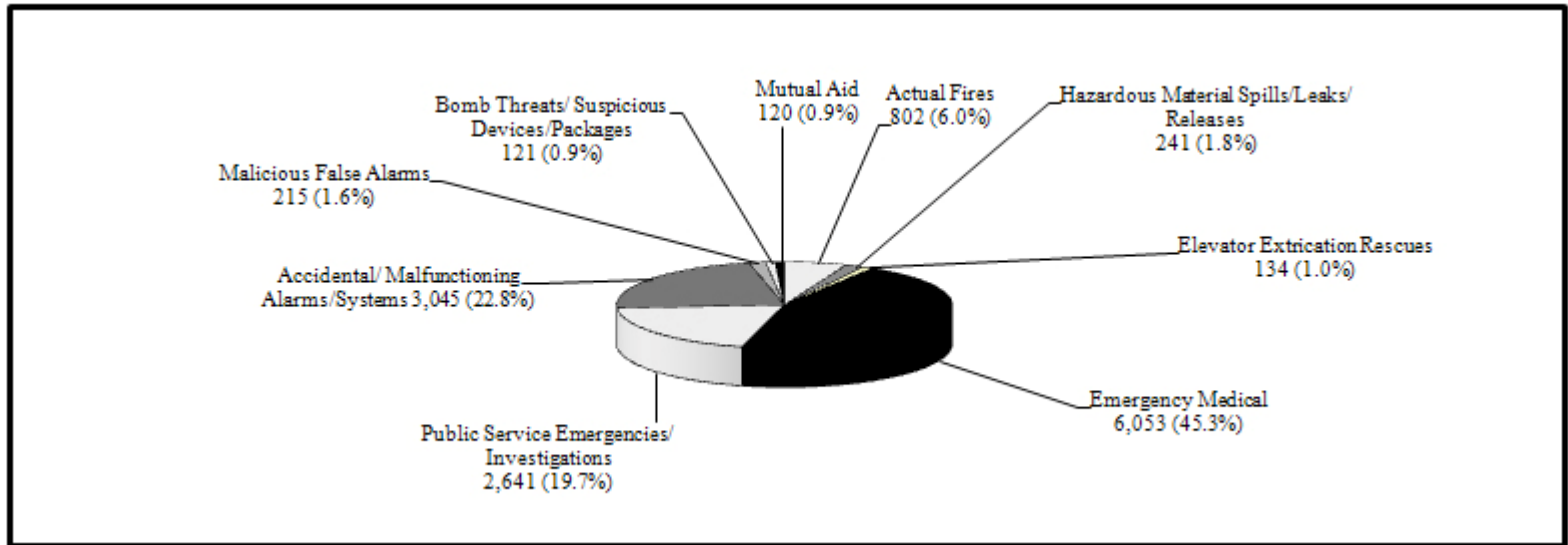
LEGEND

An **Emergency Incident** is a call for service of an urgent nature, sometimes life-threatening and/or immediately threatening to residential or commercial property or to the environment.

An **Emergency Response** is a response by a Fire Department Unit, such as an Engine Company, a Ladder Company, a Rescue Company, a Squad, a Division Chief, a HazMat Unit, a Fire Investigation Unit or other Special Unit. Some Incidents, such as a building fire, may require the response of multiple units.

Figure 2: 2007 Emergency Incidents by Category

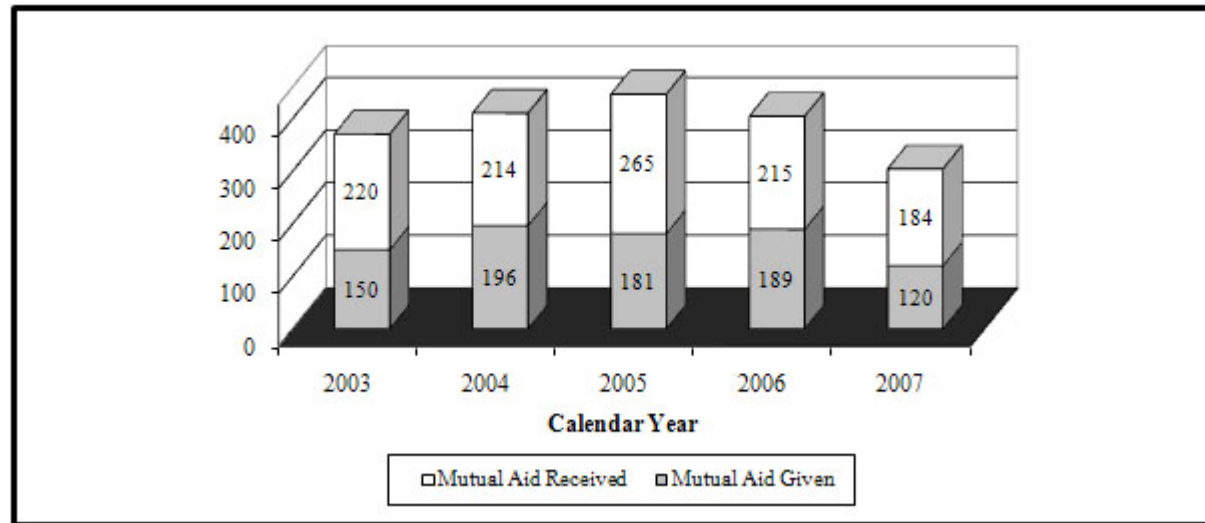
The figure below shows the breakdown by category of the 13,372 total emergency incidents occurring in the City of Cambridge. As shown in Figure 1, these incidents had 32,868 corresponding responses, which are defined by the number of units that respond to an individual incident.



Incident Category Descriptions	# of Incidents
Actual Fires include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.	802
Hazardous Materials Spills/Leaks/Releases include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.	241
Elevator Extrication Rescues	134
Emergency Medical incidents include both life-threatening and non-life threatening incidents.	6,053
Public Service Emergencies/Investigations include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.	2,641
Bomb Threats/Suspicious Devices/Packages include calls for "bombs" as well as the investigations of unattended packages left both accidentally and maliciously. In this age of terrorism and security consciousness, the multi-tasking Police and Fire Departments, working with the PD Explosive Ordinance Device Unit, examine suspicious packages and render safe if necessary.	121
Accidental/Malfunctioning Alarms/Systems	3,045
Malicious False Alarms	215
Mutual Aid	120
TOTAL	13,372

Figure 3: Historical Comparison of Mutual Aid Given and Received

The Cambridge Fire Department works and trains with our Mutual Aid Fire Departments, the fire departments in the surrounding cities and towns, which include Arlington, Belmont, Boston, Brookline, Somerville, Waltham and Watertown, and other cities and towns in the metro area. As part of Metrofire, Cambridge provides and receives mutual aid on a pre-arranged protocol, from 1st alarm line-boxes to 10 alarm fires, and also when requested. Mutual aid companies will cover vacant Cambridge fire houses when necessary and also respond to and work at emergency incidents and fires in Cambridge. Cambridge provides the same service for mutual aid communities. Cambridge and Somerville maintain one of the oldest mutual aid agreements in the country, over 175 years old.



FIRE SUPPRESSION

PURPOSE & OVERVIEW: The primary responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against hostile fire. This defense includes the protection of life, property and the environment. In addition to fire defense, the ever-expanding fire suppression duties include prevention of fires, provision of pre-hospital emergency medical and paramedic care, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevator, machinery, vehicle, ice or water accidents.

Throughout the year, suppression units also continually participate in an aggressive regimen of training and review of technical firefighting, rescue, hazardous materials, anti-terrorism and medical skills. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are also performed by suppression units. During winter weather, fire companies clear snow and ice from hydrants in their respective response areas.

Figure 4: Calendar Year 2006 Comparison of Class 1 Fire Departments Nationwide

The figure below shows a comparative sample of cities receiving a Class 1 Rating from the Insurance Services Office (ISO), a nonprofit service organization that provides rating and other services to property and casualty insurance companies by recognizing the positive impact that effective public fire protection can have on the expected percentage loss due to a fire. The Cambridge Fire Department was upgraded to a Class 1 Rating, the highest level category of fire protection, by the ISO in July 1999, joining two other Fire Departments in the 6 New England States (Hartford, CT and Milford, CT) and 52 Fire Departments out of a total of 37,000 nationwide.

City	Population	Square Miles	Population Density (Pop/SqMi)	Total Fires	Total Emergency Incidents	Emergency Incidents Per Sq. Mile
Cambridge, MA	101,355	6.25	16,217	802	13,372	2,140
Syracuse, NY	147,306	25.10	5,869	1,034	18,869	752
Hartford, CT	121,578	17.30	7,028	78	12,805	740
Stockton, CA	243,771	54.70	4,457	1,805	35,193	643
Median	121,578	31.60	5,869	802	12,988	643
Huntington Beach, CA	189,594	31.60	6,000	450	12,988	411
Charleston, SC	96,650	114.10	847	1,182	9,611	84
Milford, CT	54,802	64.40	851	678	2,335	36

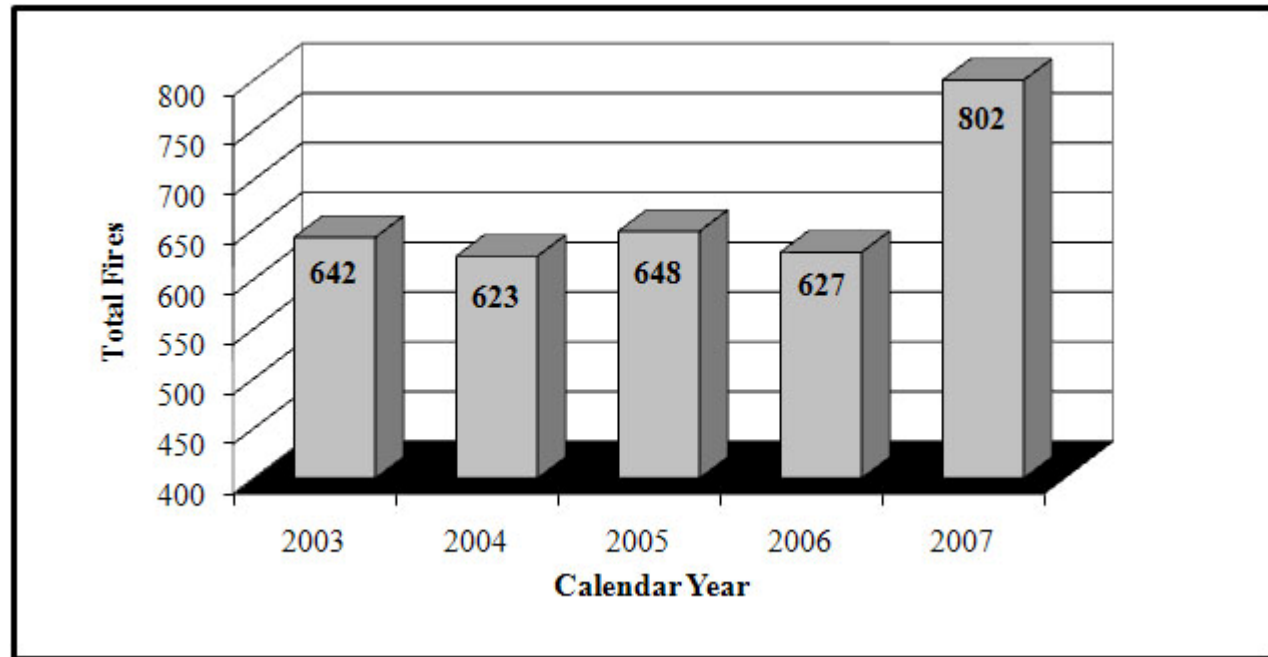
FY09 GOALS

- 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. First response to fire emergency within four minutes	98%	98%	98%	98%

Figure 5: Historical Fires in Cambridge

The figure below shows that the number of fires in Cambridge stays relatively consistent over time, with 802 total fires occurring in 2007. The complexity, intricacy and high-hazard, high-value nature of buildings protected by the Cambridge Fire Department require the use of life-safety search ropes while making entry, and operating in heavy fire conditions while breathing from Self Contained Breathing Apparatus in zero visibility. A few of the notable, major fires in 2007 include the three-story, wood-frame occupied dwelling on 7th Street (March), apartment building fires on Soden Street (April), and Oxford Street (July 4th), commercial building fires on Cambridge Street, O'Brien Highway and Huron Avenue (May, August and September), and occupied multiple dwelling fires on Chauncy Terrace and Putnam Avenue (December).

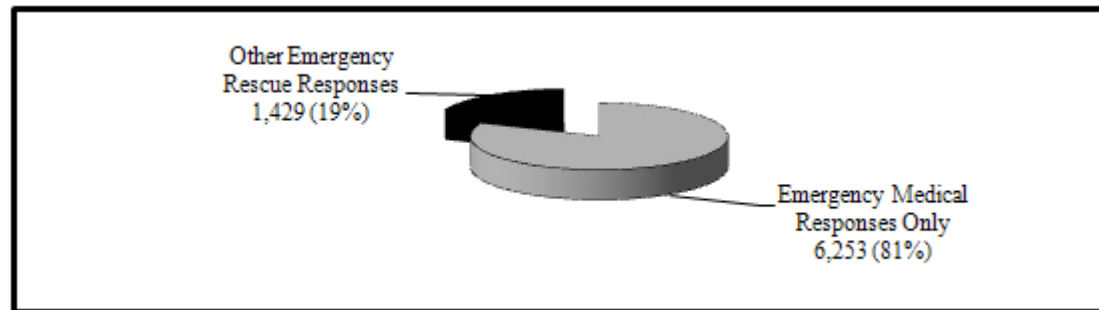


- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Respond to requests for emergency medical services within four minutes, 90% of the time	98%	98%	98%	98%

Figure 6: Calendar Year 2007 Fire Paramedic Unit Responses

Fire Department Paramedic Units responded to a total of 7,682 Emergency Medical Responses Only and Other Emergencies during Calendar Year 2007 from Midtown/Harvard Square (Rescue Company #1), Downtown/Lafayette Square (Squad #2) and Uptown/Porter Square (Squad #4). At major incidents, more than one Paramedic Unit may operate at the same incident. Members of Paramedic Units are trained as Tactical Paramedics and can operate at two highly-skilled levels, both as certified firefighters and as paramedics, working at technical rescue emergencies such as chemical, biological, radiation and gas emergencies; subway, railroad and heavy machinery accidents; confined space, hi-angle, trench and structural collapse emergencies; as well as motor vehicle accident, elevator, escalator, hazardous materials and fire incidents.



LEGEND

Emergency Medical Responses Only are the responses to incidents that range from the life-threatening cardiac situation or difficulty breathing to the non-life threatening but serious injury bone fracture or fallen victim.

Other Emergencies Responses are responses to incidents that are characterized as fires, natural gas leaks, motor vehicle accidents, construction equipment accidents, elevator entrapments and water rescues.

- *GOAL 3: Maintain equipment in a state of readiness to handle emergency operations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of active hydrants tested	1,725	1,725	1,750	1,800
2. Number of annual service tests on pumping engines	10	12	10	10
3. Test 100% of fire hoses (in feet)	31,000	31,000	31,000	31,000

FIRE PREVENTION

PURPOSE & OVERVIEW: The Fire Prevention Division strives to prevent hostile fires from occurring. By educating residents, youth, building owners, business people and other members of the public, this Division provides invaluable public safety service. Public awareness and education of fire danger and procedures to use in case of fire have undoubtedly helped to reduce fire danger in the city.

The Fire Prevention Division is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and enforcement of the Fire Prevention Laws, Regulations and Building Codes. Major functions include the review of engineered building plans for all life safety systems and the inspection and testing of any installation, alteration, modification, or repair to any fire alarm, sprinkler or suppression system. Additional responsibilities include issuing of applicable permits and licenses, the fire-protection compliance inspections of night-club and assembly occupancies, and state-mandated fire inspections of schools, hotels, hospitals, nursing homes and theaters. The Fire Prevention Division has also taken on the responsibility of the enforcement of Nicole’s Law, the state carbon monoxide detector law.

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters	467	390	470	470
2. License Commission compliance inspections	75	100	100	100

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. License Commission Task Force inspections	230	240	240	240
4. Complaint investigations	51	50	50	50
5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F)	1,731	2,500	1,750	1,750

■ *GOAL 2: Issue assorted permits.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Annual storage of flammable liquids and gases, # of permits	490	450	450	450
2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems)	1,122	750	800	800
3. Cutting/welding operations	362	350	350	350
4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.	186	100	100	100
5. Storage tank compliance permits including installation, removal and safe operation	75	150	100	100

■ *GOAL 3: Conduct Fire Protection Plan reviews and assessments.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Major projects and developments	47	45	15	20
2. Renovations and improvements	290	250	250	250

TRAINING DIVISION

PURPOSE & OVERVIEW: The Cambridge Fire Department believes deeply in the necessity of continuous training for all of its members, all ranks and all divisions. Training helps to develop skills, increase knowledge, enhance abilities and encourages confidence and personal growth. Training is a vital part of every firefighter's journey from a new recruit to a seasoned veteran. The previous fiscal year included many of the "training stepping stones" that a firefighter travels during his/her career.

There were 10 new recruits for the Cambridge Fire Department during the fiscal year. Typically, these new recruits attend an orientation week with a Cambridge Fire Department Training Officer. Because each new member must be certified by the State as Firefighter I and Firefighter II, these recruits then attend the Massachusetts Firefighting Academy in Stow, Massachusetts to meet this qualification. The new recruits then return to the Cambridge Fire Department's Training Division to be given specific training before being assigned to a Cambridge Fire Department company. This specific training ranges from Diversity and Preventing Sexual Harassment training, to driver training, Fire Department Standard Operating Guidelines and basic firefighting skills relating to Department tools and equipment.

Each year, the Cambridge Fire Department must decide which and what type of training to offer in the following year. The diversity of the services that are delivered to the City by the Fire Department is extremely large. Laws change, which requires that members be brought up to date on those changes. Equipment changes require additional training. Developments in firefighting tactics, strategy and safety require that members be trained in the newest enhancements. Basic firefighting techniques need to be expanded and sharpened. Some training in the Cambridge Fire Department is done on a yearly basis because it is so critical to the services that are provided to the citizens of the city. Emergency Medical Services is one of those critical topics.

Professional proficiency for each member of the Cambridge Fire Department in Emergency Medical Services (EMS) is a top goal of our Training Division. CPR classes and Semi-Automated External Defibrillator (SAED) classes are cornerstones of an EMS system. These two classes are yearly staples of the Cambridge Fire Department training schedule. Other EMS classes are offered throughout the year. Some of these classes are provided at the facility of the Cambridge Fire Department's private sector partner, Professional Ambulance. The facility houses a state-of-the-art simulation lab for medical training. All of our First Responders, Emergency Medical Technicians and Paramedics have trained at this facility.

Some of the other 46 training classes include such specialized topics as confined space rescue, rope rescue, high angle rescue, dive rescue, radiological response, mass casualty decontamination, and response to an explosive device. This training was sometimes done with other City agencies such as the Police Department or outside agencies such as the 1st National Guard Civil Support Team.

Classes were given that stressed firefighter safety, nutrition and fitness. Critical incident stress management was addressed. Other classes involved equipment such as the firefighter's facepiece. Some training involved

organized, guided walk-through of area “target hazards.” The National Incident Management System and the Incident Command System were expanded upon. The Cambridge Fire Department provides an Officer Training Class and an Officer's Training Class, developed for newly appointed officers, was delivered by the State Fire Academy.

Additional training on a daily basis is completed “in house.” This is coordinated by company Captains and delivered by company officers in each group. Other training is accomplished by distribution of Training Bulletins from the Cambridge Fire Department Training Division. The “neighborhood walk-around” has also become an effective training tool as well as a public relations success.

FY09 GOALS

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Cumulative number of training hours	77,079	80,000	80,000	80,000
2. Number of training hours for uniform personnel	296	325	325	325
3. Number of training bulletins issued	24	30	30	30

LOCAL EMERGENCY PLANNING COMMITTEE (LEPC)

PURPOSE & OVERVIEW: In compliance with the Emergency Planning and Community Right-To-Know Act of 1986, the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of only a handful of fully certified LEPCs in the Commonwealth of Massachusetts.

The LEPC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:

- Coordinates Cambridge LEPC.
- Collects all mandated Tier II Submittals.
- Coordinates the inter-agency planning and response to hazardous material/terrorism incidents.
- Reviews the operation of laboratory/research facilities for permitting.

- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health officials on emergency planning and response coordination.
- Serves as the safety officer for household hazardous waste collection days by DPW.
- Works closely with the Environmental Health & Safety staff of numerous facilities in the city to ensure compliance with assorted regulations.
- Represents the Cambridge Fire Department on the City Special Events Committee.
- Serves as the Public Relations/Public Information Officer of the Cambridge Fire Department.

The role of an office like the LEPC continues to evolve. The influx of laboratory/research facilities into the city requires diligence and the ability to forge partnerships to enhance the city's ability to respond to and mitigate potentially harmful incidents.

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of personnel trained	276	276	278	276
2. Number of Hazmat Exercises held	4	4	4	4

- *GOAL 2: Conduct fire safety programs for schools, industry, the elderly and as requested.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of fire safety programs held	265	300	330	330
2. Elderly housing residents attending fire safety programs	262	250	250	250
3. School students attending fire safety programs	4,251	5,000	5,000	5,000

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. Industry personnel attending fire safety programs	128	200	200	200
5. Total number of individuals attending all classes	4,641	6,500	5,450	5,450

TECHNICAL SERVICES

PURPOSE & OVERVIEW: The Technical Services Division (TSD) provides valuable support services such as maintaining and modernizing the equipment and apparatus used daily by the Cambridge Fire Department. The TSD also provides information technology (IT) to the Department’s members and is part of a Public Safety IT Team that manages all of the computers, servers and other IT equipment for Cambridge Public Safety. This Team works with the City’s Information Technology Department on various projects. The TSD also procures and repairs the communication equipment for all City departments and maintains and calibrates the sophisticated sampling devices and meters used to detect substances from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction.

The Motor Squad also works under the umbrella of the TSD and provides high quality repairs to Fire Department vehicles. The TSD also prepares specifications for renovation and major system repairs to Fire Department buildings.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**POLICE
-Summary**

\$1,844,910	\$1,881,200
\$23,888,715	\$25,390,250
<u>\$8,302,870</u>	<u>\$8,252,590</u>
\$34,036,495	\$35,524,040

LEADERSHIP	\$1,841,970
OPERATIONS DIVISION	\$26,137,960
SUPPORT SERVICES	<u>\$9,546,770</u>
	\$37,526,700

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: In FY09, the Police Department will move into its new facility. This move will require additional resources to cover the facility operations costs. In addition, the FY09 Police Budget reflects new initiatives, which not only take advantage of the new facility but reflect the Police Department's ongoing effort to reassess its capabilities and style of policing deployments to improve the overall quality of police services. The FY09 Budget includes the following additions to support these initiatives and operating costs, which are more fully described in the City Manager's Message in Section I: Identification Technician (\$63,390) to significantly reduce the time to process crime scene evidence and provide coverage beyond normal business hours; Information Systems Specialist (\$88,270) to maintain information technology infrastructure in the new facility; part-time Grant Administrator (\$87,740) to identify and obtain grant resources to support initiatives; Crime Analyst III (\$58,660) to provide better data to police officers and the public on patterns of crime; four Police Officers (\$376,640) to create a full-time Explosive Ordnance Unit which is supplemented by a Federal UASI grant that will provide equipment, training and four explosive ordinance canines (which will also support community policing initiatives); overtime support (\$17,000) for the newly created Youth/Family service unit, which is implementing a community based diversionary program in collaboration with other City Departments; \$75,000 to provide replacement equipment, uniforms and supplies for tactical operations; \$528,055 for energy costs for the operation of the new public safety facility and \$170,000 to support network, technology and building maintenance costs for the new public safety facility. The total of these items is \$1,464,755.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- As part of the Department's ongoing Vision Planning, several initiatives were instituted to continue to promote planning and community partnerships. The Department created a new unit dedicated to Youth and Family Services (YFS). The YFS unit is comprised of five School Resource Officers, two Juvenile Detectives and a supervisor. School Resource Officers are assigned to each school in the district as well as a youth center. They are liaisons with school officials, school security, probation officers from Middlesex County, Department of Youth Services (DYS) agents, Department of Social Services (DSS) agents, other non-law enforcement advocates (i.e. Youth Center Workers) and street workers. The objective is to informally identify students who

potentially would be disruptive if their behavior is left unaddressed. The YFS unit works closely with families and service providers in the community to assist families as well as to foster positive interactions with school-aged adolescents and prevent disruptive behavior within the community. Juvenile Detectives work closely with the School Resource Officers and other Patrol Officers when a youth comes into the system, by determining whether a diversion program is appropriate rather than the court process. This partnership has enhanced the lines of communication between the overlapping agencies by improving intelligence, and also makes the neighborhoods and community safer for our residents.

- During this past year, the Police Department worked to alter its deployment strategies and, through the collective efforts of the entire membership of the department, it changed its modality of policing within the city. Through the use of crime data and calls for service, we took a very blended approach, deploying more resources in a variety of different methods. We continue to look for ways to increase the presence of police officers throughout the city. We rely more heavily on our walking officers and deploy additional officers on bicycles during the course of the warmer months. These deployment assignments continued the “Safe Parks” initiative, that utilizes foot patrols and bicycle patrol officers 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. In addition, officers deployed on bicycles attended community events, summer leagues and summer camp programs. This approach enhanced communication with our residents, those who operate businesses, work, attend school and visit the city.
- The Department designed and delivered a new eight-week Field Training Officer Program (FTO), attended by seven new patrol officers upon their graduation from the Lowell Police Academy, and the CPD New Officer Training and Orientation. Thirteen veteran officers and two supervisors were certified as Field Training Officers to implement the program and provide training. This new program provides critical hands-on experience and practical on-the-job training for new patrol officers.
- The Department collaborated with various outside agencies to deliver specialized training focused on enhancing the delivery of service and understanding in the community. The Department collaborated with Suffolk University Law School's Juvenile Justice Center to design and deliver curriculum for "New Approaches to Police/Youth Interactions" training. This training provided a foundation for new approaches to dealing with youth, to foster positive relationships. Officers participated in "Juvenile Jeopardy" at local youth centers to gain perspective on youth impressions of the law and police officers. Collaborative efforts were made with MIT and several area businesses on “Radiation Training for Law Enforcement” and the Gay Officers Action League (GOAL) and Cambridge Gay Lesbian Bisexual Transgender Commission (GLBT) on “GLBT Issues in Law Enforcement.”
- The Department was awarded \$403,750 through an FY08 Executive Office of Public Safety (EOPS) Community Policing grant, to promote community policing initiatives and neighborhood programs. In addition, the EOPS awarded Metropolitan Area Planning Council (MAPC) funding to support the Metro Mayors' Shannon Community Safety Initiative. The Department was awarded \$53,989 to reduce crime, utilizing problem solving methodology against anti-gang violence.
- The Department was awarded a grant in the amount \$25,000 from the Governor's Highway Safety Bureau to

conduct mobilizations around "Click It or Ticket It," "You Drink & Drive. You Lose" and "Drunk Driving. Over the Limit. Under Arrest." These campaigns are intended to promote public safety and ensure seatbelts are worn. The Department continues to focus enforcement on traffic and quality of life issues to ensure safety of pedestrians, bicyclists and motorists while traveling in Cambridge. The Operations Division performs directed patrol assignments which are supported by this funding (see Operations Division Goal 2 for details).

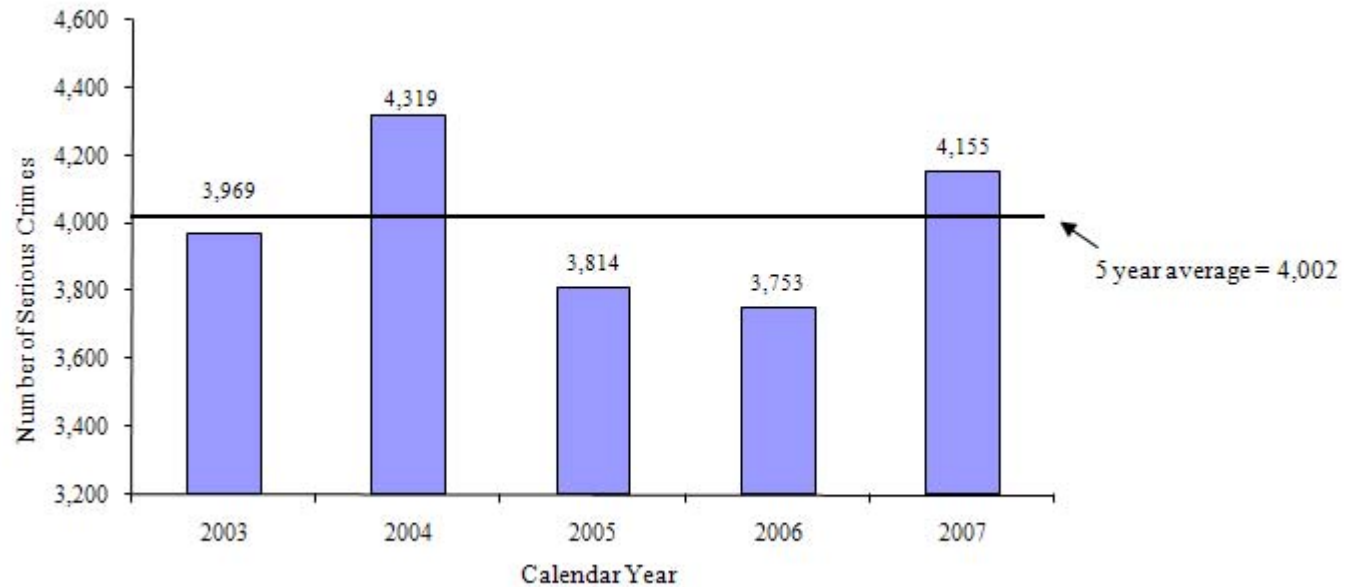
2007 CAMBRIDGE CRIME OVERVIEW: The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery and aggravated assault, as well as the property crimes of burglary, 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 2006 to 2007 Crime Index

Crime	2006 Jan.-Dec.	2007 Jan.-Dec.	Percentage Change
Murder	2	0	-100%
Rape	11	16	45%
Stranger	1	1	0%
Non-Stranger	10	15	50%
Robbery	208	161	-23%
Commercial	38	41	8%
Street	170	120	-29%
Aggravated Assault	237	243	3%
Total Violent	458	420	-8%
Burglary	685	653	-5%
Commercial	189	134	-29%
Residential	496	519	5%
Larceny	2,377	2,838	19%
From Building	386	418	8%
Motor Vehicle	754	1,234	64%
From Person	337	344	2%
From Bicycle	204	228	12%
Shoplifting	342	349	2%
From Residence	246	162	-34%
Of MV Plate	30	37	23%
Of Services	21	22	5%
Misc.	57	44	-23%
Auto Theft	233	244	5%
Total Property Crime	3,295	3,735	13%
Crime Index Total	3,753	4,155	11%

The 4,155 serious crimes reported in Cambridge in 2007 represent the fourth lowest Uniform Crime Reporting Index (UCI) number reported to the FBI in over 40 years. This number corresponds to an increase of 11%, tempered by the previous year's UCI number, which was the lowest total to be reported to the FBI since 1965. Further analysis indicates that property crime (burglary, larceny and auto theft) increased in 2007, which can be attributed to the 438% increase in GPS thefts from motor vehicles. However, a decrease in burglary incidents by 8% was attributed to the 30% decrease in commercial break-ins. Violent crime, on the other hand, experienced decreases in all categories (murder, rape, robbery and aggravated assault) and recorded an overall decline of 8% for the second year in a row. There hasn't been a homicide reported in Cambridge since March of 2006, the longest interval between murders in over 50 years. Nationally, cities of 100,000 people average 10 murders per year.

Figure 1: Historical Trends for Total Crime Index



NATIONAL/REGIONAL CRIME COMPARISON: A comparison of Cambridge's 2006 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for all of the index crimes. When ranked in order of total crimes, Cambridge ranked slightly below the average compared to other cities of similar size.

Table 2: 2006 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 2006, U.S. Department of Justice - F.B.I.)

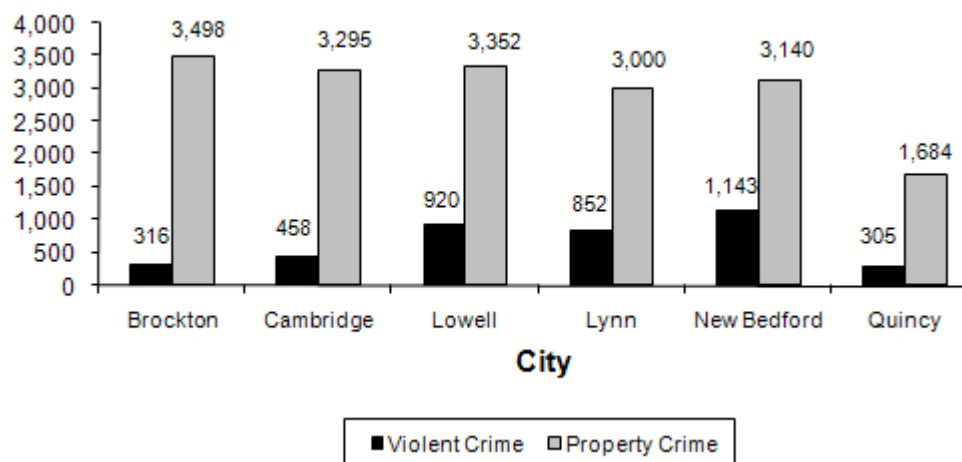
<i>City</i>	<i>Murder</i>	<i>Rape</i>	<i>Robbery</i>	<i>Assault</i>	<i>Burglary</i>	<i>Larceny</i>	<i>Auto Theft</i>	<i>Total</i>
Macon, GA	12	53	358	430	2,355	5,891	1,240	10,339
Everett, WA	3	43	240	316	1,352	5,468	2,243	9,665
Miami Gardens, FL	18	66	550	1,234	1,287	4,181	813	8,149
Berkeley, CA	4	22	414	206	1,152	5,096	1,075	7,969
Allentown, PA	16	42	684	339	1,433	4,131	495	7,140
Pueblo, CO	6	49	170	403	1,453	4,409	455	6,945
Wichita Falls, TX	9	27	169	286	1,291	4,574	420	6,776
Richmond, CA	42	41	504	637	1,031	2,211	2,253	6,719
Gary, IN	48	61	336	262	1,818	2,680	1,066	6,271
Albany, NY	5	50	388	774	1,058	3,521	241	6,037
Athens-Clarke County, GA	5	53	125	190	1,116	4,154	364	6,007
Portsmouth, VA	18	37	336	479	1,100	3,591	354	5,915
Dearborn, MI	2	21	164	269	670	3,242	1,035	5,403
Charleston, SC	23	45	245	647	707	3,108	543	5,318
Fairfield, CA	6	36	241	371	745	2,912	706	5,017
Average	9	35	219	343	845	2,756	611	4,808
Gresham, OR	6	72	170	314	645	2,525	856	4,588
Lowell, MA	13	40	213	654	753	2,073	526	4,272
Odessa, TX	2	12	88	512	774	2,624	256	4,268
Compton, CA	39	50	534	1,049	578	931	902	4,083
Ventura, CA	1	24	130	180	730	2,604	352	4,021
Brockton, MA	8	42	266	N/A	673	2,163	662	3,814
Miramar, FL	6	45	127	377	800	1,988	431	3,774
Cambridge, MA	2	11	208	237	685	2,377	233	3,753
Erie, PA	2	69	275	208	740	2,106	141	3,541
Santa Clara, CA	3	16	59	102	595	2,283	476	3,534
Denton, TX	0	60	65	204	664	2,295	209	3,497
Green Bay, WI	2	50	106	400	687	1,986	201	3,432
Arvada, CO	0	31	42	120	539	2,303	360	3,395
Richardson, TX	3	11	98	122	685	2,121	312	3,352

<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	16	14	271	205	416	1,102	1,246	3,270
Woodbridge Township, NJ	0	17	80	163	415	2,133	276	3,084
Burbank, CA	1	10	75	166	567	1,683	471	2,973
Vacaville, CA	1	25	112	142	320	1,733	331	2,664
Daly City, CA	3	18	134	134	243	1,587	514	2,633
Livonia, MI	0	19	65	83	366	1,639	313	2,485
Cary, NC	0	14	42	75	554	1,520	115	2,320
Mission Viejo, CA	0	1	29	40	260	1,016	123	1,469

For additional crime reporting statistics, please visit our Web site at www.CambridgePolice.org to view the 2007 Annual Crime Report available online.

Figure 2: Regional Crime Comparison - 2006

The chart below reflects a crime comparison among regional communities by violent and property crime.

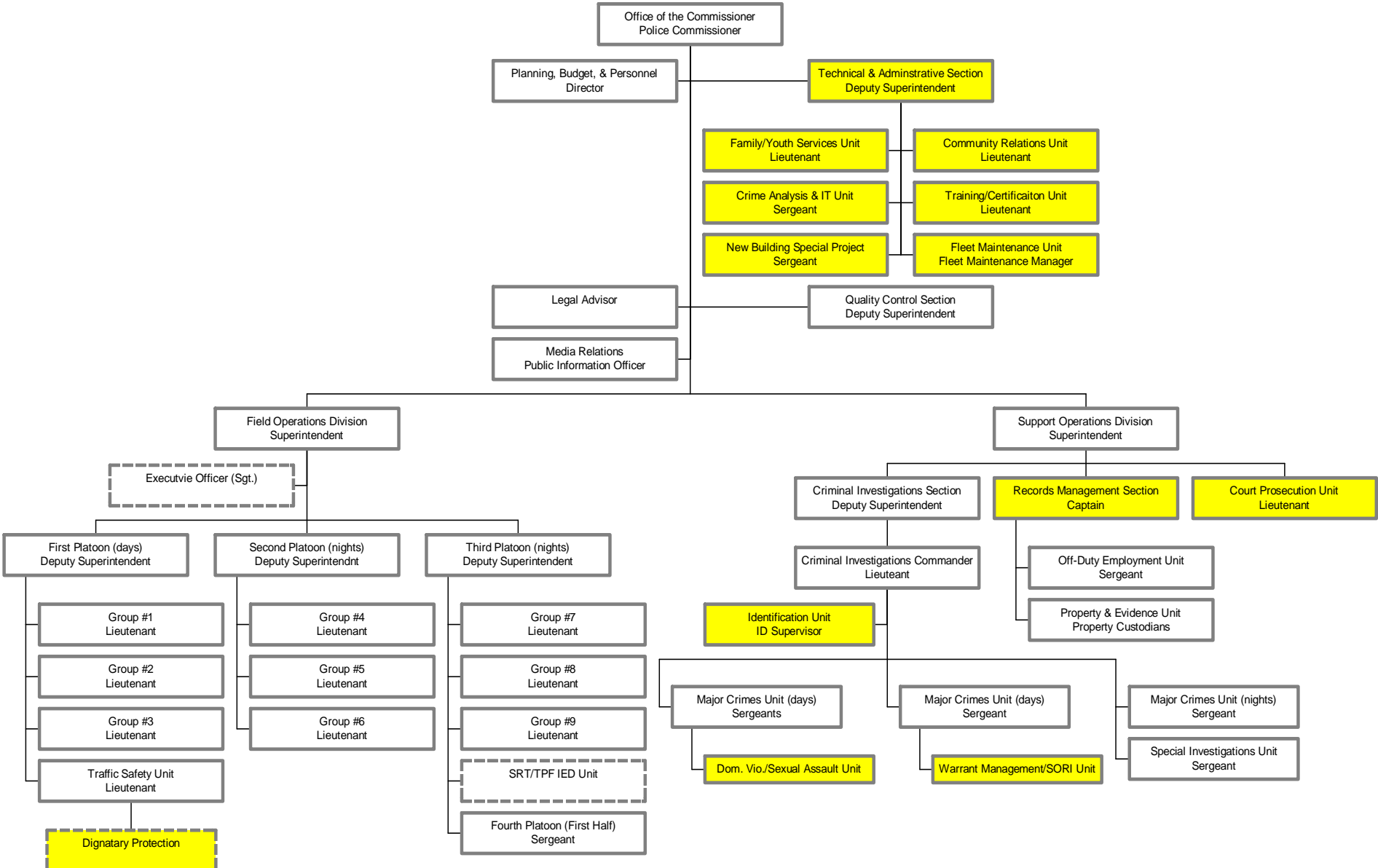


FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$28,553,790
Real Estate Taxes	\$28,553,790	
CHARGES FOR SERVICES		\$1,615,355
Parking Fund Parking Usage	\$1,116,355	
Photocopy/Reproduction	\$6,000	
Towing Surcharge	\$75,000	
Police Detail Surcharge	\$400,000	
Police Agency Fee	\$18,000	
LICENSES AND PERMITS		\$126,065
Street Obstruction Permits	\$122,065	
Sunday Permits	\$500	
Firearms I.D.	\$400	
Revolver Permit	\$3,100	
FINES & FORFEITS		\$3,192,425
Parking Fines	\$2,603,425	
Moving Violations	\$505,000	
False Alarm Ordinance Fee	\$80,000	
Bicycle Fines	\$4,000	
INTERGOVERNMENTAL REVENUE		\$2,275,065
State Cherry Sheet Revenue	\$859,085	
Cherry Sheet-Police Career In	\$1,415,980	
MISCELLANEOUS REVENUE		\$1,764,000
Free Cash	\$1,700,000	
Overtime Reimbursement	\$64,000	
TOTAL FY09 BUDGETED REVENUE		\$37,526,700

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$35,130,700
OTHER ORDINARY MAINTENANCE	\$1,772,400
TRAVEL & TRAINING	\$191,500
EXTRAORDINARY EXPENDITURES	\$432,100
TOTAL FY09 BUDGETED EXPENDITURES	\$37,526,700

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	307	307	313

Cambridge Police Department Organizational Chart



**POLICE
-Leadership**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$863,055	\$820,780	COMMISSIONER'S OFFICE	\$727,730
\$370,695	\$379,810	PLANNING, BUDGET & PERSONNEL	\$497,400
<u>\$611,160</u>	<u>\$680,610</u>	QUALITY CONTROL	<u>\$616,840</u>
\$1,844,910	\$1,881,200		\$1,841,970

PURPOSE & OVERVIEW: The duties and responsibilities of the Office of the Commissioner consist of a range of tasks necessary for the effective operation of the Police Department and planning for the future. Investigation into citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. As the Department strives to improve, this unit conducts various audits and inspections of our procedures, to monitor compliance with Department requirements and test the quality of service that we provide. The Quality Control Section is also responsible for conducting all public safety background investigations for the City. This includes all Police, Fire and Emergency Communication Dispatcher applicants. The Legal Advisor assists the Commissioner with policy development 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 Cambridge Police Department continues to maintain its commitment to being a first class organization that provides high quality service to the City, a good workplace for our officers and civilians, and one 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 training opportunities and implemented a wider application of community policing by developing enhanced partnerships with various neighborhood and business groups.

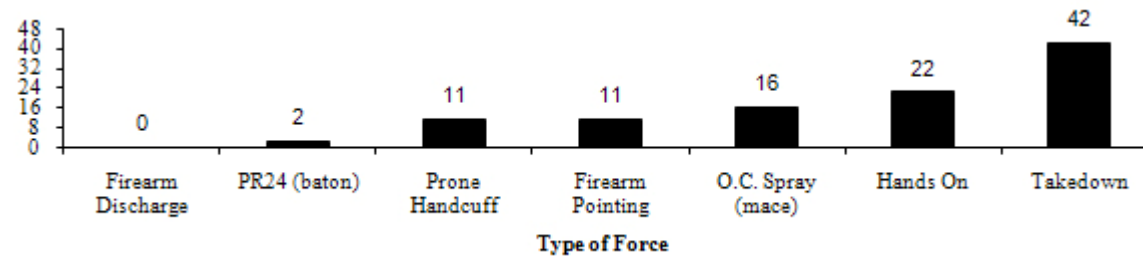
Additionally, the establishment of the Youth Family Services Unit has created enhanced communication with various agencies within the City of Cambridge and with outside law enforcement partners and health providers, to address the needs of youth and families in the community. In addition, the Department has continued to participate in the final design of the new Robert W. Healy Public Safety Facility that was acquired in 2005. Since

2006, a Transition Steering Committee has worked closely with City officials to manage the Department's planning, implementation and facilitation of the transition to the new headquarters in 2008.

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 2007, the Cambridge Police Department responded to over 100,000 calls for service. There were 130 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 2007



FY09 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 for attaining the requisite standards for promoting police professionalism in the Commonwealth. The Department will continue to work toward meeting the standards of national accreditation. These national standards are based on the Commission on Accreditation for Law Enforcement Agencies (CALEA) Standards Manual.*

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of administrative audits conducted by staff	8	9	9	9
2. Complete "quality of service" assessment forms - incident reports	250	245	245	245
3. Complete "quality of service" assessment forms - m/v stops	250	255	225	255
4. Conduct field inspection audits	60	65	65	65

Figure 4: Quality of Service Assessment

The table below indicates customer satisfaction responses collected from incident reports in FY05, FY06 and FY07. The percentages listed vary depending upon who responds to surveys, as opposed to a scientific survey that would more accurately reflect the overall opinions of all customers interacting with the Cambridge Police Department. Percentages include those responses rating each service as excellent, good or average.

Type of Service Rated	FY05	FY06	FY07	% Change (FY05-FY07)
Response of Call Taker	96%	93%	85%	-11%
Timeliness of Officer Response	91%	96%	84%	-8%
Officer's Response to Questions	97%	95%	95%	-2%
Professionalism of Officer Conduct	99%	96%	97%	-2%
Percentage of Cases Followed up by Detectives	61%	64%	57%	-7%
Responsiveness of Detective	54%	87%	51%	-6%
Overall Response by Department	90%	89%	78%	-13%

- **GOAL 3:** *Provide the highest quality of services to youth and families in the City of Cambridge with a personal approach by the establishment of a Youth Family Services Unit. The Department will engage kids and their families to deter youth from engaging in disruptive behavior that could lead to criminal behavior. The unit will collaborate with the City's Teen Centers, after school and evenings, to engage youth during the out of school environment. Our philosophy is to have an encompassing program working with various community partners to offer alcohol and substance abuse counseling, mental health support and other services.*

**POLICE
-Operations Division**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$5,414,525	\$6,259,570	DAY PATROL	\$6,898,330
\$13,693,495	\$14,002,445	NIGHT PATROL	\$13,869,550
\$2,390,305	\$2,393,100	TRAFFIC	\$2,148,655
\$131,695	\$154,600	COMMUNICATIONS	\$195,100
\$1,852,225	\$1,973,830	COMMUNITY RELATIONS	\$2,007,210
\$406,470	\$606,705	SCHOOL CROSSING	\$492,325
\$0	\$0	TACTICAL OPERATIONS	\$526,790
<u>\$23,888,715</u>	<u>\$25,390,250</u>		<u>\$26,137,960</u>

PURPOSE & OVERVIEW: As the Department's primary and most visible staff resource, the Operations Division is responsible for suppression and prevention of crime, apprehension of offenders, recovery of stolen property, regulation of non-criminal activity and 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, pedestrian and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and crossings 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 throughout the district and work in tandem with juvenile detectives assigned to the unit. They provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students through the schools and youth centers and acts as a liaison with the Department on safety issues. Tactical Operations consists of four full time certified bomb technicians who make up the Explosive Ordinance Unit (EOU). In addition, the Special Response Team (SRT) and the Tactical Patrol Force (TPF) are units mobilized when necessary to address issues concerning large crowds, high risk search warrants and apprehension of dangerous suspects. The Cambridge Police Department is committed to reducing crime through proactive crime prevention, intervention, enhanced communication and collaborative partnerships.

FY09 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 and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Community members attending sergeants meetings citywide	1,116	400	400	400
2. Community policing problem solving projects*	5	10	8	5
3. Community policing neighborhood grants awarded	31	30	30	30
4. Youth participating in Department sponsored leagues and programs *Neighborhood problem solving projects are designed to impact problems identified in the community by utilizing law enforcement techniques and strategies to impact the crime	245	150	150	250

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Directed patrol assignments to address quality of life issues	13,605	9,000	9,000	10,000
2. Park patrols performed utilizing bicycle officers	245	300	300	300

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Park & walk assignments performed throughout the city	n/a	300	300	300

■ *GOAL 3: Provide crime prevention classes to residents while creating opportunities to improve relationships and communications between the youth, the community and police officers.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Students in the district served by High School Advisory classes	1,132	400	1,000	1,000
2. Students receiving Safety Training (bike safety, drivers education, bullying and "points 4 safety")	1,008	1,000	1,000	1,000
3. Citizens participating in Rape Aggression Defense (RAD) Training	63	75	75	75
4. Citizens participating in Citizen, Youth and Senior Citizen Police Academies	18	50	50	50

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Business surveys conducted	40	50	45	50
2. Residential surveys conducted	37	45	40	45
3. Private security meetings attended per year	12	12	12	12

Figure 5: Selected Serious Crimes for Calendar Year 2006 vs. 2007

The City of Cambridge has seen a decrease in serious crimes in 2007, however there was an 11% increase (402 additional incidents) in overall total crimes reported in 2007. This increase specifically relates to the increase in larceny from motor vehicles. Auto theft saw a slight increase, with 11 more thefts reported than the 20 year low recorded in 2006. Approximately 68% of the cars reported stolen in 2007 have been recovered to date.

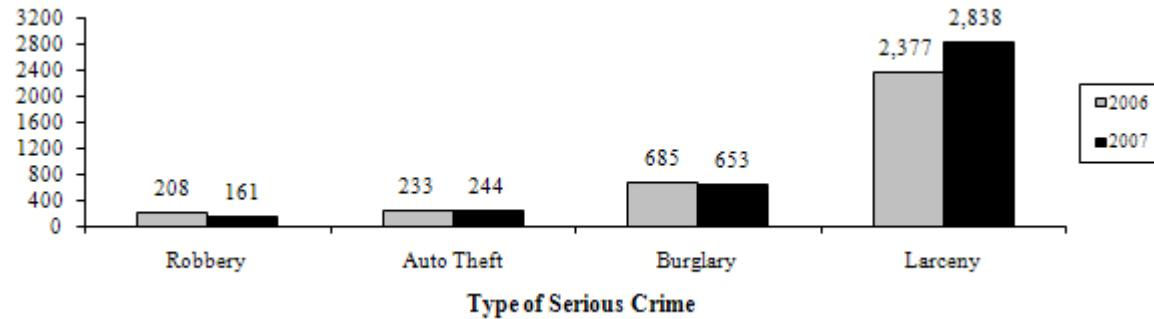


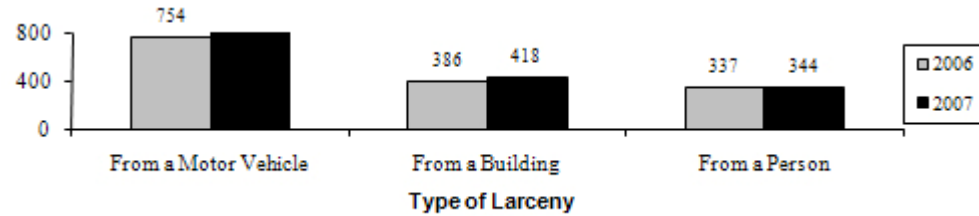
Figure 6: Calendar Year 2006 vs. 2007 Breakdown of Robberies by Type

In 2007, robberies in Cambridge declined by 23% from 2006 and a total decrease of 34% since 2004. Of the two categories of robbery (commercial and street), commercial robbery experienced no change in 2006 but remains 48% below the 2005 level. In 2007, convenience stores continued to be hot targets for commercial robberies; however banks became the largest percentage of all commercial robberies at 22%.



Figure 7: Calendar Year 2006 vs 2007 Breakdown of Larcenies by Type

Larceny increased by 19% overall in 2007. This increase can be attributed to the 59% increase in larcenies from motor vehicles, particularly related to GPS thefts increasing 438% since 2006. Larcenies from motor vehicles have climbed by 100% since 2005, an all-time record.



For additional statistics, please visit our Web site at www.CambridgePolice.org to view the complete 2007 Annual Crime Report online.

- **GOAL 5:** *Provide the highest level of law enforcement and public safety services to the citizens of Cambridge through education. Increase driver safety awareness by emphasizing the "Points 4 Safety," in order to reduce motor vehicle accidents by enforcing vehicle code violations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of assignments for deployment of units for the enforcement of truck restrictions	1,333	1,500	1,500	1,500
2. Number of selective traffic enforcement assignments citywide	10,541	11,000	11,000	11,000
3. Number of assignments for deployment of units for the enforcement of crosswalk violations	4,632	4,400	4,400	4,400
4. Number of selective bicycle enforcement assignments	592	1,000	1,000	1,000

- **GOAL 6:** *Increase safety for pedestrians, bicyclists and motor vehicle operators by 5 to 10% through accident reduction. Goal accomplishment will be facilitated by education, enforcement, continued monitoring of high accident locations, review of accident trends and the application of dedicated enforcement efforts.*

Figure 8: Reportable Motor Vehicle Accidents

The chart below reflects a comparison of reportable motor vehicle accidents in 2006 vs. 2007 by type of accident. Motorist vs. Motorist also includes single car accidents involving property damage.

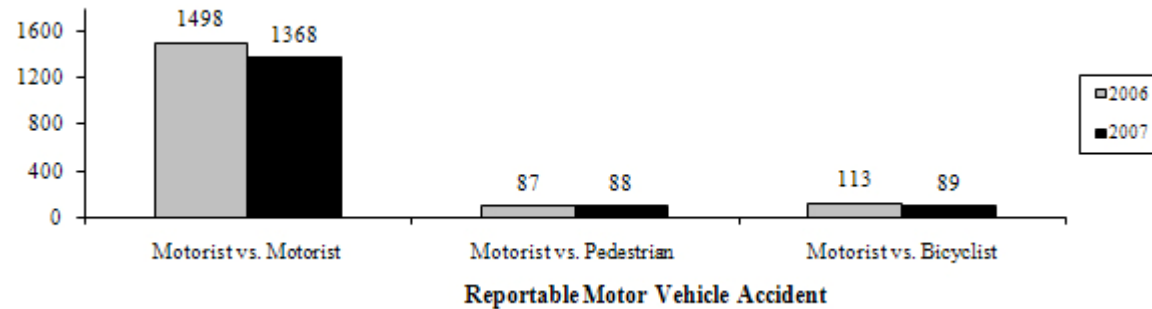
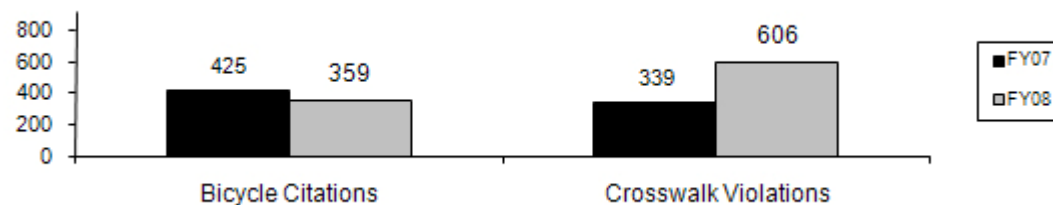


Figure 9: Bicycle Citations and Crosswalk Violations for FY07 and FY08

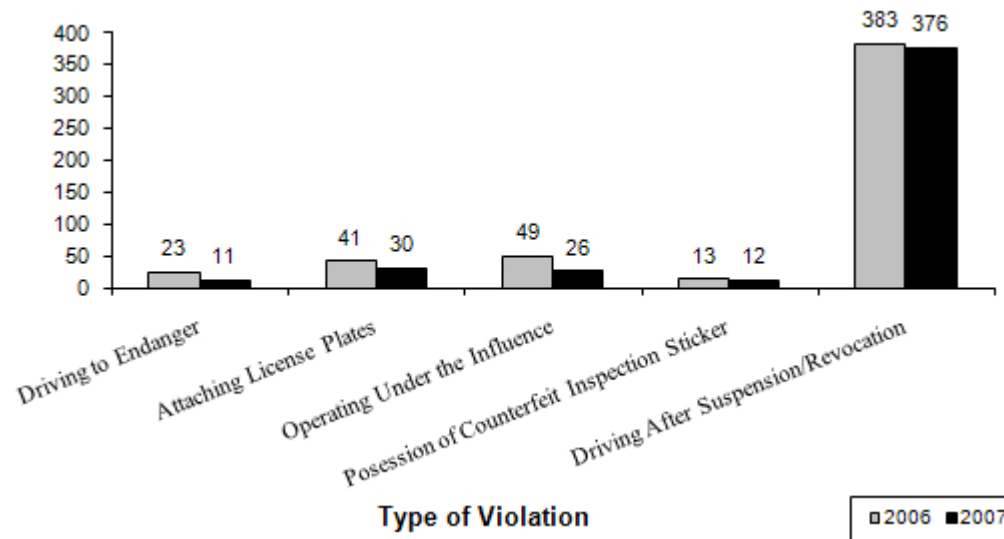
In a continued effort to provide the highest level of public safety services, the Department has continually increased enforcement of crosswalk violations and bicycle violations. The chart below reflects the number of bicycle citations and crosswalk citations issued from July 1 through December 31 of FY07, versus July 1 through December 31 of FY08. For additional statistics, please visit our Web site at www.cambridgepolice.org to view the 2007 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 10: Traffic Arrests for Calendar Year 2006 vs. 2007

The chart below reflects the number of traffic arrests by type of incident comparing 2006 versus 2007.



- **GOAL 7:** *Provide Child Safety Seat Program for Cambridge residents to assist parents with proper installation of car seats. 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Child Safety Seat installations	841	1,000	900	1,000

**POLICE
-Support Services**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$1,581,620	\$1,632,015	ADMINISTRATION	\$1,548,185
\$1,089,730	\$1,081,605	SPECIAL INVESTIGATION UNIT	\$1,241,150
\$276,390	\$312,590	TRAINING	\$291,800
\$3,283,440	\$3,168,965	MAJOR CRIME UNIT	\$3,385,130
\$245,590	\$176,760	DETAIL OFFICE	\$356,030
\$636,770	\$730,075	TECHNICAL SERVICES	\$965,455
<u>\$1,189,330</u>	<u>\$1,150,580</u>	OPERATION & MAINTENANCE	<u>\$1,759,020</u>
<u>\$8,302,870</u>	<u>\$8,252,590</u>		<u>\$9,546,770</u>

PURPOSE & OVERVIEW: 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.

FY09 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 using non-lethal Simunition ammunition, inert OC spray (Mace) and control devices. In addition to the annual in-service training, the Department will provide additional specialized training opportunities through daily roll calls, training bulletins and monthly newsletters.*

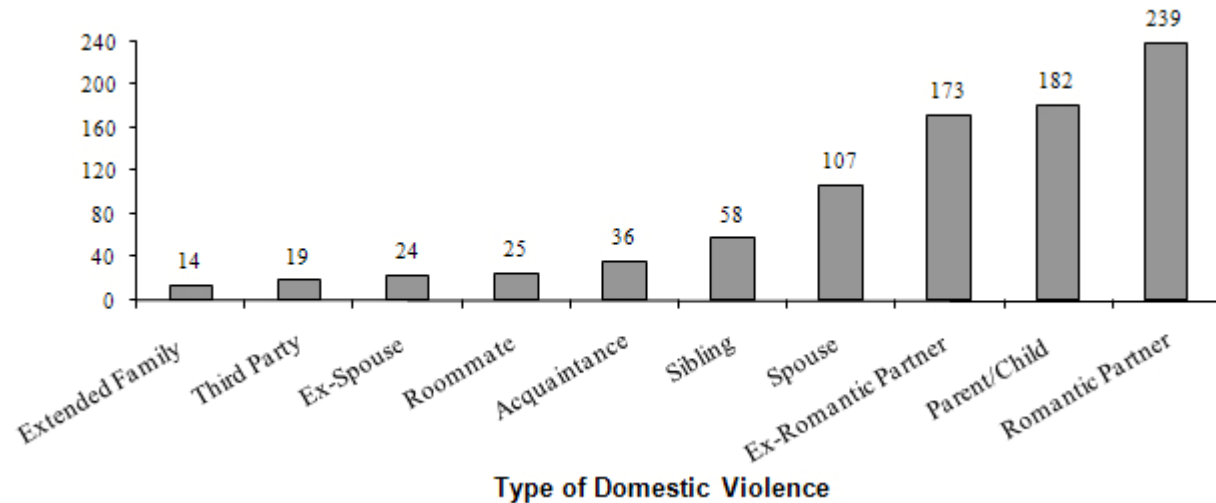
PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of officers attending live firearms training	250	250	250	250
2. Number of officers attending simulation training*	0	250	250	250
3. Number of officers attending simulated firearms training**	250	250	0	250
4. Number of training bulletins issued per year	n/a	26	100	60
5. Number of specialized trainings attended by sworn and non sworn personnel	n/a	333	300	300
*Training offered at least every other year and each year if possible (scheduling for FY07 was not feasible).				
**Training offered at least every other year and each year if possible (scheduling for FY08 was not feasible).				

- 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of domestic violence trainings conducted for various agencies throughout the city	14	12	12	12
2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services	65%	n/a	65%	65%

Figure 11: Domestic Violence by Relationship Category for Calendar Year 2007

The chart below reflects the number of domestic violence incidents reported in 2007 by relationship category.



The Cambridge Police Department's Special Investigations Unit continually undertakes 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 Inman/Harrington neighborhoods. In 2007, a total of 166 incidents were reported and 195 arrests were made.

AREA	2005	2006	2007	% of Total
East Cambridge	16	7	20	12%
M.I.T. Area	1	1	3	2%
Inman/Harrington	11	14	23	14%
Area 4	37	45	37	22%
Cambridgeport	24	27	28	17%
Mid-Cambridge	20	12	16	9%
Riverside	10	11	14	8%
Agassiz	2	1	0	0%
Peabody	3	6	8	5%
West Cambridge	5	6	3	2%
North Cambridge	9	18	12	7%
Cambridge Highlands	1	1	1	1%
Strawberry Hill	0	1	1	1%
TOTAL	139	150	166	100%

- **GOAL 3:** *Improve communication between the community and the Police Department in order to become effective allies in the campaign against drug abuse. Through regular monthly contact with community leaders, neighborhood residents and law enforcement agencies, exchange information regarding current problems related to drug usage and the means for ensuring neighborhood integrity against drug dealers, by the introducign a new technolgy: "Text A Tip."*

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**TRAFFIC PARKING &
TRANSPORTATION
-Summary**

<p>\$1,602,350 \$6,196,910 <u>\$807,465</u> \$8,606,725</p>	<p>\$1,775,430 \$6,485,825 <u>\$874,355</u> \$9,135,610</p>	<p align="center">TRAFFIC CONTROL PARKING CONTROL SUPPORT SERVICES</p>	<p>\$1,853,055 \$6,775,595 <u>\$900,480</u> \$9,529,130</p>
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PURPOSE & OVERVIEW: The Department oversees public parking and traffic operations in the city, and actively promotes walking, bicycling and transit. Parking control 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 include pavement markings, 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 Support Services.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Energy Efficiency - The Department continues to work on reductions in energy use.
 - Traffic signal and garage lighting energy improvements completed in FY07 have kept our electricity costs down. FY08 is the first full year of savings.
 - The two replacement vehicles purchased in FY08 are hybrids.
- Customer Service:
 - Implemented online application and credit card payment system for street permits for moving vans, construction trucks/traffic clearance and dumpsters.
 - Sidewalk snow/ice ticket database has been updated to ease the input, notification and collection process.
 - For the first time, Resident Parking Permits are available for renewal for qualified residents online.
 - Traffic, Parking & Transportation Regulations have been updated and are available to the public online.
 - City map of meter spaces is available online for the public and other City departments.
 - Department Website information is updated on a continual basis.

- Annual Photo Contest: 148 photos were submitted for the FY09 resident parking sticker contest. The winner of the contest was Peter Payack (Cambridge resident and the City's Poet Populist). The winning photo was of Memorial Hall. Many of the other photos submitted were published in our Resident Information Handbook.
- Signals: The Department is constantly improving, adjusting and upgrading our signal operations.
 - Adjusted signal timing at 33 signal locations to improve operations, enhance safety, operate consistently with our signal policy, and/or respond to constituents' comments.
 - Performed maintenance at 5 locations to fix problems and relocate signal control cabinets away from pedestrian travel routes.
 - Created signal progression on Mass. Ave. - Harvard Square to Alewife Brook Parkway.
- Transportation Planning:
 - Prepared traffic study reviews and certification of several large projects. Tracked and monitored all transportation mitigation required by the Planning Board of large projects.
 - Reviewed smaller projects seeking building permit sign-off from the department. Over 16 included working with the developer and sometimes residents to make adjustments to improve the safety and operation of the sites.
 - Produced a brochure to assist applicants in obtaining building permit approval as efficiently as possible.
 - Ongoing management of the off-street parking inventory and related regulations.
 - Provided monthly coordination meetings for TP&T, Inspectional Services, Licensing and Community Development.
 - Managed an intern who performed an inventory of bicycle parking in Harvard and Central Squares and recommended new parking locations to meet the increasing demand; performed studies of vehicle yielding at unsignalized crosswalks on multi-lane roads; and analyzed residential parking and auto ownership in multi-unit buildings close to transit.
- Harvard Square: Working with Harvard Square businesses and Public Works, created the regulations and current access times for the rebuilt Winthrop Street.
- Parking Control Officer (PCO) Enforcement:
 - PCOs, a key part of the City's increased efforts to enforce shoveling snow and treating ice on sidewalks, wrote almost four times as many snow and ice ticket violation tickets this year than in FY07.
 - Four new PCOs were hired to fill vacancies.

- The PCO Training Manual was updated, printed and distributed to all PCOs.
 - Handheld ticketing machines were upgraded to the newest model. The Police Department's street cleaning enforcement is now using the handheld machines. Tickets are on-line within 24 hours and the percentage of tickets paid within the first 21 days has increased
 - Created new management tools to track enforcement data. Data is used to improve deployment and performance of the unit.
- Parking Garage Maintenance: Completed phase one of the multi-year plan being implemented to maintain the City's two parking garages in good condition. Improvements included concrete and joint sealant repairs and applying waterproofing sealant at the East Cambridge Garage and installation of new doors at the Green Street garage to improve accessibility for disabled persons. Began design for the second year of this work, which will be performed in FY09. This work will take place at the East Cambridge garage and includes concrete repairs and new sealant.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$3,520,200
Parking Fund Parking Usage	\$3,520,200	
LICENSES AND PERMITS		\$452,500
Street Obstruction Permits	\$452,500	
FINES & FORFEITS		\$5,151,430
Parking Fines	\$5,151,430	
MISCELLANEOUS REVENUE		\$405,000
Interest Earnings	\$375,000	
Private Grants	\$30,000	
TOTAL FY09 BUDGETED REVENUE		\$9,529,130

STATUTORY ANALYSIS	SUMMARY	
SALARIES & WAGES	\$6,145,690	
OTHER ORDINARY MAINTENANCE	\$3,285,040	
TRAVEL & TRAINING	\$23,400	
EXTRAORDINARY EXPENDITURES	\$75,000	
TOTAL FY09 BUDGETED EXPENDITURES		\$9,529,130

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	80	80	80

**TRAFFIC PARKING &
TRANSPORTATION
-Traffic Control**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$505,015	\$487,030
\$521,065	\$572,925
<u>\$576,270</u>	<u>\$715,475</u>
\$1,602,350	\$1,775,430

TRAFFIC SIGNAL MAINTENANCE	\$488,755
TRAFFIC ENGINEERING	\$601,420
PAVEMENT MARKINGS/SIGN POSTING	<u>\$762,880</u>
	\$1,853,055

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 190 signal locations currently on the system. The City has 134 signalized intersections, 22 warning flashers and 34 school zone flashers.

FY09 GOALS

- *GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of signalized intersections adjusted to enhance pedestrian crossing	8	10	7	7
2. Number of new crosswalks	33	n/a	20	20
3. Total number of crosswalks citywide	1,936	n/a	1,956	1,976
4. Number of Snow/Ice tickets written by PCOs	91	n/a	420	500

- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of street obstruction and street closing permits issued	6,061	6,500	6,500	6,500
2. Percentage of moving van permits submitted through pay online	n/a	n/a	50%	80%

- *GOAL 3: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of linear feet of bike lane	82,425	86,925	86,000	86,925

- *GOAL 4: 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of completed site investigations conducted by the Traffic Division	142	125	110	110
2. Total number of completed minor traffic studies	22	4	7	8
3. Total number of traffic regulatory signs replaced or installed	2,438	2,000	1,900	2,000
4. Total number of street name signs replaced	259	200	190	180

- *GOAL 5: 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of large project traffic studies reviewed for projects seeking Planning Board permits	5	5	7	5

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**TRAFFIC PARKING &
TRANSPORTATION
-Parking Control**

<p>\$1,915,210 \$1,014,275 \$1,074,610 <u>\$2,192,815</u> \$6,196,910</p>	<p>\$1,994,295 \$1,086,565 \$947,450 <u>\$2,457,515</u> \$6,485,825</p>	<p align="center">PARKING SERVICES PARKING METER MAINTENANCE OFF STREET PARKING PARKING ENFORCEMENT</p> <p>parking regulations.</p> <p>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. They are 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.</p> <p>The Parking Meter staff is responsible for the installation, maintenance, collection and repair of the City's 3,070 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.</p> <p>The Parking Enforcement unit enforces the City's parking regulations. The operation is active from 7 a.m. to 8 p.m. weekdays as well as extended hours on Thursday and Friday evenings until 10 p.m. Saturday hours are 8:30 a.m. to 10 p.m.</p> <p>The Division is also responsible for the two City garages, Green Street Garage and East Cambridge Garage, and manages the contract to operate these facilities. The Traffic Control Division is responsible for preventive maintenance and renovations of the two structures.</p>	<p>\$2,000,285 \$1,144,425 \$1,082,350 <u>\$2,548,535</u> \$6,775,595</p>
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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

FY09 GOALS

- *GOAL 1: Provide on-street parking for residents, their visitors and providers of services to residents, and issues residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of resident parking permits (stickers)	38,682	40,000	40,000	40,000
2. Number of resident permits issued during the renewal season (Oct. 15 - Jan. 31)	26,753	27,000	27,187	27,200
3. Number of permits obtained by mail during the renewal season	11,618	12,150	11,236	8,700
4. Percentage of permits obtained by mail during the renewal season	43%	45%	41%	32%
5. Number of permits obtained at main office during the renewal season	15,688	14,850	15,501	12,500
6. Percentage of permits obtained at main office during the renewal season	59%	55%	57%	46%
7. Number of resident parking permit applications received through pay online	n/a	n/a	450	6,000
8. Percentage of resident parking permits applications received through pay on line	n/a	n/a	2%	22%
9. Number of resident permit violations	63,555	67,610	61,000	61,000
10. Number of public safety violations	21,290	24,900	23,000	23,000

- *GOAL 2: Provide short term, on-street and off-street parking in business districts by enforcing parking meter violations and by maintaining all parking meters and pay stations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of on-street, short term spaces managed by parking meters and pay stations	2,877	3,154	2,901	2,941
2. Number of off-street short term spaces managed by parking meters & pay stations	277	n/a	274	274
3. Number of meter violations	187,797	201,550	190,000	190,000
4. Number of overtime meter violations (meter feeding)	21,771	21,300	23,000	23,000

- *GOAL 3: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of tickets paid within 21 days from issuance without a notice	57%	57%	57%	57%
2. Percentage of paid tickets issued this fiscal year	77%	83%	83%	85%
3. Percentage of tickets paid at main office	16%	15%	13%	13%
4. Percentage of tickets paid via mail, telephone and online	84%	85%	87%	87%
5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed	5%	4%	5%	5%

**TRAFFIC PARKING &
TRANSPORTATION
-Support Services**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$807,465
\$807,465

\$874,355
\$874,355

ADMINISTRATION

\$900,480
\$900,480

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 customer service; publishing materials to bring information to the public; maintaining and improving the Department's Web site; 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.

FY09 GOALS

- *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.*

- *GOAL 2: Maintain up-to-date Web site with useful information. Provide online services that are user friendly and accomodate all resident and visitor needs with the click of a mouse.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Web forms submitted for signal inquiries	n/a	100	100	100
2. Number of Web forms submitted for sign inquiries	n/a	60	60	60
3. Number of Web forms submitted for parking consideration	n/a	4,500	4,500	5,000
4. Number of Web forms submitted for parking ticket disputes	n/a	10,000	10,000	12,000
5. Number of visitors to Department's Web site	n/a	90,000	60,000	65,000

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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POLICE REVIEW AND ADVISORY BOARD

<p style="text-align: center;"><u>\$65,805</u> \$65,805</p>	<p style="text-align: center;"><u>\$85,825</u> \$85,825</p>
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POLICE REVIEW AND ADVISORY BOARD

\$91,195
\$91,195

Purpose & Overview The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB 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 PRAB 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Continued an information sharing and case review process with the Police Department's Quality Control Office.
- Continued reviewing and monitoring investigation of complaints filed at the Police Department Quality Control Office.
- All Board members are trained in the Police sensitivity techniques by attending a "Ride Along" program with individual police officers.
- Attended the National Conference for Civilian Oversight and Law Enforcement Boards to learn about investigative techniques and programs used by other Boards.
- Collaborated with the NAACP, Medford/Somerville branch, in holding a public forum on forming Civilian Review Boards in Massachusetts. Over 100 citizens and public officials attended.
- Continued to work closely with 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.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Public inquiries	155	150	150	160
2. Community training sessions	16	16	16	18
3. Events related to the mission of the Board, including community training sessions	27	25	25	25
4. Board meetings open to the Public	12	12	12	12

- *GOAL 2: Improve efficiency and effectiveness of case intake, referral process, investigation and investigative related findings and actions.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Complaints open from prior fiscal years	0	0	0	0
2. Complaint intakes from public inquiries	112	120	120	120
3. Complaints referred to other agencies or dismissed due to lack of jurisdiction	102	105	105	105
4. Complaints investigated and closed	10	15	15	15
5. Public hearings held	12	12	12	12
6. Recommendations made to the Police Commissioner and the City Manager after hearings	0	1	1	1

- *GOAL 3: Perform mediation as a means to resolve complaints in lieu of investigation.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Mediation sessions performed	2	5	2	4
2. Complaints successfully mediated	0	5	1	2

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Training sessions	9	5	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.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$91,195
Real Estate Taxes	\$91,195	
TOTAL FY09 BUDGETED REVENUE		\$91,195

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$87,195
OTHER ORDINARY MAINTENANCE	\$1,000
TRAVEL & TRAINING	\$3,000
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$91,195

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	1	1	1

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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INSPECTIONAL SERVICES

\$2,157,090	\$2,262,025
\$191,695	\$199,625
<u>\$13,790</u>	<u>\$20,000</u>
\$2,362,575	\$2,481,650

**INSPECTION/ENFORCEMENT
ZONING APPEAL BOARD
BOARD & RAZING**

\$2,393,155
\$191,970
<u>\$20,000</u>
\$2,605,125

PURPOSE & OVERVIEW: The Inspectional Services Department (ISD) is responsible for all laws and related City Ordinances that pertain to the Massachusetts State Building 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Revenue received by the Department, largely from building permit fees, continues at high levels.
- Continued effort to ensure control of rodent problems in the city through the Rodent Control Committee comprised of DPW, the Health Department and neighborhood representatives.
- Worked closely with neighborhood groups to resolve complaints.
- Continuing the process of developing online permitting through Cambridge Request System (CRS).
- Continued 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 codes and ordinances.
- Continued monthly meetings with Traffic Department and License Commission to discuss parking issues.
- Continued inspecting dumpsters in food establishments for compliance with the sanitary code.
- Performed over 500 multifamily inspections to ensure safety and compliance with Massachusetts Building Code Section 108.
- Initiated quarterly meetings with the Cambridge Health Alliance to address ongoing health concerns in the city and with the Water Department to discuss issues related to new construction and installation of sprinklers.

Table 1: Permits Issued by Category

This table represents the number of permits issued, by category, in a given fiscal year. The Other category is made up of asbestos, demolition, lead removal and sprinkler permits. The Gas category covers permits related to installation of major equipment. The Plumbing category includes work pertaining to water lines, heating and cooling systems, kitchens, baths and other mechanical permits. The Building category constitutes major and minor alteration building projects. These permits are issued within 30 days 98% of the time. Finally, the Electrical category is made up of permits for those projects requiring rewiring or other related electrical work.

Type of Permit	FY04	FY05	FY06	FY07
Other	751	894	949	1,283
Gas	1,019	1,049	1,284	1,250
Plumbing	1,324	1,354	1,798	1,837
Building	1,904	2,032	2,044	2,014
Electrical	2,606	2,705	3,122	3,347
Total	7,604	8,034	9,197	9,731

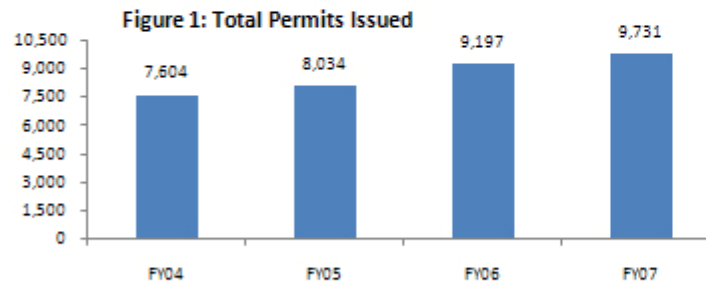
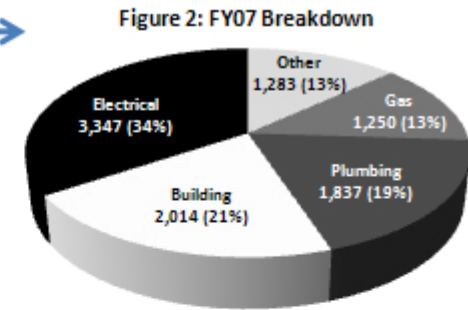


Figure 2 provides a breakdown of the types of permits for fiscal year 2007, with Electrical permits making up the largest share at 34%.

Figure 1 shows that the number of total permits issued, which is subject to current economic conditions, is steadily increasing each year to meet construction demand.

FY09 GOALS

- *GOAL 1: Process building permit applications, improve community access to permit information online and conduct required inspections in a timely and efficient manner.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of multi-family inspections	25	400	550	600
2. Number of compliance inspections	6,942	6,000	6,200	6,000

- *GOAL 2: Enhance and protect public health and safety by conducting inspections of food handling establishments in accordance with State required minimum of two compliance inspections per year and by improving community access to inspection reports.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of compliance inspections and re-inspections	1,981	2,300	2,040	2,000
2. Number of complaints received	162	200	200	200
3. Number of food handling establishments in Cambridge	588	590	592	592
4. Number of dumpster inspections completed	n/a	500	540	550

- *GOAL 3: Process all applications for zoning relief in an efficient manner in accordance with the requirements of applicable State laws and conduct zoning meetings.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. BZA requests for relief heard within time frame stipulated by law	100%	100%	100%	100%
2. Number of BZA applications	165	230	140	140

- *GOAL 4: Process and respond to citizen housing and related complaints in a timely and professional manner.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Respond to citizen complaints within 2 days of receipt	100%	100%	100%	100%
2. Number of formal complaints	940	750	900	850
3. Number of inspections	3,780	4,000	3,400	3,500
4. Number of court hearings	289	300	340	300

FINANCING PLAN	SUMMARY
TAXES	(\$1,091,375)
CHARGES FOR SERVICES	\$63,000
LICENSES AND PERMITS	\$3,633,500
TOTAL FY09 BUDGETED REVENUE	\$2,605,125

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$2,428,900
OTHER ORDINARY MAINTENANCE	\$124,400
TRAVEL & TRAINING	\$51,825
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$2,605,125

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	<i>27</i>	<i>27</i>	<i>27</i>

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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LICENSE COMMISSION

\$660,285
\$123,790
\$784,075

\$690,250
\$150,845
\$841,095

**LICENSE
CONSUMER**

\$716,855
\$157,790
\$874,645

PURPOSE & OVERVIEW: The Board of License Commissions 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, 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

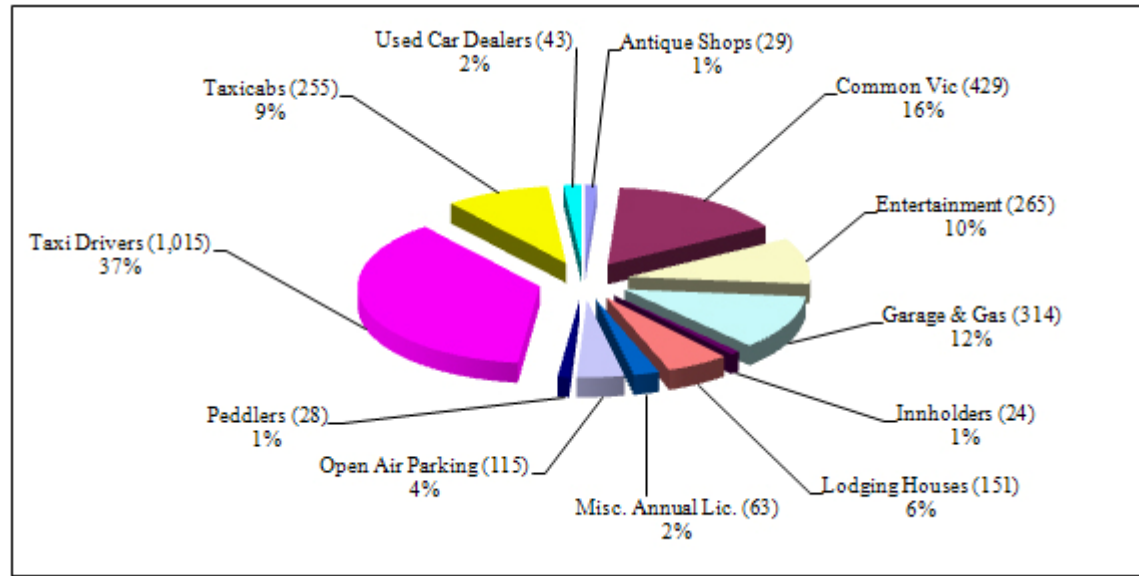
- Cambridge Licensee Advisory Board (CLAB), with support from the License Commission, produced the fifth annual Taste of Cambridge event, which featured 50 Cambridge restaurants, hotels and breweries, was attended by over 800 guests and raised over \$15,000. A significant portion of the proceeds went to North Charles, Inc. and The Harvard/MIT Student Collaborative.
- The Accessible Cambridge Taxicab (ACT) Program continued to serve elders and persons with disabilities in Cambridge and surrounding communities for a fourth year. The program installed GPS Systems in some accessible vehicles to better serve the community.
- An Alcohol Cap and Economic Task Force was formed to review the alcohol cap policy and rules. Recommendations were set forth to give greater notice to the community on hearings for changes to establishments and to increase fees for new licenses so that they would no longer be free.
- The Cambridge Taxicab Subcommittee met to formulate the new Cambridge Clean Air Cab Policy, encouraging conversion of existing medallions to hybrids or other clean air vehicles and proposing to bid two new medallions, one hybrid and one accessible vehicle, in the spring of 2008.

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.

Figure 1: Annual Licenses (Non-Alcohol)

The License Commission administers and regulates numerous categories of annual licenses. A total of 2,731 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2008.



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.

FY09 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 2a: Annual Alcohol Licenses Issued

The following chart shows a breakdown of the 257 alcoholic beverage licenses, by category, that are issued by the License Commission during Fiscal Year 2008.

Type of License	Issued	Percentage
Restaurants (All Alcohol Beverage), 1:30am	1	0.39%
Breweries*	1	0.39%
Educational Institute (Wine & Malt Beverage)	5	1.95%
Educational Institute (All Alcoholic)	1	0.39%
Hotels (All Alcohol Beverage)	12	4.67%
Other Clubs (All Alcohol Beverage)	15	5.84%
Package Stores (Wine & Malt Beverage)	18	7.00%
Package Stores (All Alcohol Beverage)	22	8.56%
Restaurants (All Alcohol Beverage), 2am	51	19.84%
Restaurants (Wine & Malt Beverage)	54	21.01%
Restaurants (All Alcohol Beverage), 1am	77	29.96%
TOTAL	257	100.00%
<i>*Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.</i>		

Figure 2b: FY07 Alcohol Disciplinary Hearings

Results of 9 Disciplinary Hearings held for alcoholic beverage establishments (7/1/06 – 6/30/07):

Form of Discipline	#
License suspended for 8 weeks (2 weeks for each infraction) and required training with CLAB	1
License suspended for 2 weeks with 6 months probation to verify changes are effective	1
4 day suspension of license deferred for a 6 month period after which, providing no violations occur, the suspension is void	1
3 day suspension of license deferred for a 6 month period after which, providing no violations occur, the suspension is void	2
Cannot write company check to License Commission for 1 year	1
Stem warning issued subject to monitoring by License Commission and Police Department regarding serving minors	1
Stem warning issued subject to training of all managers and employees by CLAB	2
Total.....	9

Figure 3a: Percentage of Alcohol Establishments Inspected

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.

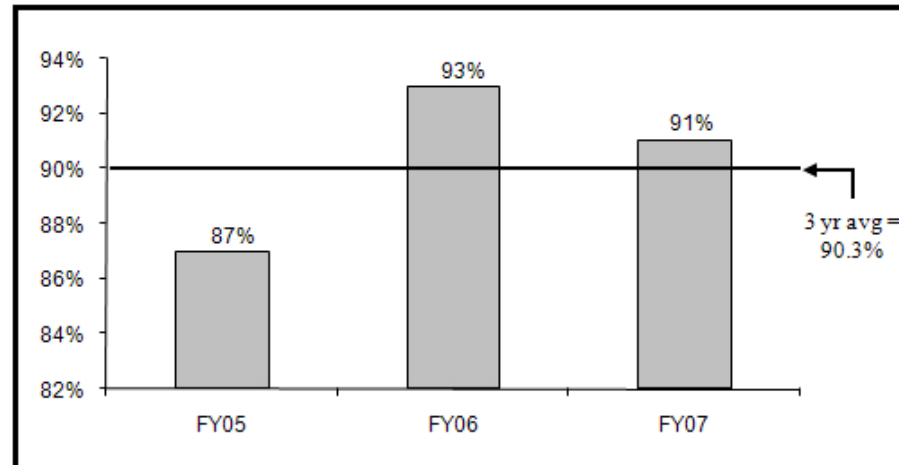


Figure 3b: Number of Alcohol Establishments Inspected

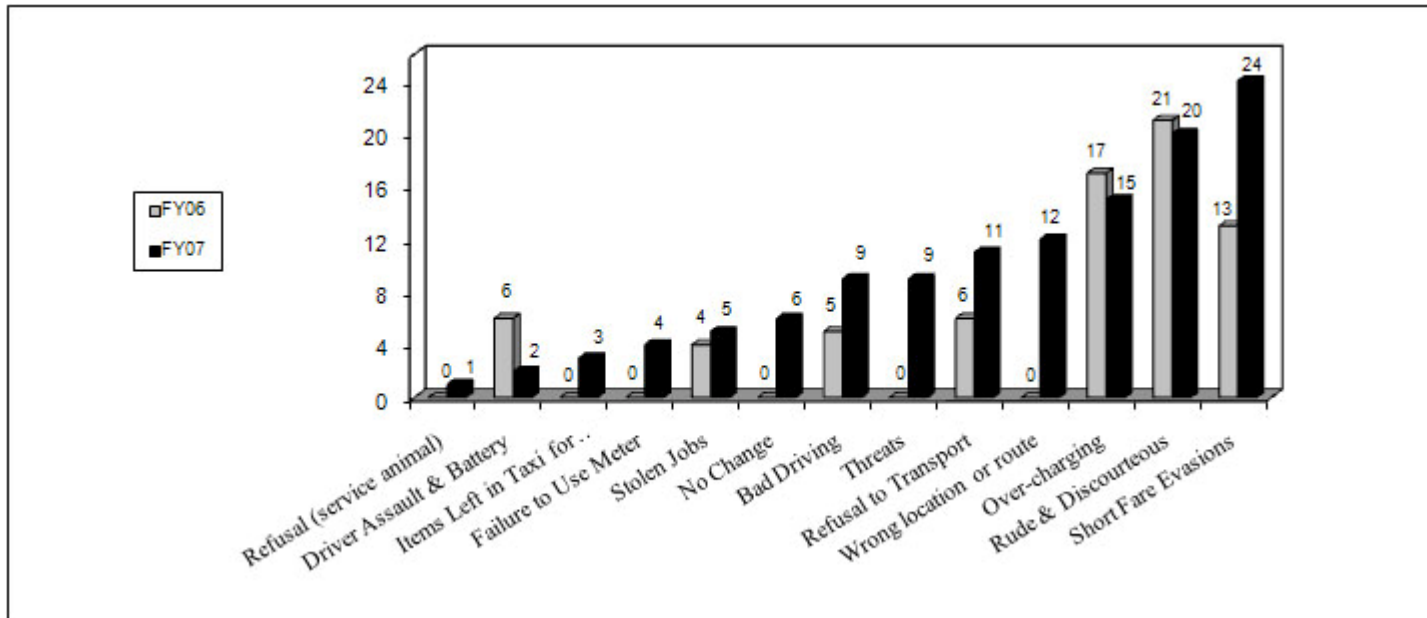
FY05	FY06	FY07	
190	200	191	Alcohol Licenses Inspected
219	215	210	Active On-Premises Licenses

- *GOAL 2: Investigate all violations of out of town taxicab pick-ups.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of illegal out of town taxicabs found in violation within the City of Cambridge	21	25	100	45

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 72 complaints in FY06 and 121 complaints in FY07. 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of cultural events in the City involving staff participation through the Special Events Committee	35	32	35	35
2. Number of new hackney driver candidates who successfully complete the program at the Cambridge Taxicab School, Inc. and become licensed Cambridge taxicab drivers* *100% of new drivers (1,300) after 1994 have completed training.	87	100	85	94

- *GOAL 4: Continue to work with CLAB and the taxicab industry on the Cambridge safeRide program to provide free, safe taxicab rides on select holidays, thereby reducing the incidence of driving while intoxicated.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of rides provided during holidays	142	250	200	250

- *GOAL 5: Work with Inspectional Services and the Fire Department to streamline the renewal process for liquor licensees under the new Certificate of Inspection Sprinkler Law requirement, by providing a faster and more efficient method of renewal.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of alcohol licenses ready for renewal process by December 1	n/a	n/a	98%	100%
2. Number of alcohol licenses renewed by December 31	n/a	n/a	257	257

- **GOAL 6:** *Promote clean air vehicles by encouraging and adding "Clear Air Cabs" to the Cambridge Taxicab Industry, by dispersing grant funds to existing cab owners to supplement the cost of the conversion.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of clean air vehicles converted	n/a	n/a	6	6

CONSUMERS COUNCIL

PURPOSE & OVERVIEW: The Consumers Council 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 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.

FY09 GOALS

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Educational workshops or public forums held in Cambridge	5	3	3	2
2. Written articles, brochure/newsletter publication, distribution efforts, or significant Web page additions	11	12	6	5

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.

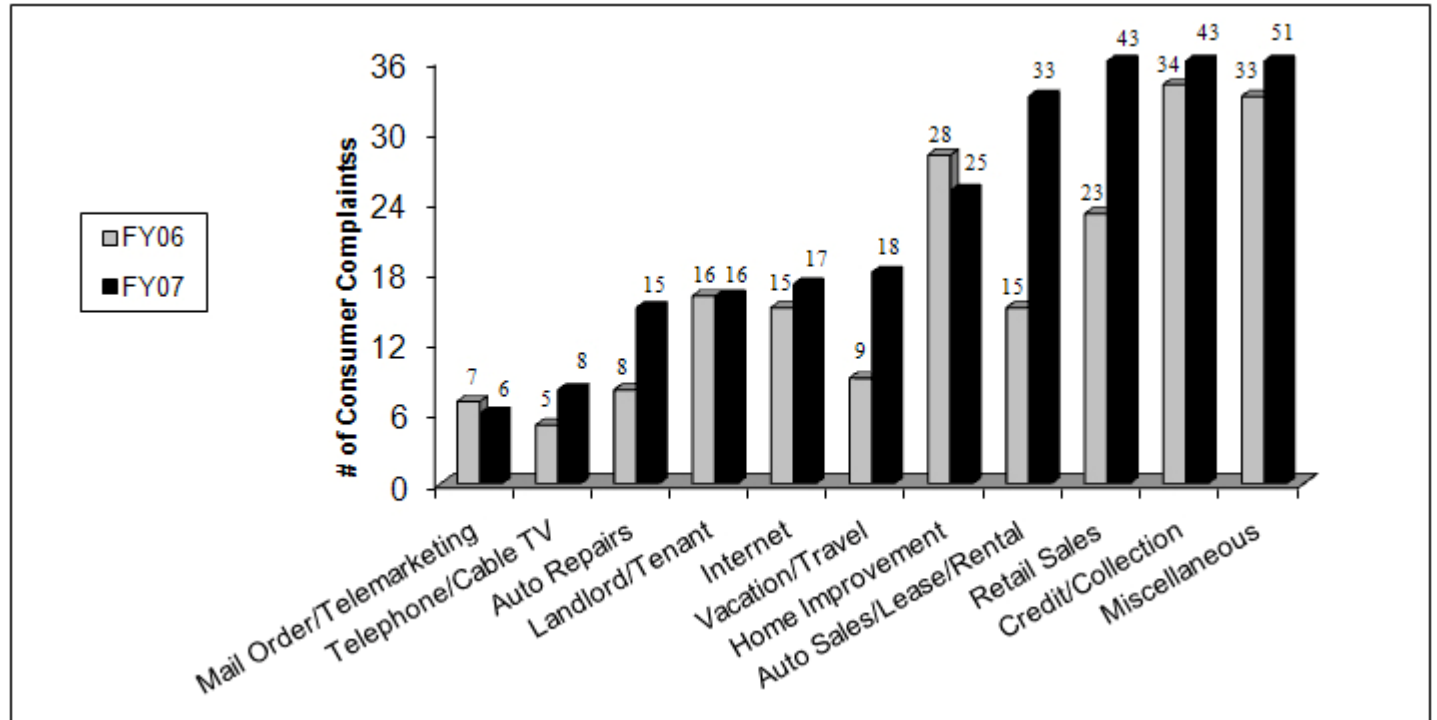


Figure 6: Complaint Resolution Process

The chart below shows the volume of complaints resolved and the method of resolution used.

Consumer Business Disputes Resolved In FY07 (7/1/06 - 6/30/07)		Consumer Business Disputes Resolved In FY08 (7/1/07 - 3/31/08)*	
Disputes Resolved in Mediation	124	Disputes Resolved in Mediation	150
Disputes Resolved in Court	20	Disputes Resolved in Court	10
Disputes Resolved by Other Means	69	Disputes Resolved by Other Means	146
TOTAL	213	TOTAL	306*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		(\$1,107,205)
Real Estate Taxes	(\$1,107,205)	
CHARGES FOR SERVICES		\$27,450
Photocopy/Reproduction	\$450	
Lic Hearing/Advertising Fee	\$27,000	
LICENSES AND PERMITS		\$1,904,400
Alcoholic Beverage	\$781,000	
Common Victualer	\$46,000	
Miscellaneous Licenses	\$21,000	
Lodging Houses	\$254,000	
Garage/Storage Of Inflammable	\$282,000	
Shops & Sales	\$3,800	
Hackney Carriage/Drivers	\$76,000	
Motor Vehicle Related	\$74,000	
Hackney Application	\$5,100	
Entertainment Summary	\$178,000	
Pole & Conduit	\$172,000	
Disposal Company	\$2,500	
Property Use License	\$9,000	
INTERGOVERNMENTAL REVENUE		\$50,000
Consumer Comm (Att Gen)	\$50,000	
TOTAL FY09 BUDGETED REVENUE		\$874,645

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$803,755
OTHER ORDINARY MAINTENANCE	\$59,775
TRAVEL & TRAINING	\$11,115
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$874,645

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	9	9	9

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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WEIGHTS & MEASURES

\$107,325
\$107,325

\$112,335
\$112,335

WEIGHTS AND MEASURES

\$117,690
\$117,690

PURPOSE & OVERVIEW:

The Department of Weights and Measures is charged with the responsibility for 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 weighing and measuring devices used by local business establishments. These include taxi meters, retail motor fuel dispensers, vehicle tank meters which are used in delivering home heating oil, hospital and health clinic scales, large capacity truck scales, small and medium capacity scales in factories, pharmacy scales and large capacity scales for the tipping of solid waste.

It is the duty and function of the Department to enforce the Massachusetts General Laws, 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Developed of four public service announcements in collaboration with City TV 8 on taximeters, home heating oil deliveries, gas dispenser inspections and scales for supermarket inspections.
- Provided a Consumer Impact Statement to the Division of Standards of the Commonwealth of Massachusetts that details the savings passed on to consumers and businesses by conducting inspections in Cambridge.
- As Chairperson of the Laws and Regulations Committee of the National Conference on Weights and Measures, the Sealer assisted in developing regulations on the labeling of Biodiesel and Fuel Ethanol, which were added in to Handbook 130, Uniform Laws and Regulations.
- Continued outreach to business owners on local and state regulations and compliance.

FY09 GOALS

- *GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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.	6	7	7	7
4. Scales tested 100 to 1,000 lbs.	120	125	125	125
5. Scales tested 0 to 100 lbs.	705	700	725	730
6. Avoirdupois weights	130	130	130	130
7. Metric weights	210	210	210	210
8. Apothecary and Troy weights	195	195	195	200
9. Gasoline pumps	400	410	410	410
10. Vehicle oil tanks	19	19	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Prepackaged food inspections	1,850	1,900	1,950	1,950
2. Scanner system inspections	145	150	150	150

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Required inspections performed	255	255	255	257
2. Additional inspections performed	160	165	170	170

- *GOAL 4: Ensure equity and fairness in the marketplace by conducting inspections and providing educational materials to the public on weights and measures rules and regulations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of spot inspections performed	118	120	125	125

- *GOAL 5: Monitor and update Department's Web page for citizen questions and complaints.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Citizens viewing Web page	n/a	1,000	1,050	1,075

- *GOAL 6: Implementation of an automated billing system for tracking of City revenues.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Completion of a Citywide invoicing system	n/a	n/a	25%	100%

- *GOAL 7: Utilize City TV-8 to produce a cable program on the activities of the Weight & Measures Department to provide outreach and education to consumers and business owners.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Creation of public service announcements with City TV 8	n/a	n/a	4	2

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$72,265
Real Estate Taxes	\$72,265	
CHARGES FOR SERVICES		\$26,000
Sealing Fees	\$26,000	
FINES & FORFEITS		\$1,500
W&M Civil Citations	\$1,500	
INTERGOVERNMENTAL REVENUE		\$17,925
State Cherry Sheet Revenue	\$17,925	
TOTAL FY09 BUDGETED REVENUE		\$117,690

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$107,665
OTHER ORDINARY MAINTENANCE	\$7,780
TRAVEL & TRAINING	\$2,245
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$117,690

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	1	1	1

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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ELECTRICAL

\$245,405	\$258,745	ADMINISTRATION	\$386,415
\$215,225	\$220,075	SIGNAL MAINTENANCE	\$112,465
\$919,770	\$957,785	ELECTRICAL SERVICES	\$970,730
\$965,545	\$1,156,635	EXTERIOR LIGHTING	\$1,206,795
\$4,000	\$2,000	RADIO OPERATIONS	\$0
\$10,000	\$10,000	COMMUNICATIONS	\$14,000
<u>\$2,359,945</u>	<u>\$2,605,240</u>		<u>\$2,690,405</u>

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 where 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. The Electrical Department, with the purchase of street lights from NSTAR, is responsible for the maintenance and repair of street lights within the city. 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.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Installed lighting in conjunction with new park designs at the Father Callanan Playground at the Tobin School , Trolley Square Park and Costa Lopez Park.
- Connected additional buildings to and upgraded cables within the municipal fire alarm system.
- Continue assisting the Water Department with energy conservation for lighting and filter plant equipment, utilizing the NSTAR energy program.
- Relamped all of the streetlights in neighborhoods 7 and 8.
- Installed new lighting with construction of the South Mass. Avenue Project including Lafayette Square, and new lighting with streetscape improvement in Harvard Square on JFK, Winthrop, Church and Palmer Streets.
- Installed holiday lighting in various locations around the city, including on street trees and temporary trees, and assisted with the installation of lighted banners in both Harvard and Central Squares.
- Continued assisting the IT Department in a beta test site for the wireless internet project.
- Expanded Citywide Fiber Network for the wireless internet project and the public safety radio system.
- Installed cables to move the municipal fire alarm system and extend the citywide fiber network from the Fire Headquarters Building to the new Robert W. Healy Public Safety Facility in East Cambridge.

FY09 GOALS

- *GOAL 1: Maintain the municipal fire alarm system.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of fire alarm street boxes	616	625	618	622
2. Number of fire alarm systems in municipal buildings	34	34	34	36
3. Number of fire alarm system tests performed in City buildings	37	66	33	33
4. Number of service calls for disconnection or reconnection of private buildings	12,971	12,000	12,000	12,000
5. Cost per test - street boxes*	\$25.57	\$23.83	\$26.08	\$26.08
6. Cost per disconnect/reconnect - street boxes*	\$25.57	\$23.83	\$26.08	\$26.08
*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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of lights	7,377	7,636	7,569	7,594
2. Number of streetlights maintained	6,356	6,586	6,541	6,562
3. Total number of park lights maintained	1,021	1,050	1,028	1,032
4. Number of bulbs and photo devices changed each year (group re-lamping program)	896	900	569	900
5. Percent of defective streetlights repaired within 72 hours	92%	85%	85%	85%
6. Number of lights repaired each year*	922	1,100	1,100	1,000
*The number of repairs will be reduced in FY09 due to the group re-lamping program.				

- *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		\$1,902,105
Real Estate Taxes	\$1,902,105	
CHARGES FOR SERVICES		\$545,000
Master Fire Alarm Box Fee	\$135,000	
Signal Maintenance Fee	\$390,000	
Cut-Out/Plug-Out Fee	\$20,000	
LICENSES AND PERMITS		\$22,935
Street Obstruction Permits	\$22,935	
INTERGOVERNMENTAL REVENUE		\$207,865
State Cherry Sheet Revenue	\$207,865	
MISCELLANEOUS REVENUE		\$12,500
Traffic Knockdowns	\$12,500	
TOTAL FY09 BUDGETED REVENUE		\$2,690,405

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$1,377,275
OTHER ORDINARY MAINTENANCE	\$1,286,460
TRAVEL & TRAINING	\$1,670
EXTRAORDINARY EXPENDITURES	\$25,000
TOTAL FY09 BUDGETED EXPENDITURES	\$2,690,405

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	14	14	14

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	EMERGENCY MANAGEMENT
<u>\$162,375</u> \$162,375	<u>\$165,515</u> \$165,515	EMERGENCY MANAGEMENT	<u>\$170,605</u> \$170,605	<p>PURPOSE & OVERVIEW: The primary 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.</p> <p>The Department works closely with its State counterpart, the Massachusetts Emergency Management Agency (MEMA), and also works with the regional office of the Federal Emergency Management Agency (FEMA).</p> <p>Preparation for disaster involves preparing contingency plans for natural and technological disasters that could affect the Cambridge community. Perhaps the most important components of these plans are having the means to contact people who would respond to the City's needs, and the information about resources that would be available to the City. Preparedness also includes educating the public regarding the risks we face and appropriate ways to plan for those risks.</p> <p>If a disaster occurs in 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, 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 FEMA. In addition, a very important function of the Department during the aftermath of a major disaster is to ensure that all residents and local businesses are made aware of the various programs and resources available to assist them.</p> <p>After a disaster strikes, it is important to learn what can be done to reduce the consequences of a similar disaster in the future. City agencies must learn what they can do to limit the effects of disasters. The Department makes information available to residents and businesses regarding what they can do to mitigate the effects of disasters.</p> <p>The 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. 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 obtaining assistance and about other resources. We work with both City and private agencies to ensure that all victims receive any assistance they may need. The Department has developed <i>After the Fire</i>, a 14-page brochure with advice about recovering from a house fire. This brochure, available on the City of Cambridge Web site, has proved very helpful to fire victims.</p>

The Department continues to educate residents on how to prepare for emergency situations. If one prepares for these consequences by having flashlights, battery-operated radios, water, non-perishable food, 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 make some preparations in advance.

The Department visits special needs population facilities such as daycare centers, schools and nursing homes to verify the information entered into the database and other information required for emergency planning. We also assist daycare centers, schools and other facilities in developing their own emergency plans.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- The Massachusetts Emergency Management Agency (MEMA) has asked towns to participate in a new revision of the Comprehensive Emergency Management (CEM) plan which involves a Web-based plan (called “eCEM”) and the maintenance of the plan on a MEMA server. The eCEM plan will be updated on a continual basis. The department is working to coordinate our plans with Boston and the other 7 communities that abut Boston. This will ensure information sharing concerning resources that can be shared between the regional partners.
- 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 both the Boston/Cambridge 4th of July event and the Head of the Charles Regatta. In addition to improving readiness and service at these events, participation with the other agencies serves as very valuable training.
- The Department continues to work with Cambridge residents who are victims of fires or other localized disasters. During the first half of FY08, the Department responded to 6 incidents and assisted 31 individuals in obtaining assistance.
- 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 Department of Homeland Security has designated Cambridge as part of the "Metro Boston UASI Region." The communities in the region include Boston, Cambridge, Brookline, Somerville, Chelsea, Revere, Everett and Winthrop. The UASI Emergency Management committee meets biweekly to coordinate emergency planning in UASI communities. The committee is actively involved in evacuation planning for the region. Work continues in the effort to identify regional hazards and explore ways to mitigate them. The UASI group is also working on the development of a regional cache of shelter supplies including cots and blankets. Initial planning is for a cache of 4000 cots and 4000 blankets which will be pre-positioned in trailers in the UASI communities. This initiative, funded by the UASI grant program will greatly improve our ability to evacuate and shelter our population in an emergency.

- The Department continued to update its Web site as well as worked with the City’s Public Information Officer and IT Department staff on emergency public information improvements. 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 at least monthly. 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. Our 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 FY08, the Department continued development of 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.
- The Department continued 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.

FY09 GOALS

- *GOAL 1: Increase public awareness and education about preparing for natural disasters, as well as those caused by deliberate acts. Methods used to accomplish this goal include use of the Department's web pages, meeting with community groups and responses to information inquiries.*

- **GOAL 2:** *Ensure that all hazardous material facilities covered by Superfund Amendment and Reauthorization Act (SARA) file the appropriate information and include this information in the Computer-Aided Management of Emergency Operations (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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of hazardous materials inventories filed with the City.	51	55	50	50

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of site visits	37	35	35	35

- **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, Inspectional Services Department and Water Departments.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of members of CAFD	16	18	18	18
2. Number of fire responses*	16	-	9	-

■ GOAL 4: (continued)

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Number of incidents involving police or other departments*	2	-	2	-
4. Number of training sessions	91	95	95	95
*FY08 Projected figures are actuals as of 3/31/08.				

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$170,605
Real Estate Taxes	\$170,605	
TOTAL FY09 BUDGETED REVENUE		\$170,605

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$155,970
OTHER ORDINARY MAINTENANCE	\$14,065
TRAVEL & TRAINING	\$570
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$170,605

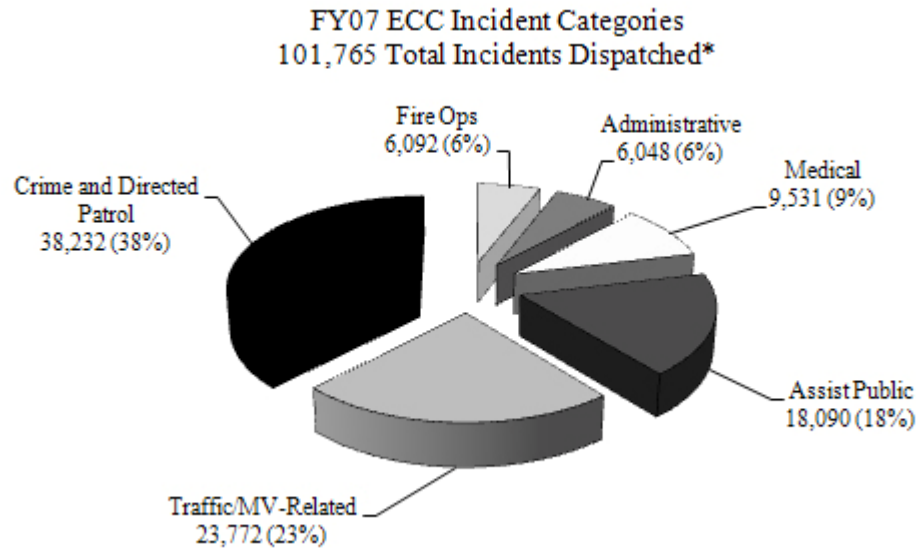
FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	2	2	2

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	EMERGENCY COMMUNICATIONS
<u>\$3,451,735</u> \$3,451,735	<u>\$3,557,410</u> \$3,557,410	<p data-bbox="642 212 1150 240">EMERGENCY COMMUNICATIONS</p> <p data-bbox="577 323 1965 526">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="577 570 1965 1019">In the first six months of FY08, ECC dispatchers generated 55,738 police, fire and EMS dispatches, processed 15,570 enhanced 911 call pickups from wireline phones, handled an additional 8,419 wireless 911 (cell) calls transferred from the state police wireless 911 center, answered approximately 120,000 non-emergency calls for the police and fire departments, received 797 fire box and City security alarm activations, recorded 6,735 fire box cutout transactions, and generated over 570,000 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 2,080 special notifications of supporting City, state, federal and private (e.g., utility) organizations; kept an up-to-date list of 5,465 businesses and a contact database listing their emergency telephone numbers; processed over 9,000 towed vehicles; produced 255 tapes of 911 calls for the district attorney, police and fire; 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="577 1060 1373 1088">FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul data-bbox="627 1133 1965 1466" style="list-style-type: none"> • Projected to answer over 48,000 emergency calls and dispatch to over 112,000 police, fire and EMS incidents in the city. • Continued to increase readiness for handling terrorist-sponsored attacks occurring in or near the city, by leading or coordinating projects to upgrade subway communications throughout the MBTA network; acquiring and installing satellite communications in police and fire dispatch centers and EOCs; and continuing to install a high-speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police and fire operations during disasters. • Managed the Cambridge-side field dispatch operations for the Fourth of July and the Head-of-the-Charles events. 	<u>\$3,797,210</u> <u>\$3,797,210</u>	<p data-bbox="1398 212 1965 318">PURPOSE & OVERVIEW: The Emergency Communications Department operates the City's combined Emergency Communications and 911 Center (ECC).</p>

- Integrated MIT EMS operations with the City's and started offering EMD services for callers to the MIT Police.
- Received a grant of \$45,000 from the state 911 Public Safety Answering Point (PSAP) Training Grant program and provided over 320 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems and the computing needs of the Fire and EC Departments as well as the wireless phone needs of all City departments.
- Installed new, advanced replacement 911 telephone equipment in the Emergency Communications Center.
- Coordinated, assisted with or programmed an improved Warrant Management system and implemented the Fire On-Duty Scheduling and Attendance Reporting system.
- Continued the planning and construction of the new ECC at the new Robert W. Healy Public Safety Facility.
- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.
- Assisted the Mass. Major City Police Chiefs, the Mass. Municipal Association and other groups in efforts to improve the state's E911 program, especially its efforts to ensure that large city 911 centers are provided the funds, equipment and training sufficient to improve 911 call handling.

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 alarms, City firebox activations and miscellaneous fire apparatus assignments); and Medical calls.



*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 (38%). Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 41% of service requests handled by ECC dispatchers.

Figure 2: Service Request Tracking (FY03 through FY07)

Three categories show a declining activity over a 5-year period. In FY07, a drop in Traffic and MV-related incidents occurred (due mostly to counting multiple enforcement stops under one post-related incident); while Emergency Medical incidents continued their rise.

Category	FY03	FY04	FY05	FY06	FY07	% Change ('03-'07)
Fire Ops	6,529	6,282	5,778	5,698	6,092	-6.7%
Administrative	6,407	6,402	5,892	5,960	6,048	-5.6%
Medical	7,607	7,670	7,908	8,373	9,531	25.3%
Assist Public	18,541	18,614	17,296	16,329	18,090	-2.4%
Traffic/MV-Related	21,971	22,898	26,181	27,219	23,772	8.2%
Crime and Directed Patrol	36,659	34,179	29,689	28,796	38,232	4.3%
Total	97,714	96,045	92,744	92,375	101,765	4.1%

Figure 3: Service Tracking (FY03 through FY07)

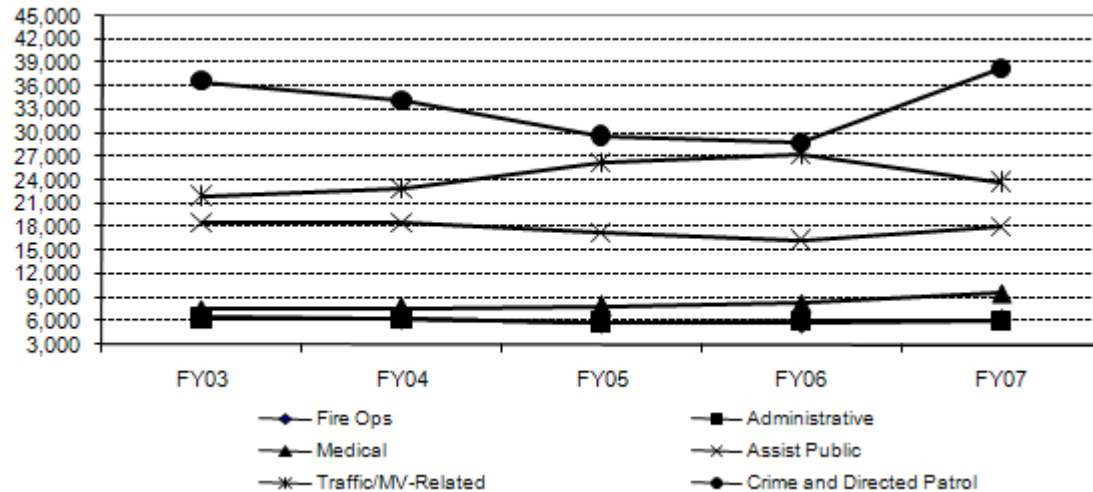
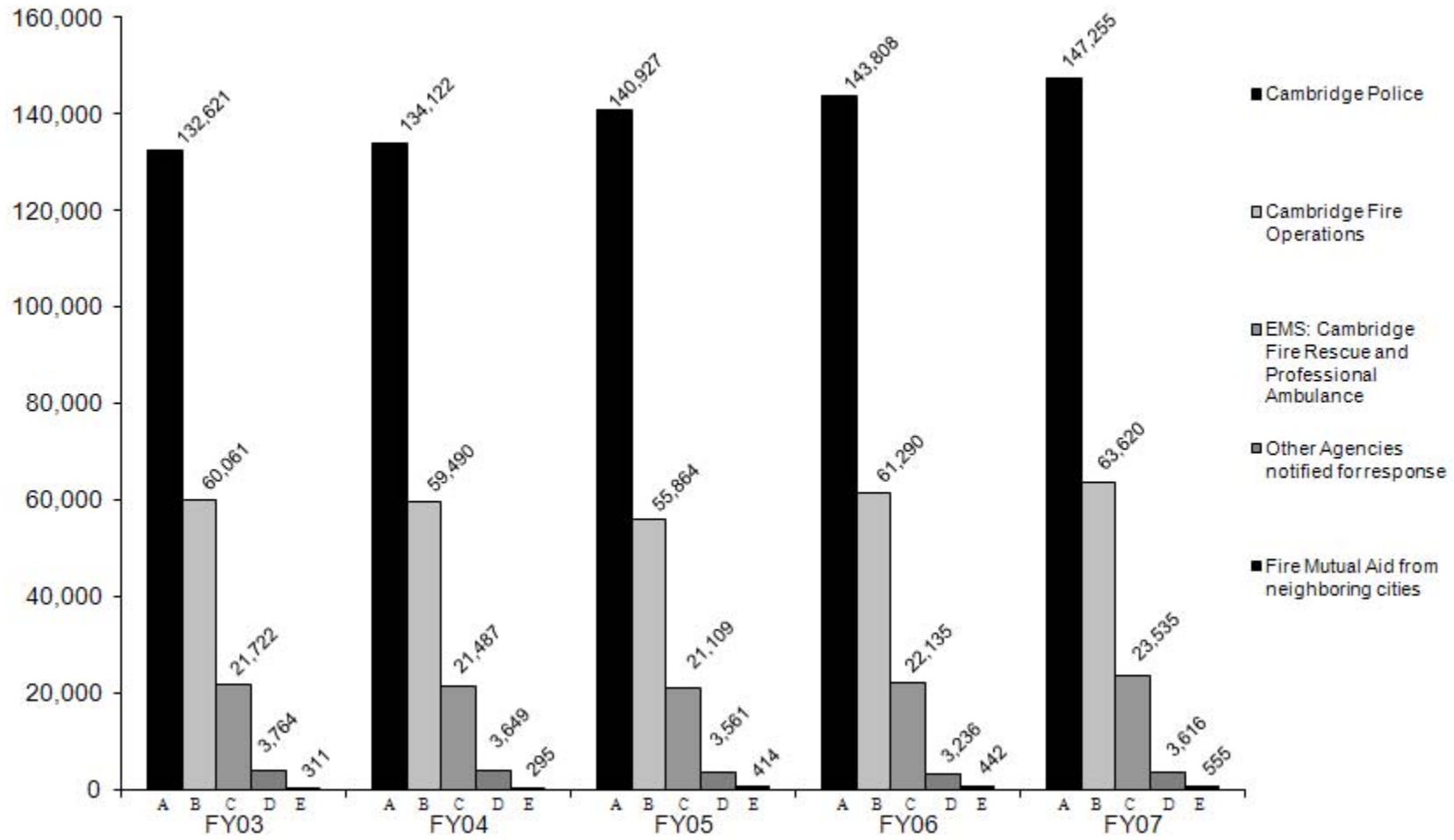


Figure 4: Dispatch Overview by Fiscal Year

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 track the assignments made to police, fire and other unit types in response to these service demands for the 5-year period FY03 through FY07. FY07 shows an upward trend in most service dispatch types, especially EMS, where the partnership between Cambridge Fire and Pro Ambulance is continuing to produce more multiple unit dispatches (e.g., a CFD non-transporting ALS unit plus a Pro BLS for transport).



- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of 911 call pickups (land lines)	27,925	30,000	31,000	30,000
2. Number of 911 call pickups (cell phones)	15,068	16,000	17,000	20,000
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.*

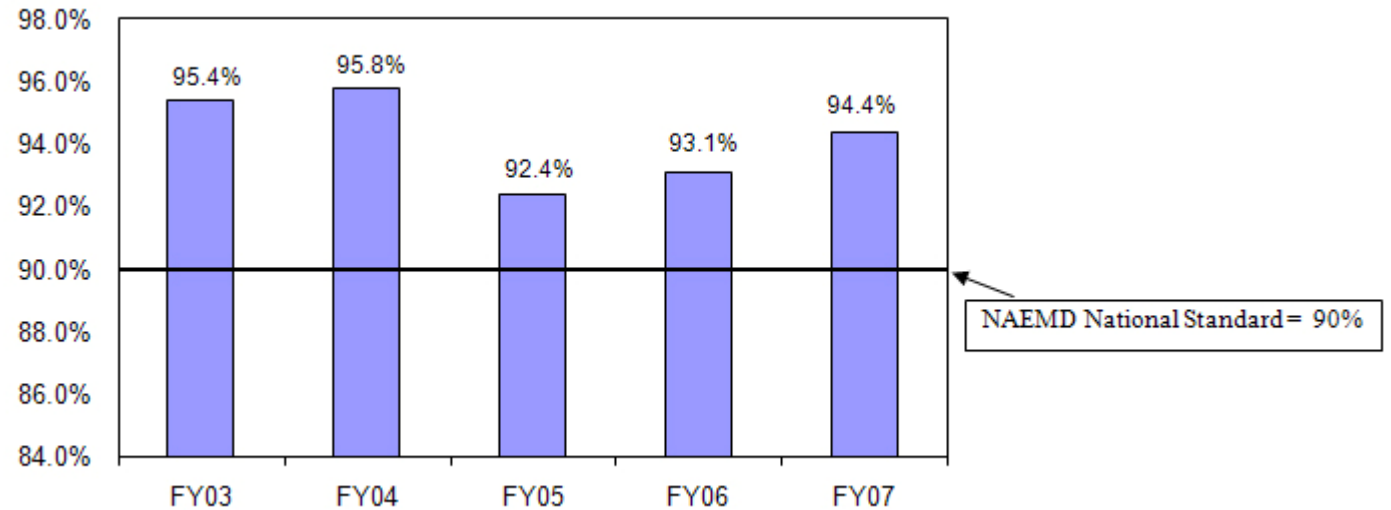
PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of training classes attended	56	150	170	175
2. Percent of dispatchers fully cross-certified	17%	35%	22%	30%
3. Percent of dispatchers with 40 WPM typing speed	41%	50%	50%	55%

- *GOAL 3: Improve handling of non-emergency calls for assistance.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of non-emergency calls processed	250,000	260,000	260,000	250,000
2. Number of community meetings attended	9	12	20	20
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, respectively. A sample of these calls is 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 chart above shows that in the last five-year period the ECC has exceeded the 90% EMD compliance score. This high level of compliance 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of dispatchers mastering CAD usage in major events	21	32	25	27
2. Replace aging Cambridge Computer Aided Dispatch (CAD) System	n/a	25%	25%	35%

- *GOAL 5: Expand use of computer technology in police and fire vehicles to enhance response information, reduce paperwork and improve ability to deliver community policing services.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent implementation of Mobile Office for Public Safety	35%	100%	75%	85%
2. Implement Secure Regional Online System (PSnet) for managing major emergencies	n/a	50%	50%	75%

- *GOAL 6: Improve handling of emergency calls.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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	1%	3%	5%	5%
3. Percent of highest priority medical calls processed within 60 seconds	25%	75%	40%	50%

- *GOAL 7: Update computer software licenses and operating systems to allow ECC, Police and Fire personnel to deliver efficient services to the residents of the City of Cambridge.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Upgrade aging software that supports public safety computing	n/a	n/a	20%	100%

- **GOAL 8:** *Move all ECC operations into the new Public Safety Building.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Complete all planning tasks for cutover of ECC operations	n/a	n/a	20%	100%
2. Cutover implementation accomplished with zero 911, alarm or radio dispatch omissions or delays	n/a	n/a	20%	100%

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$3,797,210
Real Estate Taxes	\$3,797,210	
TOTAL FY09 BUDGETED REVENUE		\$3,797,210

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$3,581,850
OTHER ORDINARY MAINTENANCE	\$195,510
TRAVEL & TRAINING	\$15,850
EXTRAORDINARY EXPENDITURES	\$4,000
TOTAL FY09 BUDGETED EXPENDITURES	\$3,797,210

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	39	39	39

SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$25,488,415	\$27,646,520	Public Works	\$28,016,830
\$17,249,025	\$17,643,185	Water	\$17,998,625
\$4,459,810	\$4,767,310	Community Development	\$5,204,930
\$491,105	\$510,045	Historical Commission	\$573,865
\$91,195	\$84,790	Conservation Commission	\$89,500
\$80,285	\$95,980	Peace Commission	\$96,865
\$1,119,930	\$1,156,965	Cable Television	\$1,285,245
<u>\$32,945,650</u>	<u>\$34,137,905</u>	Debt Service	<u>\$40,211,460</u>
\$81,925,415	\$86,042,700		\$93,477,320

FINANCING PLAN	FY09 BUDGET
Taxes	\$42,056,925
Charges For Services	\$34,911,430
Licenses and Permits	\$252,000
Fines & Forfeits	\$1,096,720
Intergovernmental Revenue	\$7,824,395
Miscellaneous Revenue	<u>\$7,335,850</u>
	\$93,477,320

**PUBLIC WORKS
-Summary**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$2,197,525	\$3,565,695	ADMINISTRATION	\$3,558,180
\$14,629,870	\$16,951,635	SERVICE PROGRAMS	\$16,735,580
\$6,883,805	\$7,129,190	SUPPORTING SERVICES	\$7,723,070
\$1,777,215	\$0	SEWER REHAB/MAINT.	\$0
<u>\$25,488,415</u>	<u>\$27,646,520</u>		<u>\$28,016,830</u>

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 211 positions and a budget of \$26,879,690 for FY08, the DPW provides 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 and libraries), and a 66-acre cemetery. Also included is the collection of 24,000 tons of household and commercial rubbish, overseeing the collection of 13,000 tons of recyclables, maintenance of vehicles and equipment, and care of 15,000 City trees. The DPW is responsible for rapid response to all snow, ice and other weather emergencies including the response to flooding during significant storm events; enforcing litter, rubbish and sewer ordinances; 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 \$100 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 13 divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Public Works Budget includes service and material increases of \$221,930 for street sweeping, solid waste collection, curbside recycling, park maintenance, building and sewer maintenance contracts, materials and supplies, and energy costs. In addition, the budget includes two additional laborer positions (\$118,250) to support the cleaning of the new public safety facility and the West Cambridge Youth and Community Center, a Wastewater Compliance Officer (\$81,000) and a Motor Equipment Repair Person (\$62,335). Also, an Account Clerk position has been reduced, offset by the addition of a part-time Energy Specialist position, both in the Business Services Division. Travel and training accounts have been increased by \$8,700 to expand training and professional development for staff.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed construction of Greene-Rose Heritage Park at the site of the former 238 Broadway municipal building and planned a Spring Grand Opening. The 1.5 acre park has new playground equipment, a water play area, large lawn area, tennis court, community garden, planting beds and three works of public art. The completed project included the reconstruction of Dickinson Street and a portion of Clark Street.
- Developed a 5-year Sidewalk and Street Reconstruction Plan, posted on the City's Web site and to be updated regularly, comprising a comprehensive and transparent process of planning, design and construction of sidewalk and street improvements throughout the city.
- Developed a new Sewer Use Ordinance that allows the DPW to implement new regulations and guidance documents that reflect current practices for both wastewater and stormwater drainage systems; this ordinance was ordained by the City Council earlier this year.
- Established and provided support for a Rodent Task Force. The Task Force includes members from DPW, Inspectional Services, the Public Health Department, the community and the Cambridge Housing Authority. The Task Force's charge is to review the City's rodent control practices, make recommendations for improvement and assist in outreach to the community on best practices.
- Worked closely with the City Manager's Office and other departments in the development and implementation of ordinance provisions regulating the use of leaf blowers. Regulations, effective March 1, 2008, require that all handheld or backpack blowers meet EPA standards and not exceed 65 decibels as rated by the manufacturer, and must comply with date and time restrictions for use.
- Continued to improve snow/ice sidewalk clearance. Enhanced enforcement efforts, in close collaboration with the Traffic Department. Worked with members of the Disabilities Commission and Pedestrian Committee to improve educational materials. Recruited members for a Task Force to assist the City in developing a comprehensive educational program.
- Expanded public plantings and partnerships around the maintenance of public spaces. Partnered with the Harvard Square Business Association in the hanging planter program, along with the Huron Village Association and with residents of Upland Road. Installed new plantings at Tubman Square and redesigned Donahue Square (at Harvard Underpass) and the islands at Windsor and Lincoln.
- Managed the construction of the Harvard Square Improvements. Substantial construction has been completed on Winthrop Street, Church Street, at Mt. Auburn Street Plaza and on Palmer Street, which includes a significant public art component. Work continues on the Super Crosswalk, with completion anticipated by fall 2008.
- Hired 22 new employees (8 laborers, 3 motor equipment operators, 2 skilled laborers, 2 Working Supervisors, 2 Sewer Cleaners, a plumber, the City Arborist, a tree climber, a senior engineer and an administrative assistant) and promoted 3 employees within the Department to positions of greater responsibility (a Working Supervisor and 2 motor equipment operators).
- Completed the development of an (EIS) Energy Information System in collaboration with the Rebuild

Massachusetts program to track and manage the City's energy consumption; created a reporting system for managers on energy consumption. Expanded the (EIS) to include vehicle fuel usage.

- Installed new energy efficient modulation boilers and direct digital control systems in the Fire Headquarters.
- Installed new flooring in the common corridors of City Hall; refurbished the theater seating and floor areas of the Sullivan Chamber in City Hall.
- Repaired and replaced the slate roof in the Engine 4 Fire House.
- Completed the energy efficiency evaluations of several City buildings to determine their relative suitability for the installation of direct digital controls for more control of the HVAC system and to realize potential energy savings.
- Implemented recommended energy saving measures from the Kilojolts report in the Frazier, Garage and Simard buildings at the Department of Public Works, the Coffon building, Cemetery buildings and at City Hall to include programmable thermostats, plug in timers and radiant heaters.
- Completed the restoration project of 10 historic staircases throughout the Cambridge Cemetery; the first phase of an important restoration project funded through Community Preservation Act funds. Created an additional 150 grave spaces at the Cambridge Cemetery. Completed the design phase of the Cremation Niche Columbarium. Restored 100 headstones in the Cambridge Cemetery.
- Completed the reconstruction of sidewalks and roadways on Hollis and Windsor Streets, Upland Road and Huron Avenue.
- Completed the reconstruction of sidewalks, roadways and lighting on JFK, Church, Palmer (includes a public work of art), Mount Auburn (includes the reconstruction of Mt. Auburn Street Plaza) and Winthrop Streets as part of the Harvard Square improvement project.
- Completed sanitary sewer and storm drain improvements on Vassar and Albany Streets under the Endicott Area Drainage Improvements Project. This work consisted of new sanitary sewer and stormwater mains, removal of 5 common manholes, lining of sewer and drain pipes, installation of a large box culvert and street and sidewalk restoration.
- Made over 3,000 revisions to the sewer and stormwater data contained in the City's geographic information system (GIS) in order to more accurately map the City's infrastructure.
- Improved department business operations by scanning and storing several hundred performance and vendor contracts onto a shared computer network drive.
- Developed a tot lot wood mulch replacement schedule for the fall season to lessen the tasks required for spring start up.
- Implemented the placement and maintenance of hanging flower baskets in Central and Harvard Squares.
- Coordinated and re-landscaped the front of the Collins branch library and Tubman Square, with demolition and installation performed by in-house crews.

- Developed a “Back of Sidewalk” tree planting program along with an aggressive planting plan to address resident requests.
- Expanded the distribution of large recycling totes to include 7-12 unit multi-family dwellings where previously only 13+ unit buildings were eligible under the Refuse and Littler Ordinance.
- Expanded the scrap metal recycling program at the Drop-Off Center and at the curb to realize over \$10,000 in recycling revenues.
- Installed new public area recycling containers at Kendall, Central and Inman Squares, Lechmere, Mt. Auburn Hospital and Cambridge Rindge and Latin School.
- Launched an organics recycling pilot program for food waste from Cambridge residents at the Recycling Drop-off Center.
- Participated in three days of Hybrid vehicle maintenance training for hybrid vehicles for DPW mechanics, as well as for employees at the Police, School and Water departments.
- Continued Commercial Driver License (CDL) training for 12 employees interested in obtaining CDL licenses and enabled the participation of 2 employees in a 33-hour advanced automotive training at the Northeast Regional Technical School.
- Made improvements to the street sweeping program through the introduction of an in-tandem system of vacuum sweepers following mechanical sweepers in April and October; vacuum sweeping minimizes leaf debris and residue from winter sanding and salting operations from entering the sewer system.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$20,374,670
Real Estate Taxes	\$20,374,670	
CHARGES FOR SERVICES		\$3,925,570
Water Usage Charge	\$400,000	
Parking Fund Parking Usage	\$641,460	
Sewer Service Charge	\$2,515,110	
Sewer Connection Fee	\$55,000	
Rubbish Tickets	\$25,000	
Cemetery Fees	\$250,000	
Document Sales	\$4,000	
White Goods	\$30,000	
Sale Of Recycling Bins	\$5,000	
LICENSES AND PERMITS		\$142,000
Public Works Street Permit	\$130,000	
Newspaper Boxes	\$12,000	
FINES & FORFEITS		\$900,000

Parking Fines	\$900,000	
INTERGOVERNMENTAL REVENUE		\$2,281,130
State Cherry Sheet Revenue	\$2,281,130	
MISCELLANEOUS REVENUE		\$393,460
Rent Of City Property	\$75,410	
Interest on Perpetual Care	\$45,000	
Sale of Lots and Graves	\$70,000	
Recycling Revenue	\$135,000	
Overtime Reimbursement	\$15,000	
Misc Reimbursement	\$53,050	
TOTAL FY09 BUDGETED REVENUE		\$28,016,830

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$17,188,425
OTHER ORDINARY MAINTENANCE	\$10,315,450
TRAVEL & TRAINING	\$112,955
EXTRAORDINARY EXPENDITURES	\$400,000
TOTAL FY09 BUDGETED EXPENDITURES	\$28,016,830

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	213	211	214

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**PUBLIC WORKS
-Administration**

<p>\$982,950 \$570,175 <u>\$644,400</u> \$2,197,525</p>	<p>\$1,080,060 \$693,775 <u>\$1,791,860</u> \$3,565,695</p>	<p>ADMINISTRATION BUSINESS SERVICES ENGINEERING</p>	<p>\$1,133,170 \$521,730 <u>\$1,903,280</u> \$3,558,180</p>
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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: Street, Sidewalk and Sewer Maintenance, Parks and Urban Forestry, the Cambridge Cemetery, Buildings, 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 Manager is also responsible for supporting the Cambridge Request System, a customer service, work order tracking and asset management system.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of training programs fully implemented	54	56	56	58
2. Number of safety training programs attended	20	18	18	20
3. Number of people who received computer literacy training classes	7	12	12	12
4. Number of individuals trained in customer relations	15	18	18	20
5. Number of professional/technical licensing classes offered	12	22	22	24
6. Percentage of employees receiving a minimum of 4 hours of training per year	45%	52%	45%	50%

- *GOAL 2: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of service requests received and responded to via DPW Web site	961	750	950	1,000

- *GOAL 3: Improve productivity of the workforce by reducing sick time.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Average number of sick days used	8.1	7.5	7.5	7.5
2. Number of employees that earned an administrative day	76	125	120	125

- **GOAL 4:** *Ensure that information managed by DPW (work orders, permits, violations) is stored in a consistent manner and, whenever possible, integrated with the work order system (CRS) and the Geographic Information System (GIS) system.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Consolidate all existing work tracking systems into Remedy (CRS) (percent complete)	n/a	n/a	75%	95%
2. Ensure that all relevant information collected can be integrated with the GIS system (percent complete)	n/a	n/a	25%	50%
3. Develop document management system for all DPW documents (percent complete)	n/a	n/a	10%	50%

BUSINESS SERVICES

PURPOSE & OVERVIEW: The Business Services Division oversees the financial operations of the Department of Public Works. Responsibilities include managing the Department's operating and capital budgets, paying approximately \$40 million in bills annually, and administering contracts and grants. The division is committed to paying vendors promptly, providing excellent customer service and operating as efficiently as possible.

FY09 GOALS

- **GOAL 1:** *Implement measures to enhance financial operations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Individual and group training sessions on fiscal procedures, procurement laws, PeopleSoft Financial System and contract administration	35	15	15	10
2. Refine and expand financial reports sent regularly to project managers and division heads (percent complete)	n/a	85%	50%	85%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Develop electronic expenditure tracking system for all DPW divisions (percent complete)	0%	n/a	20%	75%
4. Standardize invoicing, tracking, and collection of accounts receivable (percent complete)	0%	n/a	25%	75%

ENGINEERING

PURPOSE & OVERVIEW: The Engineering Division is responsible for developing standards for the construction of streets, sidewalks, sewers, drains and other public facilities such as parks and plazas. These construction standards form the basis of design for capital infrastructure improvement projects and incorporate federal, state and local requirements for public works construction. Through comprehensive design review and inspection of constructed improvements, the Engineering Division ensures that all work meets the standards of the Department of Public Works.

The Engineering Division manages the design and construction of the capital reconstruction program for roadway and sidewalk projects. This function includes project planning, preparation of bid documents, construction management and preparation of “as constructed” drawings. A critical part of managing these roadway and sidewalk improvement projects is to ensure that the design and construction produces an improvement that is usable to as many people as possible, including those with disabilities. The Division also ensures that the public is well informed about the impacts that the construction will have on area residents and businesses.

The capital reconstruction program for sewer separation and stormwater management is also managed by the Engineering Division. This program incorporates the cleaning and inspection of the City’s sanitary sewers, storm drains and pumping facilities with the design and construction of new infrastructure. The Engineering Division works closely with the Massachusetts Water Resources Authority (MWRA) on issues such as flow verification, combined sewer overflow monitoring and proper use of the sewer system by limiting the Fats, Oils and Grease (FOG) discharges from establishments that prepare or handle food.

The Engineering Division is also working with the Massachusetts Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA) to implement a stormwater management program with the goal of improving water quality in the Charles River and Alewife Brook. Regular reports of maintenance and investigative activities performed are submitted to DEP and EPA and Engineering Division

staff meet with regulatory authorities to better the City’s approach to stormwater management.

The Engineering Division updates and maintains records defining the public right of way, easements and City property lines. The Division also coordinates the location of all utility corridors throughout the city through the use of the City’s Geographic Information System and hard copy documents. The Engineering Division responds to and fulfills requests for public information related to records that it maintains.

FY09 GOALS

- *GOAL 1: Improve sidewalk and roadway surfaces to advance pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Miles of sidewalk replaced	4.78	6.5	6.5	8.5
2. Lane miles of roadway re-paved	6.53	22	15	15
3. Traffic calming elements constructed	9	12	18	15
4. Access ramps upgraded	137	325	250	300
5. Number of ramps or sidewalk locations prioritized by the Disabilities Commission and reconstructed	n/a	n/a	n/a	6

- *GOAL 2: Implement a comprehensive citywide street and sidewalk reconstruction plan that integrates current data into the surface condition monitoring system. Manage construction to ensure compliance with accessibility requirements and universal design standards.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Comprehensive updates to plan	n/a	n/a	n/a	4
2. Lane miles of roadway inspected for pavement conditions	n/a	n/a	n/a	75
3. Develop a systematic approach for sidewalk inspection (percent complete)	n/a	n/a	n/a	75%
4. Educational materials developed for contractors	n/a	n/a	n/a	2
5. Number of contractor seminars held	n/a	n/a	n/a	2

- **GOAL 3:** *Implement a comprehensive stormwater management program in accordance with federal, state and municipal requirements in order to improve water quality in the Charles River and Alewife Brook.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. New outreach materials developed	1	1	1	3
2. Stormwater Web page updates	8	8	8	8
3. Catchbasin curbmarkers installed	30	40	40	40
4. Stormwater public meetings attended	6	4	4	4
5. Stormwater quality samples collected	80	110	110	110
6. Stormwater management plans reviewed for construction projects	n/a	n/a	n/a	20
7. Illicit connections eliminated from the drainage system	5	5	4	4
8. Erosion and Sediment control plans reviewed	n/a	n/a	n/a	20
9. Operation and Maintenance plans reviewed	n/a	n/a	n/a	20
10. Site inspections performed	n/a	n/a	n/a	40
11. Good housekeeping inspections of municipal facilities completed	n/a	n/a	n/a	40

- **GOAL 4:** *Identify capacity or structural deficiencies in the sanitary sewer and stormwater systems throughout the City to reduce flooding and backup problems.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of flow-meters installed to collect data	10	15	15	15
2. Number of reports for MWRA, DEP, EPA based on meter data	15	15	15	15
3. Updates made to City's collection system model and GIS	n/a	n/a	3,000	1,500

- *GOAL 5: Monitor construction and manage design of sewer separation and stormwater management projects.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of common manholes removed since program inception in 1996	181	201	201	221
2. Separate common manholes in Normandy Terrace area (percent complete)	0%	n/a	50%	100%
3. Construct Bishop Allen Drive Stormwater Mgmt. Project (percent complete)	0%	70%	0%	25%
4. Separate common manholes in Central Square area (percent complete)	n/a	n/a	10%	75%

- *GOAL 6: Upgrade the City's sanitary sewer and stormwater infrastructure in order to provide a higher level of service.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of requests for structural repairs	128	n/a	80	80
2. Linear feet of sanitary sewer installed	590	500	1,200	1,000
3. Number of new catchbasins installed with deep sumps and hoods	40	50	60	50
4. Number of catchbasin hoods replaced	10	15	15	15
5. Number of grit chambers constructed	1	10	5	5
6. Linear feet of stormwater drain installed	750	2,300	2,800	1,500

- *GOAL 7: Improve function and capacity of sanitary sewer, storm drains and pump stations through improved maintenance.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of catch basins cleaned	1,200	2,000	2,000	2,000
2. Linear feet of pipe cleaned	30,000	50,000	45,000	50,000
3. Linear feet of pipe televised	30,000	60,000	45,000	50,000
4. Linear feet of pipe lined	1,000	2,800	2,800	2,800
5. Number of structures connected to Supervisory Control and Data Acquisition (SCADA) system	0	4	4	3
6. Number of pump preventative maintenance checks	160	n/a	180	180

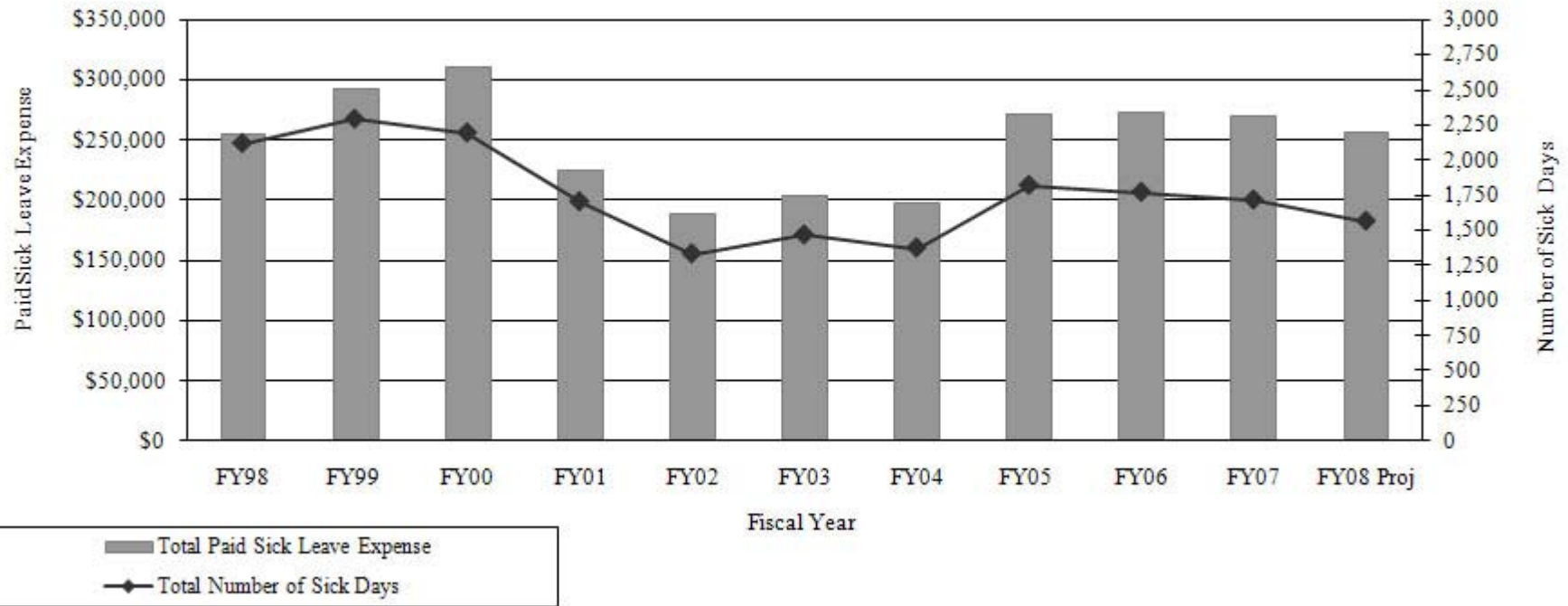
- *GOAL 8: Maintain a grease control program for the sanitary sewer system to reduce sewerage backups caused by fats, oils and grease (FOG).*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of business seminars	3	2	2	2
2. Number of inspections performed	40	60	60	60

- *GOAL 9: Work with property owners and developers to ensure that designed improvements are consistent with the City's policies related to stormwater management and pedestrian accessibility.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of site plans reviewed	121	75	100	100
2. Number of stormwater best management practices incorporated	25	30	30	30

Figure 1: Paid Sick Leave FY98 through FY08 Projected
 This chart shows the DPW sick leave trend in days and expense.



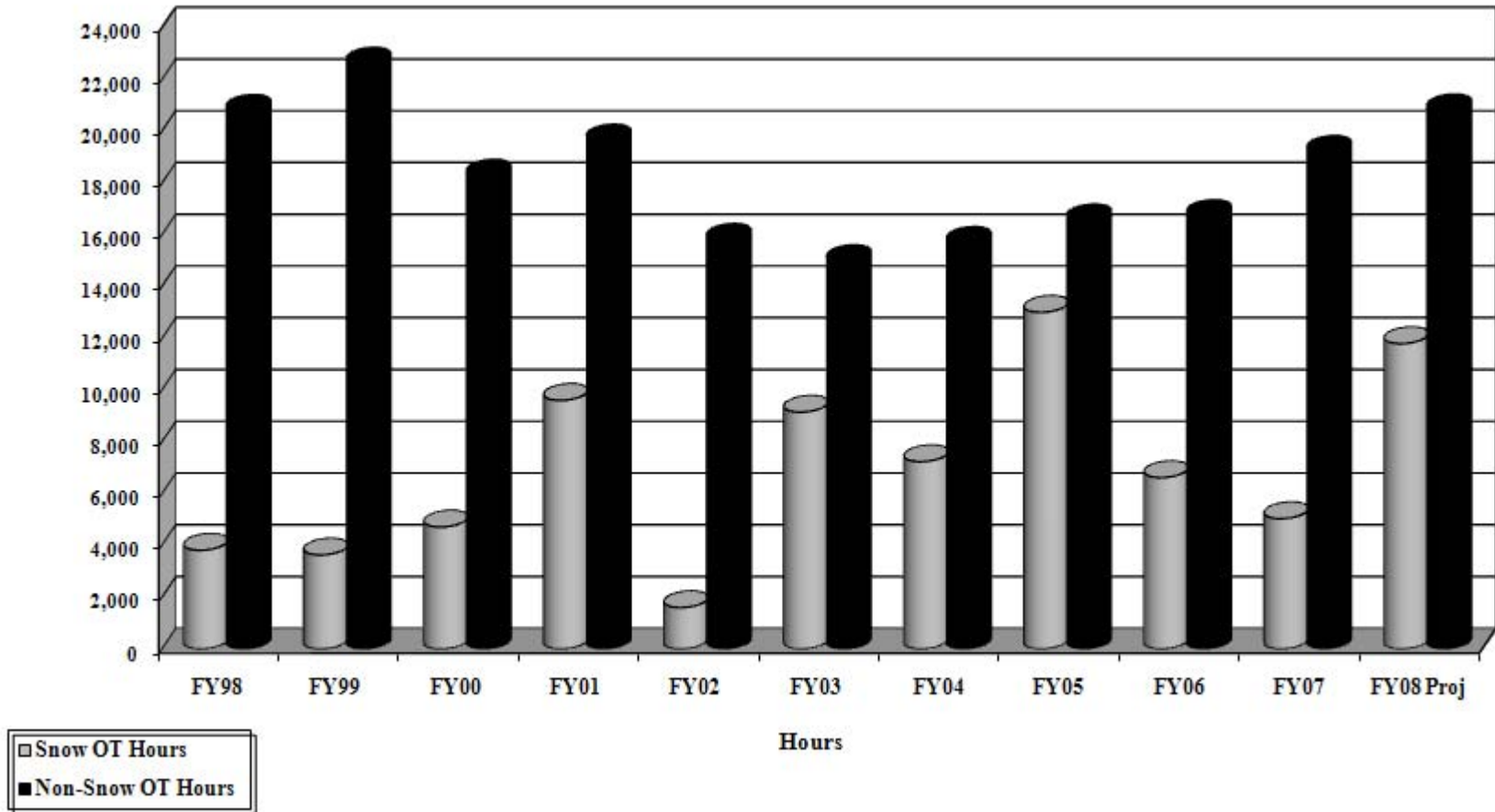
	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08 Proj
Total Paid Sick Leave Expense	\$254,377	\$293,008	\$310,284	\$224,825	\$188,850	\$202,966	\$197,523	\$270,825	\$273,000	\$270,712	\$256,107
Total Number of Sick Days	2,119	2,292	2,193	1,703	1,331	1,466	1,373	1,819	1,771	1,715	1,564
Avg Sick Days Per Employee	10.9	12.7	11.8	8.9	7.3	7.5	7.3	8.5	8.3	8.1	7.5

*Note: Excludes personnel who were out in excess of 30 or more straight paid sick time which is considered long-term or extended illness.

Note: Excludes personnel who were out 30 or more paid sick days, which is considered long-term or extended illness.

Figure 2: Snow and Non-Snow Overtime (OT) FY98 through FY08 Projected

This chart shows DPW Overtime hours worked.



	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08 Proj
Snow OT Hours	3,815	3,634	4,715	9,609	1,600	9,155	7,241	13,012	6,622	5,037	11,800
Non-Snow OT Hours	20,780	22,607	18,278	19,634	15,799	14,973	15,678	16,547	16,716	19,194	20,800
Total OT Hours	24,595	26,241	22,993	29,243	17,399	24,128	22,919	29,559	23,338	24,231	32,600
Number of Positions	214	214	212	214	223	223	220	219	215	213	211

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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PUBLIC WORKS
-Service Programs/Public Ways

\$1,821,600	\$2,894,610
<u>\$238,220</u>	<u>\$1,340,000</u>
\$2,059,820	\$4,234,610

STREET AND SEWER MAINTENANCE **\$2,971,760**
SNOW AND ICE **\$322,000**
\$3,293,760

STREET AND SEWER MAINTENANCE

PURPOSE & OVERVIEW: The Street and Sewer Maintenance Division is responsible for the maintenance and accessibility of City streets, sidewalks, curbs and drainage structures as well as the maintenance and repair of the City's wastewater collection system, including 125 miles of streets, over 200 miles of sidewalks, over 5,000 curbs and ramps, 223 miles of sewer lines, over 4,000 catch basins and 25 sewer and stormwater pump stations.

Effective street and sidewalk maintenance 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, addresses sidewalk vertical displacement, responds to the "pothole information line" and is responsible for the maintenance of sidewalk ramps, tree wells, and manhole and catch basin castings. In addition, Division employees are involved in initial spill containment response. The Division's focus includes 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. The Department also has a sidewalk inspection and minor repair program. The Superintendent of Streets, a Senior Engineer, a Public Works Supervisor and two Utility Construction Inspectors are responsible for the permitting and inspection of utility companies' work completed within public ways.

The sewer maintenance program includes responding to plugged sewer lines, cleaning catch basins on a regular basis, repairing broken sewer lines, controlling sewer odors, and inspecting and approving private connections to public sewers. An important part of the Street and Sewer Maintenance Division's duties with respect to effective sewer system maintenance is to meet with neighborhood groups and individual homeowners to advise them on methods to avoid damaging backups and to help inform the public about the respective responsibilities of the City and the homeowner regarding sewer connections.

FY09 GOALS

- *GOAL 1: Improve response time for service requests, including sidewalk and street repairs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of service requests	2,499	1,600	2,500	2,400
2. Average number of days to close request	18.29	15	16	15

- **GOAL 2:** *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of service requests	221	400	300	250
2. Average number of days to close requests	2.5	2.5	2.5	2.0
3. Number of emergency service requests	57	50	50	45
4. Number of days to close emergency requests	0.3	0.3	0.3	0.3

- **GOAL 3:** *Develop and implement a pedestrian and employee work zone safety program based on the Manual on Uniform Traffic Control Devices standards.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Division safety meetings	12	12	12	12

- **GOAL 4:** *Maintain permit compliance program.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Excavation permits	1,096	1,200	1,200	1,300
2. Excavations inspected	829	1,020	1,020	1,100
3. Sidewalk obstruction permits issued	996	700	700	700
4. Sidewalk obstruction permits inspected for compliance	796	595	560	600
5. Total newsracks in City	569	506	550	550
6. Newsrack vendors with compliance certificates	27	26	30	30
7. Non-compliance violations issued for newsracks	41	100	45	40

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, 18 miles of sidewalks and public areas. Pedestrian and bus stop areas along major arteries and major bus routes are hand-cleared by crews using both manual and mechanical means of snow removal. The snow operation is organized for emergencies 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. When snow and ice begins to accumulate on streets in quantities of a ½ inch or more, salting of main arteries and streets is undertaken 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.

FY09 GOALS

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Overtime expense/snow bonuses*	\$124,413	-	\$405,000	-
2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*	141,831	-	470,000	-
3. Outside plowing services*	93,614	-	435,000	-
4. Total expense*	363,258	-	1,310,000	-
5. Recorded snowfall (inches)*	12.8	-	52	-
*FY08 Projected represent actual values as of 3/31/08				

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**PUBLIC WORKS
-Service Programs/Solid Waste**

\$1,472,935
\$4,287,275
\$1,844,570
\$7,604,780

\$1,541,465
\$4,315,545
\$1,844,100
\$7,701,110

**STREET CLEANING
RUBBISH REMOVAL
RECYCLING**

\$1,749,480
\$4,645,940
\$1,899,890
\$8,295,310

SOLID WASTE

PURPOSE & OVERVIEW: The Solid Waste Division is comprised of Rubbish Removal, Street Cleaning and Recycling. The

Division is headed by a Superintendent of Solid Waste who is charged with combining and consolidating operations in order to better enable the Department to achieve its goals of increasing recycling and decreasing rubbish disposal, as well as greater efficiency in the Department's street cleaning operations.

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. 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 three "Green Machines" for picking up trash on sidewalks and along street curbs. These sidewalk vacuums are known 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 7a.m. and 3p.m. Monday through Friday, as well as between 4 and 8a.m. (street sweeping) and 6 and 10a.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.

FY09 GOALS

- *GOAL 1: Provide high quality cleaning of streets, sidewalks and squares.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. From April through December, sweep each City street at least once per month	99%	95%	90%	95%
2. Scheduled street cleaning days between April and December	180	180	180	180
3. Days street cleaning occurred (M-F)	194	190	190	190
4. Street miles cleaned between April and December (M-F)	11,357	10,564	10,564	10,564
5. Weekly litter pickups in Cambridge squares	16	16	16	16
6. Number of solar powered trash compactors installed in high litter areas	4	6	4	5
7. Abandoned bikes removed	220	n/a	300	250
8. Graffiti incidents power-washed	62	n/a	175	150
9. Power-washed public litter barrels	n/a	n/a	390	390

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 from 52 commercial establishments that 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.

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 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 7a.m. and empty trash barrels and recycling containers must be removed from the curb no later than 6p.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 maintain 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 per pickup per appliance (\$15 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.

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.

FY09 GOALS

- *GOAL 1: Maximize efficiency and effectiveness of curbside solid waste collection.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Complete assessment and evaluation of the rubbish routes	20%	100%	50%	100%
2. Explore pilot for semi-automated rubbish collection	5%	50%	50%	100%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Number of rubbish service requests received and responded to	137	260	260	300
4. Number of recycling service requests received and responded, excluding bin requests	1,429	1,800	1,600	1,800
5. Number of warnings/citations issued for solid waste violations	4,655	3,500	3,500	4,000

■ *GOAL 2: Increase the City's recycling rate and reduce the number of tons disposed.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. City recycling rate	32%	34%	34%	34%
2. Tons of rubbish collected by DPW from households, schools and City buildings	20,230	22,700	18,675	18,675
3. Tons of recyclables collected from households, schools and City buildings	12,710	13,000	13,000	13,000
4. Cost per ton for rubbish	\$193	\$194	\$207	\$207
5. Cost per ton for recycling	\$127	\$128	\$129	\$129

■ *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash land filled or incinerated.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of white goods (appliances) collected	2,076	2,100	1,800	2,000
2. Pounds of CFC's extracted from appliances	530	500	450	500

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Pounds of computer monitors, TVs and other electronic waste collected	240,235	250,000	245,000	275,000
4. Pounds of hazardous batteries collected	2,265	1,800	2,000	2,000
5. Number of fluorescent bulbs collected	5,130	2,400	6,000	6,000
6. Number of pounds of mercury-containing devices collected	70	20	40	40
7. Gallons of motor oil collected	1,200	1,200	1,000	1,000
8. Gallons of paint collected	6,257	5,000	5,000	5,000

■ *GOAL 4: Expand the citywide recycling participation program.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of large residential buildings with comprehensive programs	289	307	298	400
2. Percentage of large residential buildings with comprehensive programs	81%	84%	83%	65%
3. Number of buildings receiving comprehensive technical assistance	13	15	8	20
4. Number of service requests received and responded to for recycling bins and totes*	2,439	2,000	3,000	3,000
*In FY09, the definition of large residential buildings changed from buildings with 13+ units to buildings with 7+ units.				

Figure 3: Total Waste Stream with Percentages of Major Recyclables for FY07

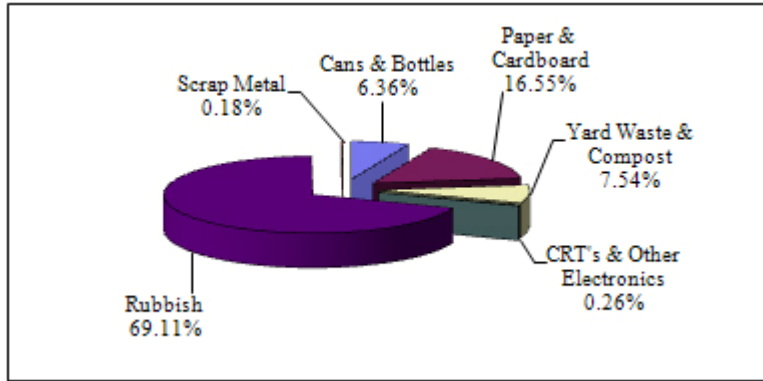


Figure 4: Total Waste Stream with Percentages of Major Recyclables for first 6 Months of FY08

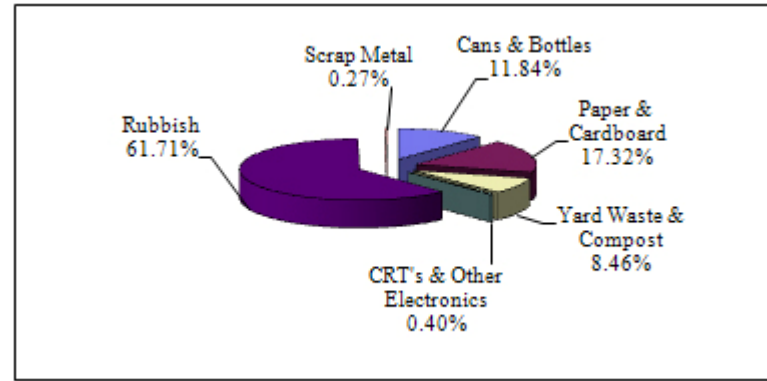


Figure 5: Curbside Rubbish and Recycling Tonnage Collected by the City (FY03 - FY08)

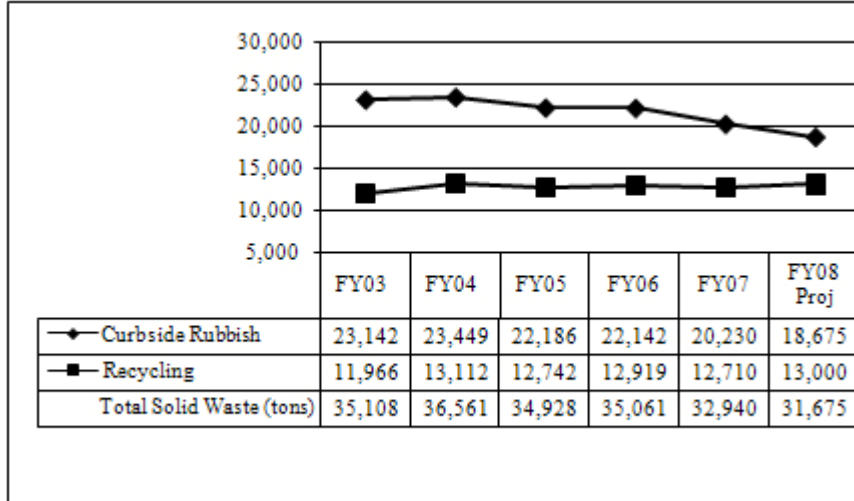
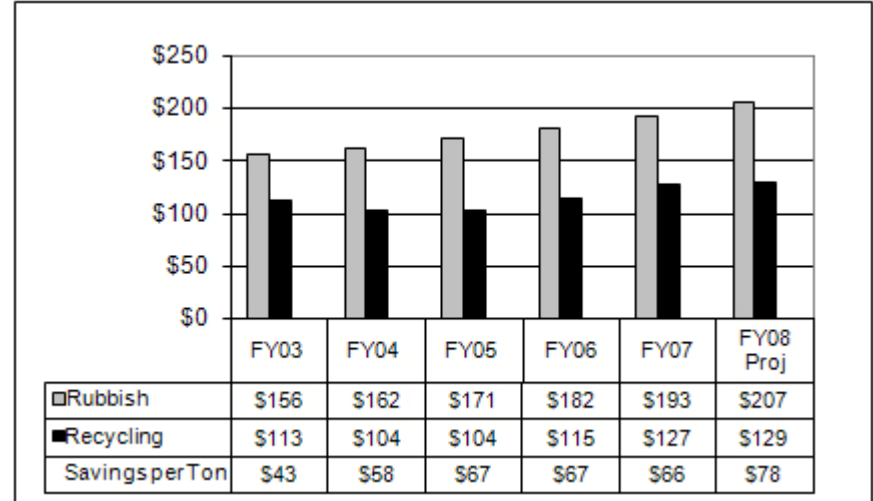


Figure 6: Cost per Ton of Rubbish and Recycling Collected by the City (FY03 - FY08)



Rubbish cost per ton includes collection and disposal fees. Recycling cost per ton includes collection, staff and equipment minus revenue from the sale of recyclables.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**PUBLIC WORKS
-Service Programs/Public Grounds**

\$4,100,540
\$4,100,540

\$4,149,575
\$4,149,575

PARKS & URBAN FORESTRY

\$4,272,925
\$4,272,925

PURPOSE & OVERVIEW: This Division is responsible for the maintenance and care of over 127 municipal and school properties, 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 40 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 sixth 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.

FY09 GOALS

- *GOAL 1: Maintain a commitment to customer service.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of service requests - Parks and Urban Forestry	985	850	850	850
2. Number of emergency response service requests (requiring prompt response)	99	150	150	150
3. Average number of days to close request	7.0	7	7	7
4. Number of secondary response requests (scheduled work over 30 days)	886	500	700	700

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
5. Average number of days to close secondary request	70	70	70	65

■ *GOAL 2: Continue to provide a quality park maintenance program.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of sites on contract, including parks, schools, islands	50	52	53	53
2. Number of overall sites maintained	102	104	104	104
3. Number of irrigation systems maintained	61	60	63	65

■ *GOAL 3: Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Develop additional publications to enhance public awareness of tree care and community forestry	n/a	2	6	2
2. Analyze tree data and set goals using inventory (percent complete)	n/a	100%	50%	100%
3. Integrate work order system with inventory (percent complete)	n/a	50%	50%	85%
4. Refine pruning program based on requirements of species and location (percent complete)	n/a	25%	25%	75%

- *GOAL 4: Promote public awareness of the urban forest and of proper tree care.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Cambridge School and community presentations	11	10	10	11
2. Number of volunteer events (tree planting, tree well maintenance)	3	2	2	3
3. Number of neighborhood tree walks	2	2	2	3

- *GOAL 5: Enhance commitment to community landscaping with an increase in seasonal plantings and an assertive tree planting and maintenance program.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of planting sites	34	35	40	40
2. Number of landscaped sites with three season displays	14	14	15	16
3. Number of street trees	12,070	12,250	12,250	12,350
4. Number of new trees planted	300	350	450	450
5. Number of trees pruned	2,900	3,500	2,000	3,000
6. Number of trees removed	120	100	100	100

PUBLIC WORKS
-Service Programs/Cemetery

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$864,730
\$864,730

\$866,340
\$866,340

CEMETERY

\$873,585
\$873,585

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 terrain, 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 the resting place for two Medal of Honor recipients, the highest military decoration awarded by the United States: Joseph F. Scott and Alphonso M. Lunt; prominent literary figures Henry and William James and William Dean Howells; baseball Hall of Famers John Clarkson and Timothy Keefe, as well as other notable Cantabridgians.

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 pastoral beauty to 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.

FY09 GOALS

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

	FY07	FY08	FY08	FY09
PERFORMANCE MEASURES	ACTUAL	BUDGET	PROJECTED	PROPOSED
1. Number of interments	326	400	300	300
2. Number of maintenance requests received	37	50	50	40
3. Average number of days to complete maintenance requests	4	4	4	4

- *GOAL 2: Improve public information and access to information for Cambridge Cemetery visitors.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of new cemetery signs installed	40	50	50	50
2. Update Cemetery grave lot map (percent complete)	40%	60%	60%	70%
3. Percentage of acres mapped in GIS	20%	40%	40%	50%

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of unique specimen trees planted at Cemetery	33	35	35	38
2. Number of new perennial islands created	1	1	1	1
3. Number of bulbs planted	2,000	1,500	1,500	1,500
4. Number of Cemetery trees pruned annually	100	100	100	100
5. Number of acres slice seeded at the Cambridge Cemetery	5	6	6	6

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of new spaces for burial created	0	150	260	110

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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PUBLIC WORKS
-Supporting Serv./Public Bldgs.

\$1,311,680	\$1,390,485
\$1,374,380	\$1,422,395
<u>\$414,210</u>	<u>\$423,915</u>
\$3,100,270	\$3,236,795

OPERATION	\$1,615,850
MAINTENANCE	\$1,456,545
ADMINISTRATION	<u>\$429,385</u>
	\$3,501,780

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, the Coffon Building, Police Headquarters, the Lombardi Building, the Area IV Youth Center, the Frisoli Youth Center, the Moore Youth Center and the Frazier Building at 147 Hampshire Street. Additionally, while the Cambridge Senior Center at 806 Massachusetts Avenue is maintained under a cleaning contract, it is also serviced during the day by in-house staff. The Building Operations division has two shifts: 6a.m. – 2p.m. and a smaller crew in the evenings between 2 and 10p.m. The Division uses US GreenSeal approved, environmentally preferred cleaning products including, but not limited to, the use of HEPA filtered vacuum cleaners, to clean all public buildings.

FY09 GOALS

- *GOAL 1: Deliver high quality building cleaning services.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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	72	72	72	72

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of service requests	115	100	100	100
2. Average number of days to close requests	10	6	10	8

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 signage 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 provides services (e.g., setting up staging and public address systems) for approximately 75 special events each year.

FY09 GOALS

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of work requests (Operations & Maintenance)	1,032	1,250	1,048	1,000
2. Average number of days to close request	17.63	12.0	12.0	12.0

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.

FY09 GOALS

- *GOAL 1: Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of premium efficiency motors installed	8	6	6	7
2. Total number of buildings with Direct Digital Control (DDC) systems for heating, ventilation and air conditioning (HVAC)	6	n/a	6	9

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	PUBLIC WORKS -Supporting Services/Vehicle Maintenance
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\$1,331,370
\$1,331,370

\$1,450,095
\$1,450,095

**VEHICLE & EQUIPMENT
MAINTENANCE**

\$1,494,225
\$1,494,225

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.

FY09 GOALS

- *GOAL 1: Maximize vehicle availability.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of working hours that vehicles are available (not out of service) for fleet as a whole	98.5%	98.5%	98.5%	98.7%
2. Percentage of working hours that vehicles are available for medium/heavy trucks	98%	97%	98%	98.5%
3. Percentage of working hours that vehicles are available for light-duty units	98.5%	98%	98%	98.5%
4. Number of preventative maintenance service orders	215	170	230	235
5. Number of emergency breakdowns	59	100	40	60

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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PUBLIC WORKS
-Supporting Services/Off-Hour Services

<p align="center"><u>\$815,570</u> \$815,570</p>	<p align="center"><u>\$826,310</u> \$826,310</p>	<p align="center">OFF-HOUR SERVICES</p> <p>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 - 11p.m.); late evening/early morning, Sunday through Friday (11p.m. - 7a.m.); and the weekend shift. This schedule ensures that DPW personnel will be available at all times to respond to City emergencies.</p>	<p align="center"><u>\$810,480</u> \$810,480</p>
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PURPOSE & OVERVIEW: This Division provides the DPW with continuous 24-hour response on a regular and emergency basis.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**PUBLIC WORKS
-Supporting Services/Energy**

<p align="center"><u>\$1,636,595</u> \$1,636,595</p>	<p align="center"><u>\$1,615,990</u> \$1,615,990</p>
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ENERGY \$1,916,585 **ENERGY CONSUMPTION:** The
\$1,916,585 Department of Public Works pays utility and fuel expenses for 24 buildings, 50 parks, 22 pump stations and 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.

An interdepartmental Energy Management Work Group chaired by the Department of Public Works has been active in programs to promote energy efficiency in City buildings. Work Group members supported the development of the Energy Information System (EIS). The EIS, developed in partnership with the Commonwealth's Rebuild Massachusetts program, quantifies energy consumption and costs for each City property. It has provided a baseline for energy conservation projects and will enable the City to track its savings as projects are implemented.

Public Works has conducted building energy audits over the past several years and has worked to implement the energy conservation measures identified by the audits. Actions have included replacing outmoded heating, ventilating and air conditioning equipment with properly sized, high efficiency units and installing programmable thermostats, *Vending Misers* and ENERGY STAR® appliances. Additional projects consist of insulating roofs and attics and implementing the *MotorUp* program, to ensure that premium efficiency motors are installed in all HVAC systems. The DPW is also working to integrate the EIS system with the U.S. Environmental Protection Agency's (EPA's) *Portfolio Manager* tool. This will expand the City's ability to adjust for climate, temperature and other factors in order to assess municipal energy performance against national benchmarks.

In FY08, the City introduced a number of initiatives designed to reduce energy consumption in municipal buildings. Cambridge GreenSense, a new program developed by the Energy Management Work Group, is an energy awareness campaign to promote energy-efficient practices among City employees.

Cambridge GreenSense will provide energy guides, posters and online information to educate employees about simple ways to cut energy. The program will encourage actions that individuals can control, such as turning off lights and equipment in unoccupied areas. These small changes combined with larger-scale renovations will reduce the City's environmental footprint and advance its role as a leader in sustainability.

The charts below give a summary of the City's projected energy costs for the periods July 2007 through June 2008 (FY08) and July 2008 through June 2009 (FY09). FY08 vehicle fuel projections reflect favorable bid prices, that are expected to increase in FY09.

Figure 7: FY08 Projected DPW Energy Costs (\$1,590,990)

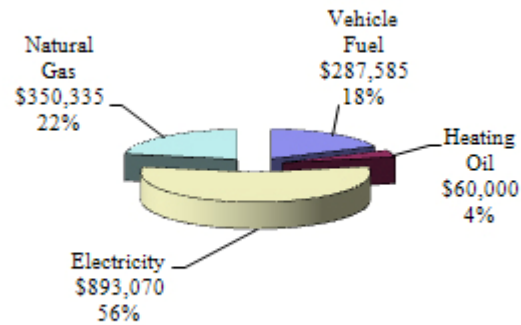
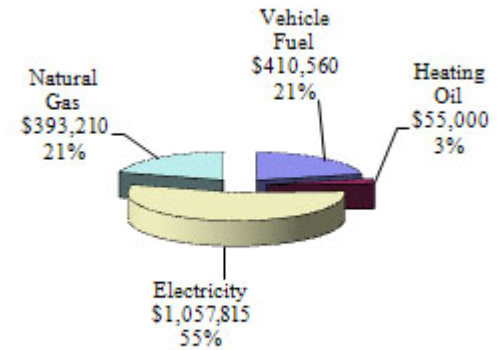


Figure 8: FY09 Projected DPW Energy Costs (\$1,916,585)



Using data from the Energy Information System (EIS), the following tables and charts give a summary of the City's energy consumption and cost for the period July 2006 through June 2007 (FY07).

Figure 9a: FY07 City Expenditures by Energy Category (\$7,302,368)

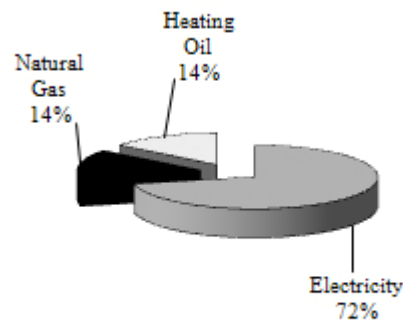


Figure 9b: FY07 City Expenditures by Usage Category (\$7,302,368)

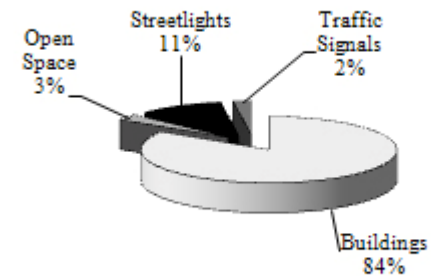
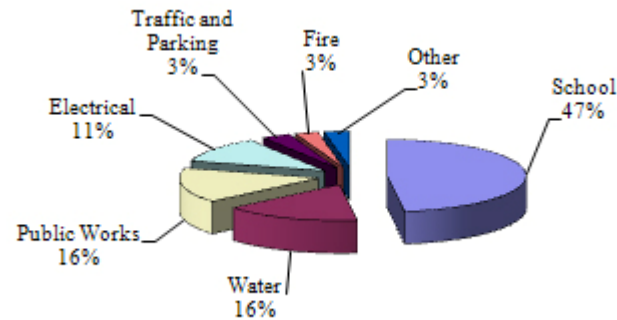


Figure 10: FY07 Energy Costs by Department (\$7,302,368)



Department	Expenditures
School	\$ 3,505,594
Water	\$ 1,155,630
Public Works	\$ 1,141,173
Electrical	\$ 847,702
Traffic, Parking and Transportation	\$ 243,024
Fire	\$ 196,410
Other (Police, Library, ECC & DHSP)	\$ 212,835
TOTAL	\$ 7,302,368

Table 1: Historical Energy Price Breakdown by Source of Energy FY05 through FY08

Source of Energy	FY05	FY06	FY07	FY08	Percentage Increase (FY05-FY08)
Unleaded gas (price/gallon)	\$1.47	\$1.96	\$2.73	\$2.20	50%
Biodiesel/diesel (price/gallon)	\$1.99	\$2.05	\$2.65	\$2.21	11%
Heating oil (price/gallon)	\$1.08	\$1.70	\$2.35	\$1.96	81%
Electricity (price/kilowatt-hour)	\$0.11	\$0.11	\$0.13	\$0.14	27%
Natural Gas (price/therm)	\$1.16	\$1.58	\$1.45	\$1.46	26%

Source: Energy Information System (EIS). Note that prices are fiscal year averages.

FY09 GOALS

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Integrate the EIS system with the EPA's ENERGY STAR building benchmarking system	n/a	100%	25%	50%

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Enhance system with expanded graphics and reporting capabilities	n/a	n/a	10%	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of City buildings at which energy audits are performed	9	7	7	4
2. Number of City buildings in which lighting and mechanical systems are upgraded or replaced with high efficiency equipment	4	4	4	4
3. Number of City buildings assessed using the ENERGY STAR Portfolio Manager benchmarking system	n/a	10	10	20
4. Number of City buildings at which no-cost and low-cost efficiency measures are implemented	3	5	5	10

■ *GOAL 3: Continue to implement policies and procedures that increase energy efficiency.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Develop energy efficiency operation and maintenance guidelines for City buildings	50%	75%	75%	90%
2. Develop standard bid specifications for energy efficiency in City purchase and service contracts and train managers to implement them	60%	95%	75%	95%

Table 2: Energy Consumption (Calendar Year 2007 Expenditures)

The table shows calendar year 2006 and 2007 energy consumption for properties managed by the Department of Public Works.

Buildings	Electricity Consumption		Natural Gas Consumption		Heating Oil Consumption		Total Cost
	Electricity (kWh)	Cost	Gas (therms)	Cost	Oil (gallons)	Cost	Energy (all sources)
Coffon Building	314,960	\$48,788	11,671	\$17,753	0	\$0	\$66,541
Cemetery (three buildings)	82,665	\$11,314	8,495	\$12,385	0	\$0	\$23,699
City Hall	774,618	\$107,027	37,712	\$55,995	0	\$0	\$163,022
DPW Complex	435,567	\$60,508	65,078	\$97,247	0	\$0	\$157,755
Lombardi Building	341,280	\$49,544	11,725	\$17,396	0	\$0	\$66,940
Senior Center	583,812	\$81,420	17,886	\$26,873	0	\$0	\$108,293
Area 4 Youth Center	217,600	\$33,773	12,758	\$19,181	0	\$0	\$52,954
Frisoli Youth Center	274,640	\$41,378	7,704	\$11,816	0	\$0	\$53,194
Moore Youth Center	56,496	\$10,262	6,931	\$9,908	0	\$0	\$20,170
City Hall Annex	634,280	\$86,571	0	\$0	0	\$0	\$86,571
Gately Youth Center ¹	78,181	\$11,928	0	\$0	0	\$0	\$11,928
Corporal Burns Building	46,100	\$7,035	0	\$0	0	\$0	\$7,035
Danehy Park Office	66,183	\$9,651	0	\$0	0	\$0	\$9,651
Traffic Meter and Maintenance Shop	51,973	\$8,927	0	\$0	0	\$0	\$8,927
Police Station ²	n/a	n/a	3,116	\$4,730	23,335	\$48,977	\$53,707
2007 Totals:	3,958,355	\$568,126	183,076	\$273,284	23,335	\$48,977	\$890,387
2006 Totals:	3,785,895	\$471,109	168,391	\$262,594	24,122	\$46,412	\$780,115
¹ Heat supplied through the Peabody School							
² Electricity bills paid by Police Department							
Source: Energy Information System (EIS)							

Tables 3a and 3b: Energy Usage in City Buildings Compared to Nationwide Averages

These tables compare energy usage in key City buildings to a national average, which helps identify buildings that are good candidates for energy efficiency improvements. Note that City Hall Annex, the City's gold LEED-certified building, is 26% more efficient than the national average.

Table 3A - Energy Consumption per Square Foot		Table 3B - Energy Cost per Square Foot	
	2007 consumption per sq ft (kBtu) ¹		2007 cost per sq ft ²
City Hall Annex (McCusker Bldg)	67.6	Moore Youth Center	\$2.19
Frisoli Youth Center	86.2	DPW Complex (three buildings)	\$2.32
Moore Youth Center	96.3	Area 4 Youth Center	\$2.41
All Commercial Buildings (National Average) ³	91.0	All Commercial Buildings (National Average) ^{4,5}	\$2.63
Area 4 Youth Center	91.7	Frisoli Youth Center	\$2.69
Coffon Building	93.4	City Hall Annex (McCusker Bldg)	\$2.71
Lombardi Building	97.4	Coffon Building	\$2.77
DPW Complex (three buildings)	117.8	Lombardi Building	\$2.79
City Hall	130.4	City Hall	\$3.31
Senior Center	140.0	Senior Center	\$4.01
Cemetery Complex (three buildings)	291.3	Cemetery Complex (three buildings)	\$6.10

¹ kBtu's, or 1,000 British thermal units, combine electricity and natural gas consumption into a common unit of measure.
² Cost per per square foot is dependent on the mix of fuels and the unit price of each fuel and is not a direct indicator of efficiency.
^{3,4} Source: U.S. Department of Energy, Energy Information Administration (EIA), 2003 Commercial Building Energy Consumption Survey.
⁵ Cost per square foot based on 2007 Cambridge costs.

- **GOAL 4:** *Develop and launch Cambridge GreenSense, an energy awareness program to encourage City employees to save energy at work.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Create theme, logo and implementation plan (percent complete)	n/a	n/a	50%	100%
2. Number of energy recommendations publicized	n/a	n/a	1	3
3. Develop status reports on energy consumption (percent complete)	n/a	n/a	25%	100%
4. Assess first year of program (percent complete)	n/a	n/a	0%	100%

Table 4. Status of Energy Efficiency Upgrades

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)	Estimated Annual Savings (\$)
Danehy Park Building lights	1,567	n/a	2,241	\$235
Traffic Meter & Maintenance Office lights	5,391	n/a	7,709	\$809
Parking Lot #2 (Harvard Square) lights	9,784	n/a	13,991	\$1,468
Lombardi Building Air Conditioning	17,004	n/a	24,316	\$2,551
Area 4 Youth Center lights	18,218	n/a	26,052	\$2,733
Green Street Garage lights	53,310	n/a	76,233	\$7,997
Central Square Library lights	54,785	n/a	78,343	\$8,218
City Hall Boiler Replacement	n/a	8,301	97,952	\$12,452
Senior Center HVAC improvements	55,413	8,400	178,361	\$20,912
First Street Garage lights	263,964	n/a	377,468	\$50,153
LED Traffic Signals	750,342	n/a	1,072,989	\$142,565
Fire Headquarters boiler with direct digital controls	n/a	5,306	62,611	\$7,959
Citywide Completed Projects Subtotal:	1,229,778	22,007	2,018,266	\$258,052
Coffon Building boiler and programmable thermostats	15,748	3,267	61,070	\$7,263
DPW Frazier Building HVAC improvements and programmable thermostats	21,778	4,555	84,892	\$10,099
Various buildings - "Vending Miser" installations	23,896	n/a	34,171	\$3,584
Cemetery Building roof insulation	250	3,300	39,298	\$4,988
City Hall attic insulation	16,500	5,500	88,495	\$10,725
Fresh Pond Golf Course Clubhouse and Maintenance Building insulation	1,000	800	10,870	\$1,350
Citywide Planned Projects Subtotal:	79,172	17,422	318,796	\$38,009
Walter J. Sullivan Water Purification Facility lighting upgrades	262,800	n/a	375,804	\$39,420
Walter J. Sullivan Water Purification Facility variable frequency drive installation	8,301	n/a	11,870	\$1,245
Walter J. Sullivan Water Purification Facility HVAC Phase 1 upgrades	37,100	n/a	53,053	\$5,565
Water Purification Facility Underway and Planned Projects Subtotal:	308,201	0	440,727	\$46,230
CITYWIDE TOTAL:	1,617,151	39,429	2,777,789	\$342,291
LEED-Certified Building Projects	Status			
City Hall Annex (Gold LEED-certified) and Russell Field House (LEED certification in process)	Construction complete.			
Main Library Expansion Project, West Cambridge Youth and Community Center/VFW and Robert W. Healy Public Safety Facility (Silver LEED-certified)	Under construction			
War Memorial Renovations and Cambridge Rindge and Latin High School	In design phase			

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$9,969,970	\$9,930,685	ADMINISTRATION	\$10,033,835
\$4,892,470	\$5,464,325	SOURCE OF SUPPLY	\$5,565,975
<u>\$2,386,585</u>	<u>\$2,248,175</u>	TRANSMISSION & DISTRIBUTION	<u>\$2,398,815</u>
<u>\$17,249,025</u>	<u>\$17,643,185</u>		<u>\$17,998,625</u>

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.

The CWD has begun implementing a long-term strategic plan to ensure 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 improving customer service via use 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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Water Budget includes other ordinary maintenance increases of \$107,970 to cover cost increases for chemicals and lab consumable supplies. FY09 Water Debt Service is scheduled to decrease by \$267,440 due to the pay-off of the bonds for the water treatment plant and additional debt savings generated by the refinancing of existing debt in FY07.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed the replacement of over 750 meters during FY08.
- Continue the implementation of the "High Read" notification system, which uses daily meter reads from the AMR System to detect and highlight abnormally high water usage (potential leaks) and allows us to contact property owners when the problem begins, in order to minimize a high water bill and conserve

water.

- Initiated and maintained a peak electrical demand management plan to reduce electricity demand charges for the City.
- Completed the first phase of the energy savings program at the Water Department by 1) replacing Sodium Vapor lights with High Intensity Florescent (HIF) lighting, which use about 50% less electricity than the original lighting; and 2) installing variable frequency drives (VFD's) on the raw water pumps. Received 50% of the funding for both projects from NSTAR.
- Received a \$40,000 grant from the Massachusetts Technology Collaborative and initiated a study to determine the feasibility of generating electricity within the raw water transmission system.
- Produced over 5.4 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Completed additional key improvements as recommended by the Vulnerability Assessment (VA), utilizing Homeland Security funds. Proposed further improvements to the City Manager for inclusion in the FY09 capital budget. Working to obtain additional 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 to local colleges and universities and international groups.
- Added a second partial zero emissions vehicle (PZEV) to our fleet. This brings the total number of "green" vehicles in the Water Department fleet to three (3).
- Continued cooperative infrastructure projects such as Cambridgeport Roadways, sewer separation, North Point Development, Porter Square Roadway, South Massachusetts Avenue, Walden Street Bridge, Main Library renovation, West Cambridge Youth & Community Center/VFW (Huron Avenue), Magazine Beach, Vassar Street, Western Avenue, Concord Avenue, Alewife Quadrangle, City irrigation projects, and Chapter 90 surface enhancement projects.
- Distributed 2007 annual "Consumer Confidence Report" on drinking water quality via direct mail and through the Department Web page.
- Updated 5, 10 and 20 year capital plan for the water system.
- Rehabilitated over 2,000 feet of water mains; replaced over 120 lead water services and 40 valves; eliminated 1,000 feet of parallel old 6" cast iron pipe; and maintained a 99.9 percent in-service rating for fire hydrants.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 60,000 tests. Maintained and expanded (added bromate and bromite) certifications of the Laboratory for a variety of drinking water parameters.
- Continued implementation of new US EPA drinking water regulations. The new regulations are 1) Long

Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR) which was completed, and 2) Stage 2 Disinfection Byproduct Rule (Stage2DBPR), which continues. This monitoring effort is to quantify Cryptosporidium and E-coli levels in the raw water.

- Initiated the second phase of our energy savings program by reviewing and implementing a three-year HVAC improvement program. This program will reduce our energy needs and improve comfort.
- Maintained and expanded the Department's Web page.
- Completed the Black's Nook Resource and Assessment Report and the Access and Circulation Plan for Fresh Pond Reservation.
- 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 in the water distribution system.
- Completed all of the required backflow prevention device testing, re-testing and surveying.
- Developed and initiated the implementation of a Fresh Pond Reservation volunteer program.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$17,041,005
Water Usage Charge	\$15,956,005	
Misc Water Charges	\$90,000	
Cross Connection Fee	\$495,000	
Retained Earnings/Water Fund	\$500,000	
INTERGOVERNMENTAL REVENUE		\$957,620
Mwpat Loan Program	\$957,620	
TOTAL FY09 BUDGETED REVENUE		\$17,998,625

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$5,904,865
OTHER ORDINARY MAINTENANCE	\$3,911,900
TRAVEL & TRAINING	\$30,855
EXTRAORDINARY EXPENDITURES	\$8,151,005
TOTAL FY09 BUDGETED EXPENDITURES	\$17,998,625

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	63	63	63

**WATER
-Administration**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$1,039,950	\$1,238,250
\$614,050	\$593,220
<u>\$8,315,970</u>	<u>\$8,099,215</u>
\$9,969,970	\$9,930,685

ADMINISTRATIVE	\$1,301,255
ENGINEERING & CROSS	\$706,575
CONNECTION	\$8,026,005
DEBT SERVICE	\$10,033,835

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

15,000 metered accounts in the City and is responsible for the Automated Meter Reading (AMR) "high read" notification system, making inspections for leaks, faulty registrations, damaged meters, non-compliant water connections and other customer services.

FY09 GOALS

- *GOAL 1: Improve customer relations through development of programs that educate the public and disseminate information.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. General Tours/Open Houses	26	24	24	24
2. School and Community Activities	49	50	50	50
3. Professional Development Activities	31	25	25	25
4. Update and maintain the Department Web page (number of updates)	12	12	12	12

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Meters replaced	550	750	750	850
2. Implementation of online AMR reading feature so customers can review their account activity	n/a	75%	50%	95%
3. Provide proactive customer service notifications to customers who have high water use (number of notices)	n/a	n/a	2,300	1,575

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of staff receiving required DEP training	100%	100%	100%	100%
2. Department training contact hours obtained	555	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.

FY09 GOALS

- **GOAL 1:** *Maintain long range capital plans.*
- **GOAL 2:** *Effectively manage existing programs and develop new programs in order to conserve water and protect public health.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Test all backflow prevention devices semi-annually; number of tests	6,133	6,000	6,000	6,000
2. Cross connection control surveys performed (number of establishments)	113	75	85	75

- **GOAL 3:** *Ensure that safe drinking water is provided during various construction, fire safety and industrial process activities by issuing water work permits in a timely manner, pursuant to citywide permit guidelines.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percent of permits issued within two weeks	95%	98%	98%	98%
2. Number of construction permits	106	75	92	75
3. Number of hydrant rental permits	38	25	25	25
4. Number of fire pump test permits	246	225	225	225
5. Number of cross connection device permits	46	35	75	35

- **GOAL 4:** *Improve the management of records and mapping.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Advance electronic distribution system maps to include Payson mains, valve ties, current as-built information, hydrants and other features	n/a	50%	60%	100%
2. Organize and maintain all water system as-built drawings	80%	100%	80%	100%

**WATER
-Source of Supply**

ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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\$873,455	\$956,880
\$3,972,605	\$4,461,035
<u>\$46,410</u>	<u>\$46,410</u>
\$4,892,470	\$5,464,325

**WATERSHED
WATER TREATMENT OPERATION
DEP ASSESSMENT**

\$1,005,355
\$4,514,210
\$46,410
\$5,565,975

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.

FY09 GOALS

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Review, monitor and document site development and remediation projects throughout the watershed	70	70	70	60
2. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols	80%	90%	80%	90%
3. Maintain the source area - Water Quality Monitoring Program	100%	100%	100%	100%

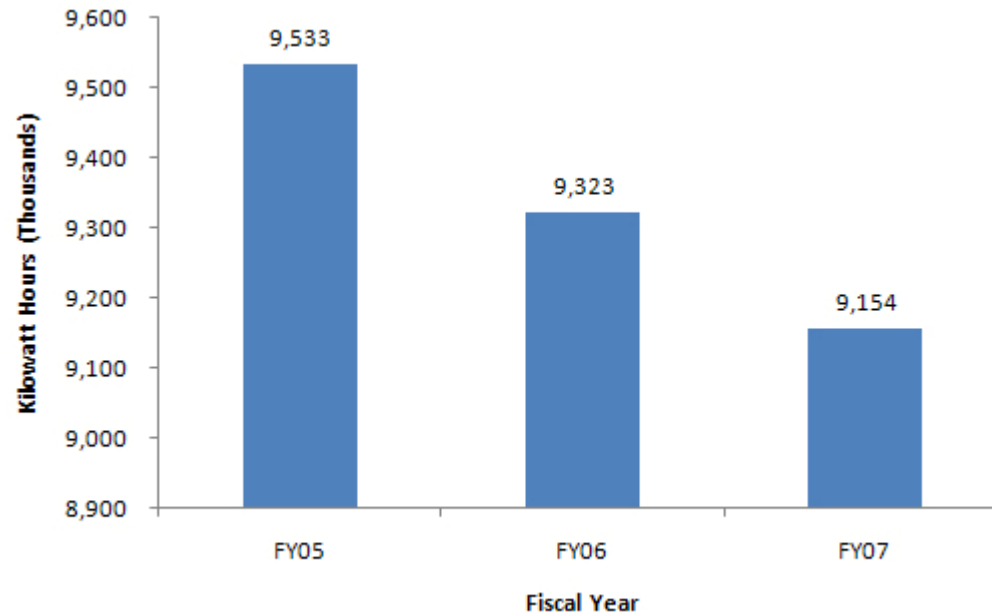
- **GOAL 2:** *Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Implement the Dog Management Plan	70%	90%	70%	85%
2. Develop watershed soils stabilization program	60%	70%	60%	80%
3. Develop the Black's Nook Resource Assessment	50%	60%	60%	80%
4. Develop a Fresh Pond Reservation Circulation and Access Plan	n/a	50%	50%	80%
5. Implement the Golf Course Stream C Restoration plan	n/a	50%	10%	50%
6. Develop a restoration plan for the Winter Street and Trapelo Road Gatehouses	n/a	n/a	10%	50%
7. Develop a reservoir/gatehouse operations and maintenance plan	n/a	n/a	10%	50%
8. Develop a watershed/reservoir facilities maintenance/management plan	80%	90%	90%	100%

- **GOAL 3:** *Implement strategies to reduce energy consumption.*

Figure 1: Treatment Plant Electricity Usage

The following chart shows the amount of electricity used at the Water Treatment Plant for FY05-FY07. The reduction in kilowatt hours reflects energy conservation measures such as: reduced aeration runtime at Fresh Pond, reduced peak energy consumption and increased education of employees about power awareness.



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).

FY09 GOALS

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Perform required Department of Environmental Protection (DEP) analytical testing	100%	100%	100%	100%
2. Total water quality tests performed	63,039	55,000	60,000	60,000
3. Water treatment plant tests performed	54,760	50,100	52,000	50,200
4. Watershed tests performed	2,679	2,000	2,100	2,100
5. Transmission and Distribution tests performed	5,600	4,100	5,300	5,300
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 FY09 is estimated at \$8.50 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY08 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 FY07	PROJECTED FY08		BUDGET FY09
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**WATER
-Transmission & Distribution**

\$2,386,585
\$2,386,585

\$2,248,175
\$2,248,175

TRANSMISSION & DISTRIBUTION

\$2,398,815
\$2,398,815

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.

FY09 GOALS

- *GOAL 1: Rehabilitate the water distribution system.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Install, clean and line, and/or replace water mains; number of linear feet	5,650	4,000	1,500	3,500
2. Elimination of parallel old 6" cast iron pipe; number of linear feet	2,950	2,500	1,200	2,000
3. Number of lead services eliminated	135	120	120	120

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of in-service hydrants	99.9%	99.9%	99.9%	99.9%
2. Number of fire hydrants replaced	60	30	25	20
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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Valves replaced/repaired	83	40	40	25
2. Water mark-outs performed	2,450	2,750	2,750	2,500
3. Inspections performed	300	300	300	300
4. Water leaks found and repaired	104	85	60	80
5. Number of new water services installed	22	20	15	20
6. Number of work orders completed	330	300	230	175

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**COMMUNITY DEVELOPMENT
-Summary**

\$1,015,190	\$1,209,900	ADMINISTRATION COMMUNITY PLANNING DEVELOPMENT ACTIVITIES	\$1,266,945
\$3,444,620	\$3,557,410		\$3,937,985
\$0	\$0		\$0
<u>\$4,459,810</u>	<u>\$4,767,310</u>		<u>\$5,204,930</u>

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. 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 City government, residents, the business community and major institutions.

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 conducting review 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 energy efficiency and renewable practices.

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, citizens 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.

The Department works to advance a variety of community initiatives with the assistance of ad hoc advisory committees including the Lesley University Working Group, the Healthy Playgrounds Initiative Task Force 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 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.

SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Community Development Budget contains an increase of \$14,500 to \$29,000 for the purchase of renewable energy certificates in support of the City Council Goal that 20% of the municipal energy load be derived from renewable energy sources by 2010. In addition, \$12,500 has been included to provide grants through the Best Retail Practices program for non-CDBG eligible small businesses. The above items have been funded through reallocations in the overall other ordinary maintenance budget, which decreased by \$5,000. Also, \$73,640 budgeted for contingency from CDBG funds has been eliminated due to a reduction of \$136,560 in FY09 CDBG funding.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Completed park improvements to Father Callanan Playground at the Tobin School and the new Trolley Square Park. Received the state's Executive Office of Environmental Affairs (EOEA) Urban Self Help grant and commenced community design process for the Cambridge Common playground. Completed community design process for the new Riverside Park at Western Avenue and Memorial Drive. Completed community process and commenced construction for new open space across from Costa Lopez Park. Completed work with survey consultant on phone survey on open space issues as part of 2008 Five-Year Open Space Plan.
- Completed work with Healthy Playgrounds Initiative Task Force to assess and make recommendations on improvements for play areas in the city in order to provide facilities that better serve the diverse physical, developmental and social needs of all users.
- Using funds from the Department of Conservation and Recreation (DCR) Urban Forestry Challenge Grant, worked with Department of Public Works to complete planting of 50 trees along Prospect Street. Completed Charles River planning study focusing on access to and experience of the waterfront, which included recommendations for open space and pedestrian access improvements.
- Published Neighborhood Study Updates for North Cambridge, Agassiz and Neighborhood Nine.
- Conducted design review of development projects citywide, including the M.I.T. Cancer Research Center on Main Street, 303 Third Street housing, Hotel Tria, Harvard University's Fogg Art Museum, and several large R&D development proposals along Binney Street.
- Received Citizens Housing and Planning Association's (CHAPA) Municipal Leadership Award recognizing the City's commitment to affordable housing for low and moderate-income residents and leadership in developing housing programs and services which have become models for other communities.
- Received the Home Depot Foundation's award for Excellence in Affordable Housing Built Responsibly, for the mixed-income, mixed-use sustainable development created by Homeowner's Rehab, Inc. Trolley Square was developed with Community Preservation Act (CPA) funding from the Affordable Housing Trust on a parcel of land owned by the City.
- Completed the sale of more than 75 affordable homeownership units to first-time homebuyers. These units were acquired through the City's first-time homebuyer financial assistance, non-profit housing

development, and inclusionary housing programs. Through these programs, more than 180 families have become homeowners over the past three years.

- Worked with local non-profit housing developers to create more than 50 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. New projects include a 16-unit building acquired in North Cambridge, a church in Wellington-Harrington acquired for redevelopment as affordable condominiums, a mixed-use building with affordable rental units being developed on Cambridge Street, and scattered-site units for first-time homebuyers acquired through the City's homebuyer programs. Funding was secured for the redevelopment of the former print shop on Harvard Street and the former Nightstage property on Main Street in Area IV, which will become affordable homeownership housing. Construction began on 14 affordable rental units on Concord Avenue in Neighborhood 10, while renovations were completed to 16 affordable rental units on Marcella Street, and construction was completed on 13 ownership units on Columbia Street and 9 units at the former North Cambridge VFW building.
- Worked with private developers to create 10 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 nearly 500 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. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and repairing credit to prepare for homeownership. Translators to serve speakers of Spanish, Portuguese and Haitian Creole were available on request.
- 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 Cambridge River Festival. Conducted more than 10 information sessions throughout the year to review the application process for more than 125 affordable rental and homeownership units marketed by the Housing Division.
- Assisted more than 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 help stabilize the residency of low and moderate-income homeowners in the City.
- Worked with other City departments to research green collar jobs in the emerging environmental field, with emphasis on identifying employment and training opportunities.
- Convened advisory group to solicit new ideas for programs to support small businesses. Published new online Minority and Women-owned Business Directory.
- Through the Best Retail Practices Program, assisted 45 Cambridge retailers and provided 10 matching grants for interior and marketing improvements to businesses. Through the Façade Improvement Program, provided matching grants for 20 commercial storefronts and provided architectural design

services to 15 additional businesses.

- Provided assistance to 120 existing and potential Cambridge entrepreneurs through educational workshops including “Steps to Starting Your Own Business,” “Holiday Marketing Strategies,” and “Sell It on eBay.”
- Supported Just A Start’s Cambridge Biomedical Careers program and the Cambridge Health Alliance Healthcare Career Advancement program. As a result, 22 Cambridge residents have upgraded their skills, mostly in preparation for jobs in the local health care and bio-medical sectors.
- Participated in the world’s largest biotechnology conference called “Bio2008” held in San Diego to attract additional life sciences companies to Cambridge.
- Named by *Prevention* magazine as the "Best Walking City in America" with 26% of residents walking to work.
- Worked with the Kendall Foundation to develop the Cambridge Energy Alliance, a ground-breaking effort to carry out massive energy conservation in homes and businesses. A working group established policies and developed funding and outreach goals, selected service providers and undertook initial projects. Worked with other City departments to establish GreenSense, an energy conservation program aimed at City employees; held the third annual home and energy fair; worked with community groups on strategies for reducing greenhouse gas emissions; and developed strategies for reaching the Council’s goal to obtain 20% of the municipal electric supply from renewable energy sources.
- Received the Clean Air Cool Planet Climate Champion Award for the City’s outstanding municipal programs and an award from AltWheels for the renovations to the City Hall Annex.
- Working with the community, developed plans for reconstruction of Brookline Street, and in conjunction with DPW, completed plans for the reconstruction of the southern portion of Blanchard Road. Designed traffic calming measures for Brattle, Cushing and Middlesex Streets. Completed construction for Rindge Avenue, Upland Road, Windsor and Mt. Auburn Streets.
- Undertook a variety of projects to improve conditions for pedestrians, cyclists and transit users including installation of additional bicycle parking, research to determine which pavement markings work best for cyclists and motorists, and working with the MBTA to install new elevators at several transit stations in Cambridge. Published an updated edition of the City map and promoted transportation alternatives by holding two family bike rides.
- Ridership on the EZRide, the City- and business-supported shuttle service, continued to increase, climbing 14% over 2006 totals, with daily ridership numbers exceeding 1,200 passengers.
- Deleaded and preserved the affordability of 50 residential units occupied by low to moderate income families, reaching a total of 788 units deleaded since the program began in FY95. Sponsored education outreach to Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals citywide. In addition, 20 contractors were trained in deleading and lead safe work practices.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$3,367,775
Real Estate Taxes	\$3,367,775	
CHARGES FOR SERVICES		\$296,395
Water Usage Charge	\$30,000	
Parking Fund Parking Usage	\$221,895	
Sewer Service Charge	\$44,500	
LICENSES AND PERMITS		\$110,000
Plan Review Permit (Com Dev)	\$110,000	
FINES & FORFEITS		\$50,000
Parking Fines	\$50,000	
INTERGOVERNMENTAL REVENUE		\$1,206,760
Federal Grants	\$102,345	
C.D.B.G.	\$1,088,230	
State Cherry Sheet Revenue	\$16,185	
MISCELLANEOUS REVENUE		\$174,000
Interest Earnings	\$150,000	
Bus Shelter Advertising	\$24,000	
TOTAL FY09 BUDGETED REVENUE		\$5,204,930

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$4,617,490
OTHER ORDINARY MAINTENANCE	\$566,940
TRAVEL & TRAINING	\$20,500
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$5,204,930

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	45	45	45

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**COMMUNITY DEVELOPMENT
-Administration**

\$481,930	\$523,085
\$97,875	\$180,810
\$263,005	\$323,605
<u>\$172,380</u>	<u>\$182,400</u>
\$1,015,190	\$1,209,900

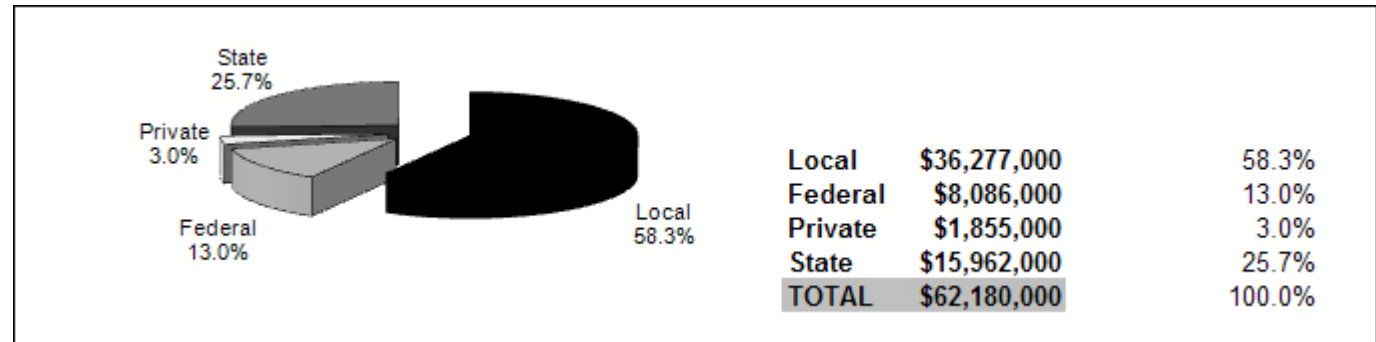
GENERAL MANAGEMENT	\$536,735
CDBG	\$189,905
FISCAL	\$352,015
CLERICAL	\$188,290
	<u>\$1,266,945</u>

PURPOSE & OVERVIEW: The Administration Division provides leadership, financial, regulatory and operational support to the Department. The Administration Division provides policy direction for staff and coordinates with other City departments

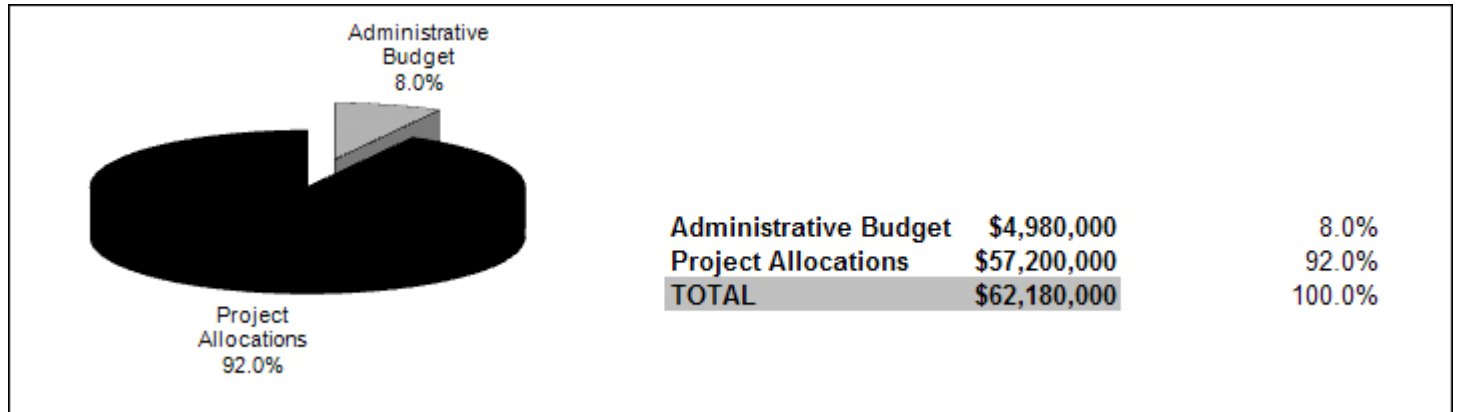
and state and federal agencies. A major priority of this division continues to be providing professional development opportunities to support staff retention and professional growth. The Division also works to promote diversity in the Department's workforce through its hiring, staff evaluation and training 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 \$62,180,000 (as of January 1, 2008) 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 (1/1/08):



ALLOCATION OF AVAILABLE FUNDS (1/1/08):



FY09 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 professional development opportunities for all employees, with particular emphasis on planning best practices and technical skills for support staff.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of staff attending professional development courses, conferences and events	33	40	40	40

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**COMMUNITY DEVELOPMENT
-Community Planning**

\$1,215,585
\$598,135
\$250,915
\$99,050
\$404,595
<u>\$876,340</u>
\$3,444,620

\$1,282,155
\$604,010
\$253,765
\$86,625
\$411,895
<u>\$918,960</u>
\$3,557,410

PLANNING & DESIGN SERVICES	\$1,333,455
HOUSING PLAN & PROGRAM DEV	\$774,910
MULTI-FAMILY REHAB	\$276,680
JUST-A-START	\$106,895
ECONOMIC & EMPLOYMENT PLAN.	\$447,585
ENVIRONMENTAL/TRANSPORTATION	<u>\$998,460</u>
	\$3,937,985

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.

FY09 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 about the outcome of Board of Zoning Appeal (BZA) and Planning Board cases. Provide urban design and planning information about 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Provide public with information on planning, zoning or Planning Board cases (number of responses)	2,180	1,700	1,700	1,800

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Act as City liaison to neighborhood/citywide committees (number of meetings)	92	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 developments incorporate high quality urban design.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Provide urban design and master planning services for a variety of projects and development areas throughout the City (number of projects reviewed)	36	30	36	38

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed	13	12	12	12
2. Number of proposed amendments to the Zoning Ordinance processed and reviewed	9	8	10	8
3. Number of Planning Board meetings staffed. Review plans, provide research and materials, and provide public notice	19	24	24	24

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. Identify sections of the Zoning Ordinance requiring modification to promote energy efficiency and other environmental goals of the City (number of zoning proposals)	n/a	n/a	0	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Value of construction contracts under supervision	\$1.8M	1.4M	1.37M	1.1M
2. Number of park renovations in design or construction phase	8	4	4	4
3. Number of projects on which staff provided technical assistance to other City departments regarding open space	10	6	6	6
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)	5	3	3	3
5. Work with Open Space Committee to update and complete 5-year Open Space and Recreation Plan (percent complete)	n/a	100%	80%	100%

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Conduct neighborhood studies and regular updates (number of planning efforts under way)	4	3	3	3
2. Work with Lesley University Working Group on issues related to development in Porter Square, Neighborhood Nine and Agassiz areas (percent complete)	n/a	85%	70%	100%
3. Evaluate select commercial areas undergoing change and assess need for adjustments to zoning (percent complete)	n/a	n/a	15%	100%
4. Work with City departments to develop standardized specifications for the City's lighting inventory and address issues of optimal lighting, design, energy efficiency and ease of maintenance (percent complete)	n/a	100%	60%	100%
5. Conduct research, define issues, coordinate with other departments and the public to evaluate community design issues for an aging population (percent complete)	n/a	n/a	10%	65%

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Design and update GIS maps for Department analysis and public information (number of maps)	184	200	200	200
2. Public information materials and reports designed in support of Department's public outreach	95	80	80	80
3. Provide research and analysis for major Department initiatives (number of projects)	7	5	6	5
4. Enhance Department Web site to provide improved public information and outreach (number of major programs and projects added or significantly updated)	12	12	12	12
5. Analyze and present demographic, land use, and other information to City staff, elected officials and others (number of presentations)	3	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 the supply of affordable housing such as the inclusionary and incentive zoning programs; supports nonprofits in the development, rehabilitation and management of affordable housing; coordinates with 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 to provide housing programs and services for residents in response to continued high housing costs unaffordable to low, moderate and middle-income residents.

FY09 GOALS

- GOAL 1:** *Increase and preserve the supply of affordable housing by: financing the acquisition, rehabilitation, and new construction 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of affordable rental units under development	70	30	51	30
2. Number of affordable homeownership units under development	42	30	18	30
3. Number of units in 1-4 family owner occupied buildings rehabbed Home Improvement Program (HIP program)	36	40	40	40
4. Number of privately-owned units set aside under multifamily rehab program Cambridge Neighborhood Apartment Housing Services (CNAHS)	16	10	10	12
5. Number of affordable units created through inclusionary zoning ordinance	74	70	15	30
6. Number of Harvard loan fund-assisted units	22	10	10	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 deferred financing, downpayment and closing cost assistance, and soft second mortgage loans, and assist homebuyers in purchasing units.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of four-session First Time Homebuyer classes offered	10	10	10	10

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, second language)	3	3	3	3
3. Number of course participants	552	475	475	490
4. Number of Cambridge residents receiving individual counseling	171	150	150	160
5. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.)	53	50	50	50
6. Number of units purchased by first-time homebuyers with assistance from the Financial Assistance Program	7	8	8	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of responses to requests for information and referral services	3,666	4,000	4,000	4,000
2. Number of households added to database/ mailing list	732	400	400	425
3. Number of community outreach and educational events participated in	6	6	6	6
4. Number of projects provided with technical assistance for inclusionary zoning	4	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Value of construction contracts managed by City rehab staff	\$20.9M	\$15M	\$15M	\$15M
2. Number of youths trained via Rehab Assistance Program (RAP)	155	125	138	125
3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program	534	400	400	420
4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated)	18	15	15	15

- GOAL 5:** *Develop and continue to assess housing initiatives to meet the need for affordable housing, especially housing for families with children, with the goal of maintaining a diverse population.*

- **GOAL 6:** *Establish and maintain asset management function for Trust, CDBG, HOME, the state's Department of Housing and Community Development (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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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)	1,267	800	900	1,000
2. Number of units marketed by CDD, including Inclusionary Zoning, resale units, etc.	84	80	80	70
3. Number of applications processed for units marketed by CDD	663	500	500	450

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 Façade Improvement and Best Retail Practices programs); technical assistance to existing and start-up entrepreneurs through an extensive series of workshops, such as “Steps to Starting Your Own Business” and “E-Marketing;” support for women- and minority- owned businesses; programs to encourage workforce development, especially in the biotech, health care and emerging environmental fields; and real estate information in support of the City’s development districts and neighborhood retail areas.

FY09 GOALS

- *GOAL 1: Cultivate a supportive environment for business, with particular emphasis on small, women - and minority - owned businesses.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of business development events	5	4	4	4
2. Total number of small, minority - and women - owned businesses provided with business development services, including referrals to business and financial resources, start-up feasibility analyses, and business plan and permitting assistance	105	125	120	120
3. Update online Minority-and Women-owned Business Directory quarterly (number of updates)	n/a	n/a	0	4
4. Publish electronic bulletin for Cambridge small businesses that includes information on programs and services, and business resources (number of electronic communications sent)	7	4	8	8
5. Total number of low-moderate income participants in financial literacy, e-commerce, marketing & promotions, pre-business and business planning workshops	119	75	120	135

■ *GOAL 2: Promote thriving commercial districts.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of facade or signage and lighting improvements completed	20	20	20	20
2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors	12	20	15	15
3. Number of small businesses served by Best Retail Practices program workshops and individual consultations	33	45	45	38
4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations	10	10	10	15
5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups (number of initiatives)	17	12	12	12
6. Develop market profiles for commercial districts to identify vacancies and gaps in the retail mix and solicit targeted businesses to complement the mix (number of profiles completed)	n/a	n/a	0	6

- *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Continue to support Just A Start biomedical training and Cambridge Health Alliance healthcare career advancement programs to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in programs)	31	31	22	26
2. Research and develop program to provide Cambridge residents with job training and access to green collar jobs (percent complete)	n/a	n/a	15%	90%

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Track available commercial space and assist with site searches to market vacant commercial properties to optimize commercial mix (number of searches completed)	29	50	40	40
2. Maintain and publish a development log of projects to facilitate communication with other City departments (number of logs published)	4	4	4	4

- *GOAL 5: Market Cambridge as a location for business.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Participate in initiatives and events to attract and retain targeted businesses to Cambridge, with emphasis on biotech and life science companies (number of initiatives/events)	7	8	8	8

- *GOAL 6: Maintain a supportive business climate.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of new local businesses provided with information regarding economic development services available through the City	478	450	450	450
2. Update Economic Development report concerning state of the local economy (percent complete)	n/a	n/a	0%	100%

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; undertakes initiatives to promote energy efficiency, renewable energy and other practices to implement the City’s Climate Protection Plan; and prevents childhood lead poisoning by removing lead paint from residential structures and yards.

FY09 GOALS

- *GOAL 1: Educate the public about the health and community benefits of travel by means other than single occupancy vehicles and the importance of respecting all road users.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of publications distributed	25,750	20,000	21,500	25,000
2. Number of transportation educational/promotional initiatives organized or participated in	19	10	14	15

- *GOAL 2: Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures, analysis of cumulative traffic impacts and review of proposed traffic mitigation strategies for new development projects.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of employers and property owners assisted with implementing TDM program elements	34	40	40	40
2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance	41	45	45	50
3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives	582	625	600	610
4. Number of initiatives to reduce City employee vehicle trips	n/a	n/a	6	6
5. Number of traffic impact studies, site plans and park plans reviewed to ensure that they further the City's transportation goals	17	10	10	12

- *GOAL 3: Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of traffic calming projects designed	5	4	4	4
2. Number of recent infrastructure and transit service improvements evaluated, including traffic calming projects	3	3	3	3
3. Number of projects to support and enhance conditions for bicycling, walking and/or use of public transportation	10	6	7	8
4. Number of regional transportation planning projects or processes participated in	16	10	10	10

- *GOAL 4: Reduce energy use and greenhouse gas emissions, protect natural resources and reduce pollution.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of initiatives engaged in to implement and promote the Cambridge Energy Alliance	n/a	n/a	1	5
2. Number of community initiatives engaged in to implement Climate Protection Plan	n/a	3	3	3
3. Number of municipal initiatives engaged in to reduce greenhouse gas emissions	n/a	3	4	4
4. Number of major projects and sites requiring environmental review or management worked on	6	10	8	8

- **GOAL 5:** *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of infrastructure projects under design	5	4	4	4
2. Number of construction projects, including traffic calming, where CDD provides design services during construction, including Brookline Street and Blanchard Road	6	4	4	6

- **GOAL 6:** *Involve community in design and implementation of environmental and transportation policies and projects.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of public meetings hosted/staffed with standing committees	48	36	36	36
2. Number of project-specific community meetings hosted/staffed or presentations to community groups	31	24	24	24

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of private, residential affordable units deleaded	62	60	50	50
2. Number of private, residential affordable units receiving landscaping services to treat leaded soil	15	25	31	25

■ GOAL 7: (continued)

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
3. Number of eligible LSC dealeded units monitored for compliance with affordable housing covenant	269	400	202	185
4. Number of community events sponsored or participated in	46	40	40	40
5. Number of individuals contacted at community events, trainings and workshops	3,910	5,000	5,500	6,000

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**COMMUNITY DEVELOPMENT
-Development Activities**

<p style="text-align: center;"><u>\$0</u> \$0</p>	<p style="text-align: center;"><u>\$0</u> \$0</p>	<p>CONTINGENCY</p> <p>contingency in FY08 has been eliminated in FY09 in order to minimize the impact of this cut on programs.</p>	<p style="text-align: center;"><u>\$0</u> \$0</p>	<p>Due to a reduction of \$136,560 in the FY09 allocation of the Community Development Block Grant (CDBG), \$73,640 budgeted for</p>
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ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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HISTORICAL COMMISSION

<u>\$491,105</u> \$491,105	<u>\$510,045</u> \$510,045
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<p style="text-align: center;">HISTORICAL COMMISSION</p> <p> \$573,865 \$573,865 </p> <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 four neighborhood conservation districts, 28 individual landmarks and 40 properties covered by preservation restrictions. The Commission is also responsible for reviewing demolition applications for all 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 the Revolutionary-era Fort Washington, the Old Burying Ground and Flagstaff Park, is an ongoing responsibility. The Commission also maintains City monuments and statues and installs historic markers at sites throughout the city. Staff meet with homeowners, developers and local groups to encourage preservation options and offer technical advice on preservation issues and historic exterior paint colors. Since FY2002, the Commission has administered \$7,220,000 in Community Preservation Act (CPA) funds, including preservation grants to City-owned properties and landscapes, affordable housing agencies and non-profit institutions with historical or architecturally significant properties. 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 project. The Commission’s educational and informational programs benefit children and adults in local schools and community groups. </p> <p> SIGNIFICANT BUDGET MODIFICATIONS: The FY09 Historical Budget includes \$41,000 for the editing and printing of the Historical Commission’s latest oral history project, “World War II and the Home Front.” </p> <p> FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS: </p> <ul style="list-style-type: none"> • Conducted design review and compliance of several large projects in neighborhoods throughout Cambridge, including: Cambridge Public Library, 79 Raymond, and 121 and 164 Brattle Streets; 378 Broadway; and 452-458 and 1131 Massachusetts Avenue. Paint color review of relocated Harvard buildings at 1581-1593 and 1587 Mass. Ave. • Supported historic preservation projects with grants from CPA funds, including: exterior restoration of 10 affordable housing projects (approx. \$250,000); planned restoration of City-owned historic structures and landscapes, including: turf upgrade and irrigation installation at Fort Washington (\$40,000); renovations to brick firehouses at 176 River Street (\$50,000) and 1384 Cambridge Street, Inman Square (\$115,000); and evaluation and upgrade of archival storage facilities at DPW headquarters, City Clerk's Office and Cambridge Public Library (\$275,000). Provided grants for restoration of historically or architecturally 	
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significant buildings owned by non-profit organizations, including: roof repairs at St. Paul Parish, 29 Mount Auburn Street (\$100,000) and Cambridge-Ellis School, 80 Trowbridge Street (\$40,000); restoration of the theatre at Cambridge Multicultural Arts Center, 41 Second Street (\$57,700); and installation of accessible entrance at St. Peter's Episcopal Church, 838 Massachusetts Avenue (\$50,000).

- Initiated a new landmark study of Shady Hill Square, a significant residential development from 1915 that exhibits the ideals and planning concepts of the Garden City movement. Initiated a landmark study of the former Immaculate Conception Lithuanian Church and rectory at 424-430 Windsor Street. The church was built in 1910 in an architectural style and with materials reflective of the Lithuanian culture of the parishioners, many of whom were recent immigrants.
- Completed information guides for appropriate preservation, replacement or installation of windows, fences, HVAC units and vinyl siding.
- Received approval from City Council for consolidation of two small neighborhood conservation districts into one district, now called Half Crown-Marsh, and implemented transition of administrative procedures.
- Began preparation of manuscript for oral history publication on Cambridge during World War II, based on 100 interviews with veterans and civilians on the home front, including defense industry workers, and medical and USO personnel. The oral historian trained a volunteer to assist with interviews; assisted 6 local veterans whose stories were recorded during the Massachusetts Memories Road Show, sponsored by UMass/Boston and WBGH (in conjunction with broadcast of "The War"); and served as advisor to oral history projects in the Longfellow School neighborhood and at Neville Place.
- Conducted training seminars for members of the Cambridge Historical Commission and Neighborhood Conservation District Commissions, including presentations on due process, conflict of interest, deportment at public meetings and architectural design review.
- Processed donations and created finding aids for archival collections, including collections of the Neighborhood Ten Association and the 1985 Cambridge Municipal Elections. The latter comprises electioneering materials of City Council and School Committee candidates. Posted finding aids for 18 collections on department Website, to broaden outreach and availability to researchers.
- Helped organize and present *Cambridge Discovery Days*, free walking tours on August 11 and 18, 2007, on a variety of topics in neighborhoods throughout the city. Led by more than 20 volunteer guides, the tours attracted nearly 400 participants. The walks were sponsored by the Historic Cambridge Collaborative, an informal group of non-profit institutions (including the CHC) organized to develop public programs that promote an appreciation of Cambridge history.

FY09 GOALS

- **GOAL 1:** *Preserve the integrity 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of applications reviewed by staff	415	360	402	360
2. Number resolved administratively	286	249	277	249
3. Number requiring public hearing	129	111	125	111

- **GOAL 2:** *Advocate for the preservation of 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of applications reviewed by staff	61	59	40	40
2. Number resolved administratively	36	36	24	24
3. Number requiring public hearing	25	23	16	16

- **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 potential additional benefits to the property owner. Landmark designation studies sometimes result in the donation of an easement.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number of buildings protected as landmarks	26	29	28	30

■ *GOAL 3: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Total number of buildings protected by easements	39	42	40	42

■ *GOAL 4: Support neighborhood preservation by working with area residents requesting the establishment of new historic and neighborhood conservation districts (NCD).*

■ *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 exterior paint colors.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations)	166	166	278	278
2. Number of paint cases	94	46	49	49

■ *GOAL 6: Mitigate 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of environmental assessments performed under state and federal statutes	55	36	36	36

- *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 \$30,000 for homeowners and up to \$100,000 for agencies.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of grants to affordable housing agencies and individual homeowners	10	10	7	7

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of grants to City-owned buildings/landscapes	8	8	10	10
2. Number of grants to buildings owned by nonprofit agencies	9	8	6	6

- *GOAL 9: Maintain an active publications program to foster community awareness of Cambridge history.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Publisher to design, lay out, proofread, and print "Building Old Cambridge: Architecture and Development." Publication to be available for sale.	85%	100%	97%	100%

- *GOAL 10: Prepare for publication an oral history of World War II and the home front in Cambridge, in collaboration with the Veteran's History Project at the Library of Congress/American Folklife Center.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Staff and professional editor to prepare manuscript for publisher	n/a	25%	12%	100%
2. Publisher to design layout, prepare for publication and print; book for sale	n/a	n/a	n/a	100%

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of programs	33	42	38	42
2. Estimated audience	1,130	1,258	1,305	1,355

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of major functional or content additions	18	16	20	20
2. Number of page views at CHC Web site (page views are visits to a single page on a Web site)	461,384	450,585	400,000	425,000

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$536,865
Real Estate Taxes	\$536,865	
INTERGOVERNMENTAL REVENUE		\$5,000
C.D.B.G.	\$5,000	
MISCELLANEOUS REVENUE		\$32,000
Royalties	\$32,000	
TOTAL FY09 BUDGETED REVENUE		\$573,865

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$504,685
OTHER ORDINARY MAINTENANCE	\$68,380
TRAVEL & TRAINING	\$800
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$573,865

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	5	5	5

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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CONSERVATION COMMISSION

<p><u>\$91,195</u> \$91,195</p>	<p><u>\$84,790</u> \$84,790</p>
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<p>CONSERVATION COMMISSION</p> <p>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's Director 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's Director 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's Director also coordinates the 12 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. The Director of the Conservation Commission also serves as a member of the Fresh Pond Advisory Board (FPAB), member of the Open Space Committee, administrator of the Community Gardens Program, member of the ABC Flooding Board and coordinator for the Open Space Preservation component of the Community Preservation Act (CPA).</p> <p>FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • The Conservation Commission Members have adopted the Little Fresh Pond Shoreline at the Fresh Pond Reservation. Their goal is to monitor the re-established shoreline vegetation and provide information in order to aid in the maintenance of the facility. A representative from the New England Wildflower Society provided a hands-on plant identification training to the Commission in April 2008. • In FY08, the Director 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. In addition, the Director provided time and training to new and existing members of the Commission. • The Commission participated in trainings offered by the Massachusetts Association of Conservation Commissions (MACC) as well as its annual conference. • As a member of the Fresh Pond Advisory Board (FPAB), the Director participated in the implementation of the Fresh Pond Master Plan including, but not limited to, contract administration, public outreach and 	<p><u>\$89,500</u> <u>\$89,500</u></p>
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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's Director 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's Director 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's Director also coordinates the 12 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. The Director of the Conservation Commission also serves as a member of the Fresh Pond Advisory Board (FPAB), member of the Open Space Committee, administrator of the Community Gardens Program, member of the ABC Flooding Board and coordinator for the Open Space Preservation component of the Community Preservation Act (CPA).

volunteer opportunities.

- Served on the City of Cambridge Open Space Committee with representatives from the City Manager’s Office, Community Development, Recreation, Public Works and Electrical Departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City departments.
- In administering the Cambridge Community Garden program, informational materials and maps were distributed to interested residents and City staff. Coordinated the upgrade of existing gardens to include closed composting systems and ADA compliant raised garden beds. Participated in the design of a new community garden in East Cambridge to be completed in the summer of 2008.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued in FY08 to collect, distribute and analyze data associated with the Alewife Sub-Watershed.
- Created the powerpoint presentation for the Open Space Preservation component of the CPA and attended all associated meetings and hearings associated with the recommendations of the CPA Committee.
- Contributed to efforts by federal and state regulatory agencies and local watershed groups to improve water quality in the Charles River and Alewife Brook watersheds.

FY09 GOALS

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of public meetings/ hearings	45	32	40	45
2. Number of permits issued	19	15	15	15
3. Number of site inspections	113	100	100	100

- *GOAL 2: Administer and enhance the Community Gardens Program.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of gardens on public land	7	7	7	7
2. Number of gardens on private land	7	7	5	5
3. Estimated number of gardeners	460	475	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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of public meetings	14	9	9	9
2. Number of projects being administered	5	2	4	3
3. Number of site inspections	37	25	25	25

- *GOAL 4: Work with the IT Department to update the Conservation Commission Web page. The Web page includes agendas and meeting minutes and functions to address the questions and concerns of the Cambridge community.*
- *GOAL 5: Assist the City Manager's Office with the administration of the Community Preservation Act Open Space resources.*

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$60,415
Real Estate Taxes	\$60,415	
CHARGES FOR SERVICES		\$29,085
Water Usage Charge	\$27,585	
Conservation Comm	\$1,500	
TOTAL FY09 BUDGETED REVENUE		\$89,500

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$85,015
OTHER ORDINARY MAINTENANCE	\$3,525
TRAVEL & TRAINING	\$960
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$89,500

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	1	1	1

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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PEACE COMMISSION

<p><u>\$80,285</u> \$80,285</p>	<p><u>\$95,980</u> \$95,980</p>
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<p style="text-align: center;">PEACE COMMISSION</p> <p>\$96,865 \$96,865</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 is a resource linking peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government. Its unique presence in Cambridge city government marks the city as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenry.</p> <p>FY08 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"> • Reaching out to meet with every principal of Cambridge’s public, parochial and private schools to talk about Peace Day and encourage schools to create peace projects, laying foundation for a school network on peace education. • Working with the Peaceable Schools Group to organize a summer Institute “Transforming Schools and Communities: What is Possible - Sharing stories, traditions and practices of peace building, equity and excellence” equipping educators and community workers with tools, information and relationships for leadership, excellence and equity. • Networking with all schools on opportunities for exchanges with Bethlehem, Iraqi students and neighborhood forums. • In cooperation with CRLS administrators, guidance and career resource personnel, advising students and parents of the opt-out options and implications for military recruitment. • Speaking at Haggerty School Peace Day and hosting the Pennies for Cambodia School project. • Coordinating the Youth Peace and Justice Corps (PJC) staff and student leaders, a project of diverse CRLS students equipped with skills, relationships, awareness and action for self-esteem, social justice and peace through meetings, reunions, retreats and opportunities for networking. • Presenting a series of workshops with CRLS classes on roots of violence, restorative justice and community building.
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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 is a resource linking peace organizations, social justice efforts, anti-violence coalitions, communities and the municipal government. Its unique presence in Cambridge city government marks the city as a beacon for innovative, creative and inclusive approaches that value an engaged, informed and concerned citizenry.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

The Commission has addressed violence and promoted peace and justice in schools through:

- Reaching out to meet with every principal of Cambridge’s public, parochial and private schools to talk about Peace Day and encourage schools to create peace projects, laying foundation for a school network on peace education.
- Working with the Peaceable Schools Group to organize a summer Institute “Transforming Schools and Communities: What is Possible - Sharing stories, traditions and practices of peace building, equity and excellence” equipping educators and community workers with tools, information and relationships for leadership, excellence and equity.
- Networking with all schools on opportunities for exchanges with Bethlehem, Iraqi students and neighborhood forums.
- In cooperation with CRLS administrators, guidance and career resource personnel, advising students and parents of the opt-out options and implications for military recruitment.
- Speaking at Haggerty School Peace Day and hosting the Pennies for Cambodia School project.
- Coordinating the Youth Peace and Justice Corps (PJC) staff and student leaders, a project of diverse CRLS students equipped with skills, relationships, awareness and action for self-esteem, social justice and peace through meetings, reunions, retreats and opportunities for networking.
- Presenting a series of workshops with CRLS classes on roots of violence, restorative justice and community building.

The Commission has worked to promote peace and justice locally as an alternative to violence by:

- With community, City, school, police and agency participation, continuing a Restorative Justice Initiative. Working with youth centers, CityPeace youth, St. Peter's confirmation class and the summer youth employment program to promote awareness and materials for alternative methods for addressing community harm.
- Securing a Community Health Network Area (CHNA) grant to foster peace circles, offering training for youth and leaders in restorative justice and circle process and reaching a broad network for information. Designing and offering a circle keeper's training for all ages.
- Creating a set of Peace Now Cambridge conversations series intergenerationally led and reaching across Cambridge neighborhoods. Outreach by hired coordinator extends to seniors, different faith communities, youth, neighborhoods to build community that addresses conflicts and divisions in Cambridge.
- Working with neighborhood organizations to address the issue of the use of Tasers.
- 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 by:

- Organizing a presence at Area 4 Pride Day and sponsoring a peace contingent in the parade; table and community outreach for Oktoberfest.
- Collaborating with Cambridge youth groups and community members for a citywide event for Martin Luther King's birthday, with a vigil and community gathering to celebrate peace making in a time of war.
- With communities of faith, school personnel and City staff, offering staff support to continuing the annual Holocaust Program.
- Cataloguing the 13 years of peace and justice awardees for access.
- Contributing to a Psychology of Peace summit to establish a Masters degree in Psychology of Peace, a peace and justice community forum with Lesley University.
- Co-sponsoring community forums and educationals and a monthly video series at the library on themes of militarism, social justice, peace and women.
- Hosting a lunch for Seeds of Peace delegates from the Middle East, working with the libraries to sponsor a reading of *The Lemon Tree*, and with Lesley University to host an exhibition from Hiroshima.
- Organizing a response to the indictment of students in Jena, Louisiana with a newspaper column, City resolution and letter of support to the families.

The Commission has acted locally for global concerns and globally for the community by:

- Coordinating Cambridge's Salvadoran Sister City, with monthly meetings, updates and delegation organizing, and response to jailing of community leaders and awareness campaign to stop exploitive gold mining.
- Continuing attention to ending the war in Iraq through resolutions, educationals, weekly vigils and events with an Iraqi teacher and US Iraq veterans against the war and proposal for a public sign on the costs of war.
- With other peace organizations, addressing the US threats of war on Iran by hosting an educational forum with speakers and creating a full-page signature ad for the Boston Metro.
- Supporting a Cambridge-Bethlehem People to People project to establish connections between individuals, schools and community groups in both cities, coordinating a November delegation and follow-up with reports-back and educationals.
- Participating in the International Association for Peace Messenger Cities annual meeting.
- Joined the Cities for Peace initiative linking cities with anti-war resolutions at a national press conference and meeting and participated in a summit to promote nuclear disarmament initiatives and peace commissions across the country.
- Coordinating the local Disarmament Action Network, responding to initiatives on Ethiopia, exchanges with Vietnam and acting as a clearinghouse and resource to community members, peace organizations and agencies on strategies and materials which support peace-making and nonviolence.

In recognition of its 25th anniversary during calendar year 2007 and a City Council resolution declaring Cambridge as a City of Peace, the Commission produced a series of public events, articles, presentations, promotion of practices and tools for peace building. City publications reached across Cambridge documenting the history, stories and programs of the Commission. Collaborating with City workers, senior citizens, youth, neighborhood, community and peace groups, and local artists Cambridge celebrated Peace Day at City Hall and the Senior Center with discussions, community tables, performances and activities culminating a human peace symbol on City Hall lawn. A banner, bumper sticker and posters have continued the visibility of City of Peace.

FY09 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 conflict, 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Community/school partnerships	36	20	30	20
2. Students receiving multicultural/ violence prevention programming	175	100	225	100
3. Youth involved in leadership development and peace-making efforts	25	25	55	25
4. Youth reached for peace-making and educational efforts	275	150	225	100
5. Teachers and staff receiving multicultural, violence prevention, or peaceable schools training/education* *Annual teacher's institute for 2008 occurred in 2007 fiscal year	235	30	15	75

- GOAL 2:** *Build peace-oriented alternatives to violence. 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Community members reached on peacebuilding and/or violence prevention efforts	440	300	475	300
2. Community-based networking events to address issues of violence and/or promote peacebuilding	10	6	15	6

- **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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of events for networking	35	16	25	16
2. Number of participants at community cultural and recognition events *	2,300	750	950	750
*FY07 includes 25th Anniv. events				

- **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		\$73,415
Real Estate Taxes	\$73,415	
INTERGOVERNMENTAL REVENUE		\$23,450
State Cherry Sheet Revenue	\$23,450	
TOTAL FY09 BUDGETED REVENUE		\$96,865

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$84,235
OTHER ORDINARY MAINTENANCE	\$10,780
TRAVEL & TRAINING	\$1,850
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$96,865

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	1	1	1

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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CABLE TELEVISION

\$479,565	\$477,700	CABLE TELEVISION/CITY TV-8 CCTV	\$597,665
<u>\$640,365</u>	<u>\$679,265</u>		<u>\$687,580</u>
\$1,119,930	\$1,156,965		\$1,285,245
<p>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. <i>City TV-8</i>, 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 for which the City is known in areas including, but not limited to, education, culture, arts, health and human services and history.</p> <p>As we move through the 21st Century, <i>City TV-8</i> 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.</p> <p>In what has become a regular focus for the Office of Cable Television, <i>City TV-8</i> 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 made locally 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.</p> <p><i>City TV-8</i> 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.</p> <p>FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • One of the highlights of the CITY TV-8 production season was our coverage of the International Biotech 2007 Conference. For our three days of coverage, we constructed a remote studio where we conducted interviews with myriad Biotech participants. As a result of the production, we packaged and broadcast a series of 10 "Bio-Minute" interviews that have aired on the channel throughout the year. • CITY TV-8 also produced a simulcast of the CRLS Graduation ceremonies that took place in Harvard Yard; the program aired live on both CITY TV-8 and Channel 98, the Cambridge Public Schools channel. • Produced a studio special that promoted the Prince Hall Memorial Project. 			

- CITY TV-8 produced a three-part Election Special that examined the issues that will face the newly elected Cambridge City Council.
- Continue to cover and broadcast important City and community events and celebrations, including the Memorial Day Parade; Veteran’s Day and Patriots' Day observances; the annual Dance Party; and Danehy Park Family Day.
- Continue to re-stock acquired titles and series in order to provide CITY TV-8 viewers with a viable alternative for educational, artistic and cultural programming.

FY09 GOALS

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of departments utilizing services	30	30	30	30
2. Number of department related studio based programs	12	13	13	13
3. Number of bulletin and informational on-screen text messages generated	597	550	600	700

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Hours per week of programming	98	98	98	98
2. Programs per week	44	44	44	44
3. Number of in-house programs produced	33	40	40	45
4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast	105/226	100/200	100/200	100/200

■ *GOAL 2: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
5. Number of live events covered/rebroadcast (CRLS Graduation, Memorial Day Parade, Dance Party)	3	3	3	3
6. Number of sports programs covered/rebroadcast (CityRun Road Race and Mayor's Cup Baseball Tournament)	2	2	2	2

■ *GOAL 3: Work with City departments to write and produce high quality public service announcements for broadcast on Channel Eight.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Public Service Announcements produced	3	3	6	8

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of youth programs produced (City TV-8, CEA, RSTA)	10	12	12	12

FINANCING PLAN	DETAIL	SUMMARY
TAXES		(\$10,720)
Real Estate Taxes	(\$10,720)	
CHARGES FOR SERVICES		\$1,295,965
Municipal Access Fee	\$1,295,965	
TOTAL FY09 BUDGETED REVENUE		\$1,285,245

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$546,765
OTHER ORDINARY MAINTENANCE	\$735,030
TRAVEL & TRAINING	\$3,450
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$1,285,245

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	6	6	6

DEBT SERVICE

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$24,756,125	\$25,381,705	MATURING BONDED DEBT	\$30,202,890
\$8,024,255	\$8,539,000	INTEREST ON BONDS	\$9,791,370
\$0	\$600	SANDERS TEMPERANCE FUND	\$600
\$0	\$600	DOWSE INSTITUTE FUND	\$600
<u>\$165,270</u>	<u>\$216,000</u>	BOND SALE FEES	<u>\$216,000</u>
\$32,945,650	\$34,137,905		\$40,211,460

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 the new water treatment plant. Approximately 38% of the total FY09 debt service on sewer loans and 32% 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 the new Public Safety Facility and Main Library, and improvements to the City's many recreational facilities.

The City issued bonds on February 5, 2008 to finance construction or renovations of buildings including the new public safety facility, West Cambridge Youth and Community Center, War Memorial recreational facility and CRLS, renovations and construction of an addition to the main library, street improvements, and sewer reconstruction.

In conjunction with the February 5, 2008 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 approximately 20 cities nationally to receive the highest rating (triple A) from all three agencies.

SIGNIFICANT BUDGET MODIFICATIONS: The increase in the Maturing Bonded Debt and Interest on Bonds components of this budget for FY09 is directly attributable to debt service payments on the February 2008 General Obligation bonds. The Maturing Bonded Debt portion of this budget has increased by \$4.8 million while the Interest on Bonds component has increased by \$1.2 million, for a total Debt Service increase of \$6.0 million,

of which \$5.3 million is tax-supported debt. An increase of \$1.6 million in the Property Tax component will be combined with an increase in the Debt Stabilization Fund transfer of \$3.7 million (from \$3.0 million in FY08 to \$6.7 million in FY09). The remainder of the increase in this budget will be covered through Sewer Service revenues.

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 FY09 from the issue planned for the winter of 2009 because the first principal payment will not be due until the winter of 2010, which will be reflected in the FY10 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 5, 2008, and confirmed at the highest level by all three agencies. Market conditions had improved significantly since the sale in February 2007, with the City receiving a True Interest Cost (TIC) of 3.42%, considerably lower than the 3.91% received in February 2007.

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 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 the preparation and printing of the official statements. In addition, fees related to loans that the City receives from the MWRA and MWPAT are included in this cost center.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$17,654,505
Real Estate Taxes	\$17,654,505	
CHARGES FOR SERVICES		\$12,323,410
Golf Course Fees	\$100,940	
Sewer Service Charge	\$12,222,470	
FINES & FORFEITS		\$146,720
Parking Fines	\$146,720	
INTERGOVERNMENTAL REVENUE		\$3,350,435
Mwpat Loan Program	\$1,175,435	
Misc Receipts/TCHCN	\$2,175,000	
MISCELLANEOUS REVENUE		\$6,736,390
Section 108 Ln Repayment	\$36,390	
Stabilization Fund Transfer	\$6,700,000	
TOTAL FY09 BUDGETED REVENUE		\$40,211,460

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$216,000
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$39,995,460
TOTAL FY09 BUDGETED EXPENDITURES	\$40,211,460

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$5,908,430	\$6,152,495	Library	\$6,629,780
\$16,143,725	\$17,217,210	Human Services	\$18,445,950
\$186,640	\$164,700	Commission on the Status of Women	\$185,495
\$172,625	\$178,470	Human Rights Commission	\$185,875
<u>\$607,800</u>	<u>\$681,830</u>	Veterans' Services/Benefits	<u>\$740,435</u>
\$23,019,220	\$24,394,705		\$26,187,535

FINANCING PLAN	FY09 BUDGET
Taxes	\$22,095,950
Charges For Services	\$2,590,215
Fines & Forfeits	\$10,000
Intergovernmental Revenue	<u>\$1,491,370</u>
	\$26,187,535

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$4,099,650
\$1,808,780
 \$5,908,430

\$4,348,975
\$1,803,520
 \$6,152,495

MAIN LIBRARY \$4,717,095
BRANCH LIBRARIES \$1,912,685
\$6,629,780

PURPOSE & OVERVIEW: The Cambridge Public Library provides excellent collections, services and programs to meet the

informational, educational and recreational needs of city residents of all ages. The Main Library anchors the library system with in-depth collections, reference services as well as technical and administrative support. The six branch libraries offer personalized services which are tailored to the unique needs of their neighborhoods. All libraries circulate books and audio-visual materials in addition to providing public access to the Internet and online databases. Library sponsored programs and events offer opportunities for residents to come together to share their experiences and cultures. Programming includes book discussion groups, author readings and topical lectures, as well as adult literacy classes, ESL conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 320 hours each week and library online resources are available 24 hours a day.

SIGNIFICANT BUDGET MODIFICATIONS: To minimize the number of new positions required when the new main library opens, all efforts are being made to reallocate existing staff to absorb anticipated increases in library use as a result of the new facility. These include moving toward allowing patron self-checkout, purchasing the majority of library materials pre-processed (with covers, spine labels, security tags, etc.) and acquiring software to manage time limits and printing on public access computers. To this end, the FY09 Budget includes \$19,500 to support the pre-processing of books, \$2,650 for additional computer software licenses, \$19,000 for computer software to manage time limits and printing on public access computers. In addition, \$25,500 for additional energy costs associated with the expanded facility for a portion of the fiscal year has been included in FY09 and \$39,750 to fund increased demand for deliveries. Also, the acquisitions budget has been increased by \$15,985 to comply with the Massachusetts Board of Library Commissioners standards.

In anticipation of the opening of our newly renovated and expanded Main Library, the FY09 budget includes the creation of additional staff positions as well as increased programmatic and facilities expenditures required by the operation of the new building. The new positions have been created but not funded in the FY09 Budget, but will be fully funded in the FY10 Budget. This will allow the hiring process to proceed in concert with the opening of the new facility. The new positions include: a Senior Technician to support the increased number of computers, a Young Adult Librarian to manage the new Teen Room, an Archivist to manage the new Cambridge History Room, two full-time senior substitute positions to serve the public and temporary positions to assist with the surge in use during the first three months of opening. In addition, increased costs for energy (full-year), building maintenance, public programming, computer hardware, maintenance and supplies will be included in the FY10 Budget.

As noted above, the Library is implementing Radio Frequency Identification (RFID) technology to deter theft and to allow for self checkout. An additional appropriation will be recommended during FY09 to fund this initiative once the total cost has been determined.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Circulation is projected to increase from 1,015,073 to 1,027,500; children's summer reading club circulation increased 5% from 53,312 to 55,898; and registration of new borrowers increased by 10% from 6,712 to 7,400
- Use of in-library computers increased 3% from 106,485 to 110,000
- Created a brochure to promote library services to new residents, non-users and new cardholders
- Introduced e-commerce for library patrons to pay online for lost materials and overdue fines
- Initiated service to allow library patrons to download 450 video titles to their home computer
- Developed three YouTube ads, in cooperation with CRLS Media Department, to promote library use to teens and young adults
- Provided over 5,000 cardholders with free or reduced admission to area museums
- Resumed popular Secret Gardens Day, after a one year hiatus
- Offered an average of 10 book discussion groups, 6 adult literacy groups and 6 English conversation groups each month

Special Programs and Services

Three Cups of Tea by David Oliver Rellin and Greg Mortenson was the featured book in the 5th annual "Cambridge Reads" program. Both authors spoke to students at CRLS, the Haggerty School and a capacity crowd at Sanders Theater. Due to the overwhelming response for tickets, the evening program was presented twice. Cambridge residents also had the opportunity to have tea with former US Ambassador to Pakistan Thomas Simons and his wife Peggy who spoke about "Making Pakistan Safe for Greg Mortenson."

Susan Cooper, award winning author of *The Dark is Rising* series and *The Boggart* and Gregory Maguire, author of *Wicked*, were featured in a symposium on "Writing Fantasy" moderated by *Horn Book* editor Roger Sutton. In collaboration with Cambridge Forum, Susan Cooper gave a lecture, "Unriddling the World: Fantasy and Children," which was broadcast nationally.

In collaboration with Cambridge Public Schools, the Library hosted Coretta Scott King Award winner Ashley Bryan at the Central Square Branch. To celebrate the publication of the final book in the popular Harry Potter Series, *Harry Potter and the Deathly Hallows*, the Library hosted its first lock-in, "A Night at Hogwarts." Offered over 15 programs, including a series of presentations by local science authors, as a partner in the second annual Cambridge Science Festival.

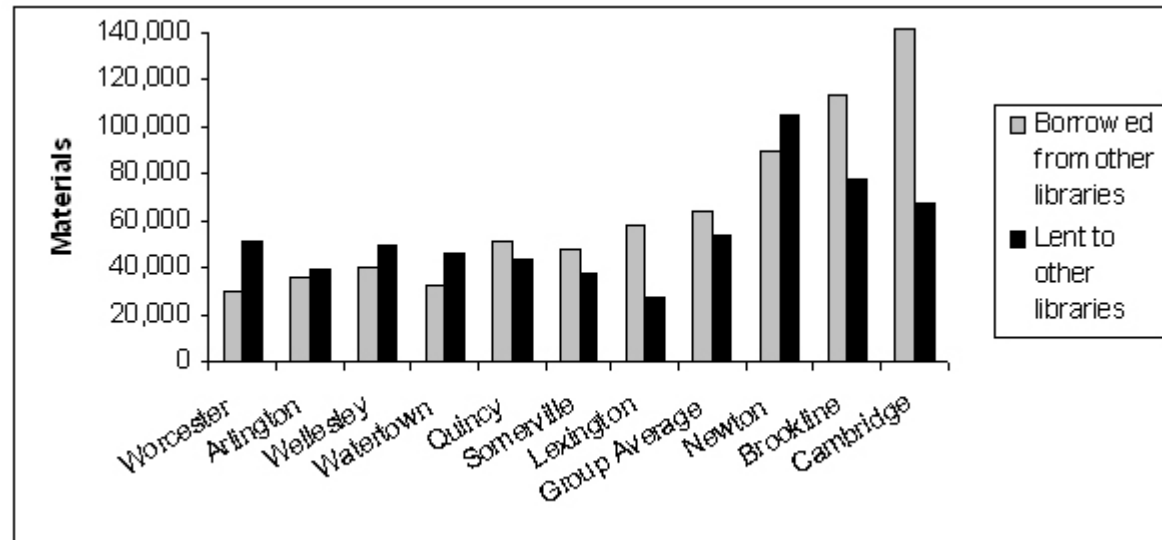
Figure 1: FY07 Comparative Statistics on Regional Library Use

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	FY07 Cost Per Hour Open
Somerville	136	399,470	5.4	551	23,016	1,250	\$271.00
Quincy	145	705,555	7.7	761	18,237	1067	\$352.00
Cambridge	283	1,084,613	10.7	4,084	57,601	3,809	\$400.00
Brookline	154	1,233,828	22.3	655	17,849	833	\$431.00
Lexington	88	675,470	22.3	391	16,108	864	\$460.00
Arlington	79	555,789	13.5	356	15,483	1,366	\$481.00
Group Average	124.6	836,871	14.8	1,030	23,548	1,613	\$524.70
Watertown	60.0	496,894	15.5	513	12,226	624	\$593.00
Wellesley	64	634,339	23.5	448	14,320	569	\$642.00
Worcester	111.0	653,612	3.7	647	18,493	2,461	\$778.00
Newton	126	1,929,138	23.2	1,892	42,146	3,283	\$839.00

Figure 2: FY07 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.



FY09 LIBRARY SYSTEM GOALS

Programs and Services

- *GOAL 1: Maintain quality of service in an efficient and cost effective manner.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Checkouts	n/a	n/a	880,000	900,000
2. Renewals*	n/a	n/a	95,000	100,000
3. Checkins	n/a	n/a	750,000	775,000
4. Questions answered	198,064	198,000	170,000	145,000
5. Process network transfers**	220,504	200,000	215,000	200,000
6. In-library computer sessions**	106,485	105,000	110,000	105,000
7. Total program attendance**	57,601	38,000	51,000	45,000
8. Total transactions***	1,597,727	1,629,000	1,698,500	2,270,000
9. Cost per transaction	\$3.59	\$ 3.71	\$3.59	\$ 2.88
10. Access to online reference resources (# of sessions)	n/a	98,000	125,000	100,000
11. Provide materials for in-library use (number of items used but not checked out)	n/a	n/a	70,500	71,800
12. Provide free or low cost admission to area museums for cardholders	n/a	n/a	4,800	5,000
*in prior years this number was included in the number of checkouts				
**Assumes Main Library is temporarily closed for move				
***includes check-ins which were not counted in prior years				

- **GOAL 2:** *Provide library users with access to a broad collection of print, electronic and audio-visual resources.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Select, purchase and catalog new acquisitions for library collection	n/a	24,000	25,000	24,000
2. Number of audiovisual items circulated	323,180	315,000	317,000	315,000
3. Process books, CDs and DVDs requested by other communities for their patrons**	67,854	65,000	68,500	63,000
4. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons**	152,650	140,000	145,000	138,000
5. Pack and ship materials within the CPL and to other Minuteman libraries (number of bins sorted)	n/a	11,500	11,500	11,500
6. Fulfill requests for books, CD's, DVD's, etc. from branches and other libraries by retrieving materials from shelves and shipping to requesting library**	n/a	68,000	78,000	70,000
7. Deliver library materials to home-bound residents, nursing homes and senior housing (number of books)	n/a	11,300	11,300	15,000
8. Deliver library materials to home-bound residents, nursing homes and senior housing (number of deliveries)**	n/a	600	600	500
**Assumes Main Library is temporarily closed for move.				

■ *GOAL 3: Promote literacy development and library use for children and teens.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Send out Welcome Baby packets to parents of newborns in Cambridge	662	750	750	750
2. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines***	19	15	40	25
3. Offer weekly toddler singing programs***	299	300	270	250
4. Visit children at day care centers and nursery schools and conduct on-site story times***	n/a	26	135	75
5. Offer regular programs for neighborhood youth centers	56	45	45	45
6. Circulation of children's materials during summer reading program	52,312	52,000	55,898	55,000
7. Host book discussion groups for children and teens (# of sessions)***	n/a	25	50	30
***Assumes Main Library is temporarily closed for move.				

■ *GOAL 4: Promote library services to all residents.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Register new borrowers	6,712	6,000	7,400	6,000
2. Produce newsletter On & Off Broadway for mail and in-house distribution	n/a	n/a	11	11
3. Develop events to promote the 6th annual Cambridge Reads program	4	n/a	5	6

- *GOAL 5: Offer a wide array of electronic information services to residents within the library and remotely.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. CPL Web site user sessions	n/a	200,000	225,000	200,000
2. CPL Web site page views	n/a	500,000	525,000	510,000
3. Provide access to electronic databases (number of databases)	n/a	n/a	43	43

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$6,197,630
Real Estate Taxes	\$6,197,630	
FINES & FORFEITS		\$10,000
Library Fines	\$10,000	
INTERGOVERNMENTAL REVENUE		\$422,150
State Cherry Sheet Revenue	\$304,315	
Cherry Sheet-Aid To Pub Libry	\$117,835	
TOTAL FY09 BUDGETED REVENUE		\$6,629,780

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$5,485,850
OTHER ORDINARY MAINTENANCE	\$1,107,280
TRAVEL & TRAINING	\$36,650
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$6,629,780

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	60	60	60

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**LIBRARY
-Main Library**

\$473,760	\$519,445		\$506,720
\$436,750	\$465,075	ADMINISTRATION	\$490,515
\$850,430	\$839,815	PUBLIC SERVICES	\$957,120
\$821,305	\$946,365	REFERENCE SERVICES	\$1,009,780
\$454,155	\$491,570	CIRCULATION SERVICES	\$570,750
\$457,930	\$465,825	TECHNICAL SERVICES	\$507,345
\$370,465	\$383,350	CHILDREN'S SERVICES	\$407,090
\$234,855	\$237,530	SUPPORTIVE SERVICES	\$267,775
<u>\$4,099,650</u>	<u>\$4,348,975</u>	COMPUTER TECH. SUPPORT SVCS	<u>\$4,717,095</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.

FY09 GOALS

- *GOAL 1: Close Main Library and prepare staff, collections and equipment for move to the newly expanded Main Library.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Prepare (clean, tag, repair) collection for move to new building (# of items)	n/a	n/a	n/a	250,000
2. Prepare all staff files, records, etc. for move to new building (# of staff)	n/a	n/a	n/a	65
3. Train all staff in policies and procedures in new building	n/a	n/a	n/a	110

- *GOAL 2: Prepare new Main Library for grand opening.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Prepare public relations materials to assist public in using new library: brochures, bookmarks, posters, etc. (# of unique items)	n/a	n/a	n/a	25

■ GOAL 2: (continued)

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Plan an array of events celebrating the new library and the resources of the entire library system (# of events)	n/a	n/a	n/a	7
3. Set up public service desks to ensure good customer service	n/a	n/a	n/a	8
4. Develop system to manage reservations and use of new community meetings spaces and small conference rooms in new building (lecture hall, meeting room, study rooms, conference rooms) # of policies	n/a	n/a	n/a	4
5. Develop evacuation and safety policies and procedures for new building and train staff (# of trainings)	n/a	n/a	n/a	10
6. Develop displays and exhibits for opening day	n/a	n/a	n/a	5

**LIBRARY
-Branch Libraries**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$300,940	\$313,045	O'NEILL (NORTH CAMBRIDGE)	\$352,995
\$274,790	\$285,575	VALENTE (CAMBRIDGE FIELD)	\$285,855
\$198,210	\$179,830	BOUDREAU (OBSERVATORY HILL)	\$208,065
\$171,970	\$168,750	O'CONNELL (EAST CAMBRIDGE)	\$182,670
\$154,540	\$196,040	COLLINS (MOUNT AUBURN)	\$190,550
<u>\$708,330</u>	<u>\$660,280</u>	CENTRAL SQUARE	<u>\$692,550</u>
\$1,808,780	\$1,803,520		\$1,912,685

PURPOSE & OVERVIEW: 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, audiovisual materials as well as books and magazines in languages other than

English, where demand exists. The Central Square Library houses materials in Spanish, Kréyol 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. Their small size enables them to be more inviting to those unfamiliar with public libraries and how they work.

FY09 GOALS

- *GOAL 1: Reallocate staff and services to branch libraries to pick up increased use during closure of Main Library.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Increase hours of Central Square Branch to equal Main Library Hours	n/a	n/a	n/a	16
2. Increase Central Square staff (fte's)	n/a	n/a	n/a	6.5

- *GOAL 2: Provide space for community groups to meet and to offer public programs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Use of Lewis Room, Rotary Conference Room at Central Square Branch	n/a	n/a	275	300

■ GOAL 2: (continued)

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Use of Rotary Technology Learning Center	n/a	n/a	25	30
3. Use of conference/study space at O'Neill Branch	n/a	n/a	175	200

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$2,245,535	\$2,562,060	ADMINISTRATION	\$2,621,805
\$1,568,430	\$1,756,040	OFFICE OF WORKFORCE DEV.	\$2,204,495
\$1,841,960	\$2,135,045	PLANNING AND DEVELOPMENT	\$2,226,250
\$1,979,090	\$2,052,275	COMMUNITY SCHOOLS	\$2,076,605
\$1,428,590	\$1,507,595	RECREATION	\$1,797,625
\$1,023,035	\$1,067,355	ELDERLY SERVICES & COA	\$1,113,190
		CHILDCARE & FAMILY SUPPORT	
\$2,762,125	\$2,885,200	SERVICES	\$2,926,375
\$570,585	\$562,040	GOLF COURSE	\$584,985
\$761,000	\$779,580	COMMUNITY LEARNING CENTER	\$803,230
<u>\$1,963,375</u>	<u>\$1,910,020</u>	YOUTH PROGRAMS	<u>\$2,091,390</u>
\$16,143,725	\$17,217,210		\$18,445,950

**HUMAN SERVICES
-Summary**

PURPOSE & OVERVIEW: In FY09, the Department of Human Service Programs (DHSP) 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 FY08, the Department

continued 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 FY09 Human Services Budget reflects the following increases: Building on the efforts of the Neighborhood Safety Task Force, the Office of Workforce Development will launch a new Transitional Jobs Program for disengaged adults who are disconnected from the labor market and lack the skills and support systems necessary to secure and retain employment. The program, with a budget

of \$295,300, will provide a temporary job with the City, while also offering intensive case management, soft skills development, and job search assistance to help participants secure a non-subsidized job upon program completion. \$60,290 has been included to cover the cost of adding a Youth Center Program Director at the West Cambridge Youth and Community Center as well as part time staff to bring staffing levels comparable to those at other youth centers. These positions are budgeted for a portion of the fiscal year, which will allow the hiring process to proceed in concert with the opening of the new facility. \$89,900 has been added to the Mayor's Summer Youth Employment Program (MSYEP) to cover the cost of expanding the program from 800 to 830 youths and to cover the increase in the minimum wage paid to participants from \$7.50 to \$8.00. An additional \$64,060 has been included to provide increased staff in classrooms and summer camps to support inclusion and expansion of site support for programs. \$45,400 has been added in FY09 to provide twelve month funding for the Cambridge Connections Program (Early Learning Initiative) which was funded in FY08 as a 10 month Budget and included partial grant support. Cambridge Connections provides outreach and literacy related programming to at risk and underserved linguistic and other minority families with young children. \$2,650 in travel funds has been added to the Kids' Council budget to provide adequate supervision to the youth involvement subcommittee who attend the National League of Cities conference. With the reopening of the War Memorial Facility, \$153,100 has been added to support programming costs, primarily for part-time staffing at the pool, which was reduced last fiscal year while the facility was under construction and necessitated the use of rental space. \$22,000 has been added to the Community Schools Budget to support community school programs. \$20,000 has been added to the Multi-Service Center Budget to support the rental assistance program, which prevents homelessness by supporting individuals and families in retaining their existing housing or relocating into new housing. \$18,000 has been included to support the food pantry network, which represents a 20% increase from the current \$88,000 allocation. An increase of \$3,800 has been added to the amount provided to support Cambridge Youth Hockey programming, which reflects a 20% increase from FY08.

GOALS:

- In collaboration with the School Department, the Cambridge Health Alliance, Cambridge Public Library, Cambridge 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.*
- Continue to expand inclusion efforts in Department Out of School Time Programs so that children with disabilities will be effectively supported and actively engaged in all programs.
- In partnership with the Chamber of Commerce and individual employers, increase opportunities for businesses to connect with youth, such as hiring teens, acting as mentors and providing homework support.
- To improve public access to the array 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.

- Promote opportunities for seniors to remain in their homes and neighborhoods by supporting Aging in Community and other initiatives which provide services to seniors in their homes.
- Prevent prescription drug abuse through a regional collaboration of the Cambridge Prevention Coalition with programs in Somerville and Everett.
- Continue to secure federal, state and local resources for the homeless Continuum of Care, coordinating the collaborative efforts of City and local service providers to end homelessness for as many individuals and families as possible.
- 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 building events, such as Arts in the Park, Area Four Pride Day, Danehy Park Day and “Screen on the Green” movie nights.
- Continue weekly summer "Screen on the Green"/Family Concert Series at select parks and monthly neighborhood based family movie events at Youth Centers.
- Using departmental and outside partners, enhance middle school after school programming to 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.
- Increase access and success of adult learners in postsecondary education by continuing to provide the Community Learning Center's Bridge to College Program, which includes academic instruction, study skills, college information and tours, financial aid assistance and advising.
- Building on the efforts of the Neighborhood Safety Task Force, launch a Transitional Jobs program for disengaged adults who lack the skills to secure and retain employment, offering them a temporary job, intensive case management, soft skills development, and job search assistance to help find unsubsidized employment after program completion.
- Through the digital divide partnership, support the pilot Newtowne Court project and its evaluation, to create opportunities for non-City funded future digital divide endeavors.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, continue to collaborate with the License Commission to increase taxi accessibility.

FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:

- Celebrated the 20th anniversary of the Multi-Service Center, having assisted hundreds of families and individuals to avoid homelessness or to find appropriate housing.
- Served 38,649 meals and snacks in 27 sites throughout the city during the 2007 Summer Food Service Program. Meals were served at seven open sites, including parks, DCR pools, housing developments and at 20 enrolled sites.

- Through the Cambridge Prevention Coalition, developed and conducted a social marketing campaign to encourage parents of middle school students to talk with their children about drinking.
- Worked with City and community agencies to develop the digital divide pilot to connect families at Newtowne Court with computers to enable them to access the internet through the City's wifi and to enable them to use the computers for educational, employment and other purposes.
- Continued to provide meals to elders at the Citywide Senior Center 364 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.
- Through the Community Engagement Team of Cambridge Connections, nine outreach workers from five underserved communities worked within their communities to bring families to literacy related events, distributed event related information to approximately 1,200 families, assisted families in filling out Globe Santa requests and helped families connect to beneficial services.
- 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 16th annual North Cambridge Crime Task Force’s Day and Night Out Against Crime, and Danehy Park Family Day, among others.
- Worked with Cambridge Youth Sports Commission providing forums for sports and fitness providers, promoting opportunities for sharing resources and helping families take advantage of the wide variety of sports and fitness activities available to their children.
- Collaborated with the Police Department in the development of the Youth/Family Services Unit and the emerging community based diversion effort.
- Served over 300 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.
- Collaboratively developed a Monday evening program in which Center for Families staff provide care at the Multi-Service Center for the children of homeless families accessing services, making the evenings safe, enriching and fun for the children while freeing parents to concentrate on their housing search work.
- Served a record number of 840 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, expanded communication to families about inclusion efforts and strengthened linkages with schools.

- With assistance from the A.L.Mailman Foundation, the Agenda for Children Literacy Initiative was able to create a manual for its *Let's Talk* program to make the program more accessible to Cambridge community programs and to help spread this unique program to other communities.
- Cambridge was selected for the third year in a row as one of the nation's 100 Best Communities for Children and Youth by America's Promise based on the City's demonstrated commitment to and success in serving young people.
- Cambridge received the 2007 National Exemplary Award for Innovative Substance Abuse Programs for a collaboration between the Cambridge Prevention Coalition, the License Commission and the Licensee Advisory Board in creating the 21 Proof training program for servers and sellers of alcohol, a program designed to reduce underage drinking.

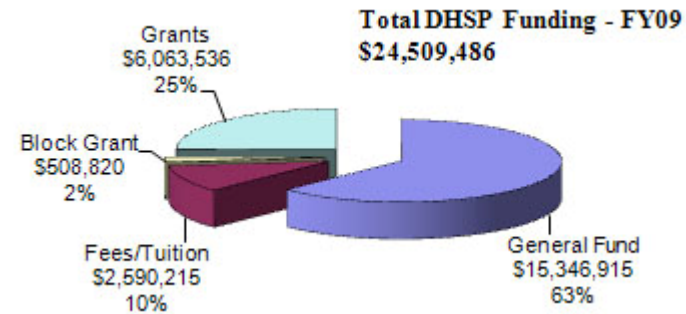
FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$15,065,650
Real Estate Taxes	\$15,065,650	
CHARGES FOR SERVICES		\$2,590,215
Recreation Activity	\$150,000	
League Fees	\$20,000	
Golf Course Fees	\$584,985	
Childcare Tuition	\$1,115,230	
Special Needs Revenues	\$8,000	
Community And Youth Activities	\$30,000	
Senior Center - Central Sq	\$35,000	
Community School Revenue	\$490,000	
Extended Day Revenue	\$85,000	
Field Permit/Non City Leagues	\$72,000	
INTERGOVERNMENTAL REVENUE		\$790,085
C.D.B.G.	\$508,820	
Direct State Grant Revenue	\$15,000	
State Cherry Sheet Revenue	\$266,265	
TOTAL FY09 BUDGETED REVENUE		\$18,445,950

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$15,551,355
OTHER ORDINARY MAINTENANCE	\$2,791,195
TRAVEL & TRAINING	\$78,400
EXTRAORDINARY EXPENDITURES	\$25,000
TOTAL FY09 BUDGETED EXPENDITURES	\$18,445,950

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	128	129	129

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Grants and Contracts**



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 FY09 budgets and may change as those budgets are finalized.

LOW INCOME FUEL ASSISTANCE/EMERGENCY FOOD AND SHELTER PROGRAM (\$1,153,820). The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 1,600 households in Cambridge and Somerville during the 2007-08 winter season, with financial assistance for heating bills and rental assistance if heat is included in the rent. EFSP funds of \$12,000 are included and are used for emergency situations.

U.S. DEPARTMENT OF EDUCATION, BUREAU OF NUTRITION (\$70,000). Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can receive nutritious meals during school vacations. DHSP operated 27 meal sites in the summer of 2007, serving 38,649 meals and snacks.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) (\$2,597,129). This represents SHP grants administered through the City to fund 26 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 (\$138,240). 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.

U.S. DEPARTMENT OF HOUSING & URBAN DEVELOPMENT, EMERGENCY SHELTER GRANT PROGRAM (\$140,972). 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.

CAMBRIDGE HOUSING AUTHORITY (\$57,400). The Office of Workforce Development receives funds from the Cambridge Housing Authority to expand Cambridge Employment Program job search services to public housing residents.

DEPARTMENT OF TRANSITIONAL ASSISTANCE, EMERGENCY TRANSITIONAL PROGRAMS (\$88,979). 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.

MASSACHUSETTS DIVISION OF HOUSING AND COMMUNITY DEVELOPMENT/HOUSING ASSISTANCE PROGRAM (\$88,354). These funds are utilized to provide housing search and stabilization services to families through the Multi-Service Center.

FUND FOR HOUSING THE HOMELESS (\$7,000). This fund consists of donations and proceeds from special events to meet the needs of homeless persons being placed in permanent housing.

MASSACHUSETTS DPH/CAMBRIDGE HEALTH ALLIANCE/MASSACHUSETTS ATTORNEY GENERAL (\$117,500). These grants fund the Cambridge Prevention Coalition, which provides 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.

CAMBRIDGE PERFORMANCE PROJECT (\$12,000). 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 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.

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.

MASSACHUSETTS DEPARTMENT OF EARLY CARE AND EDUCATION/UNIVERSAL PRE-KINDERGARTEN PILOT CLASSROOM QUALITY (\$34,500). The Childcare and Family Support Services Division has been awarded funds for preschool program improvements and expansion for children from the age of 2 years 9 months until they are kindergarten eligible.

EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD (\$83,675). The Council on Aging uses an annual award from the State Elder Affairs Formula Grant Program to support weekly medical and grocery shopping transportation, substance abuse services for seniors and to support operations at the Citywide Senior Center including reception and weekend activities. Project Bread funds support the senior center food pantry.

CHILDREN'S TRUST FUND, CENTER FOR FAMILIES INITIATIVE (\$62,000). This Massachusetts Family Center grant funds support programs for families with children from birth to age six.

MASSACHUSETTS DEPARTMENT OF EDUCATION (\$906,057). 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 the Metro North Service Delivery Area supports a portion of these activities and a series of classes offered for Cambridge Housing Authority residents.

CAMBRIDGE HOUSING AUTHORITY (\$72,349). 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/MISC (\$70,500). 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 and for additional ESOL classes.

BOSTON ADULT LITERACY FOUNDATION/MAP TO SUCCESS FAMILY LITERACY COLLABORATIVE/SCHOOL NAVIGATORS (\$27,000). These collaborative grants, including a new contract from the Cambridge Public Schools, support training of adult students as trainers in the areas of health, early literacy, workforce development, navigating the school system, and community engagement/outreach.

MOUNT AUBURN HOSPITAL (\$13,900). These funds are used for ESOL classes in the workplace for hospital employees.

NATIONAL SCIENCE FOUNDATION/MASSACHUSETTS INSTITUTE OF TECHNOLOGY (\$106,400). Youth Programs were awarded this grant to fund a weekly youth radio program on environmental science over a three year period.

EXECUTIVE OFFICE OF PUBLIC SAFETY/SHANNON COMMUNITY SAFETY INITIATIVE (\$38,000). Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program.

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Administration**

\$487,265	\$522,695		
\$815,345	\$847,570		
\$136,170	\$141,105		
\$531,710	\$576,585		
\$275,045	\$274,105		
\$0	\$200,000		
<u>\$2,245,535</u>	<u>\$2,562,060</u>		
		LEADERSHIP	\$530,275
		OPERATIONS	\$833,015
		IT	\$148,690
		EXTENDED DAY	\$588,870
		AGENDA FOR CHILDREN	\$275,555
		EARLY CHILDHOOD INITIATIVE	\$245,400
			<u>\$2,621,805</u>

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

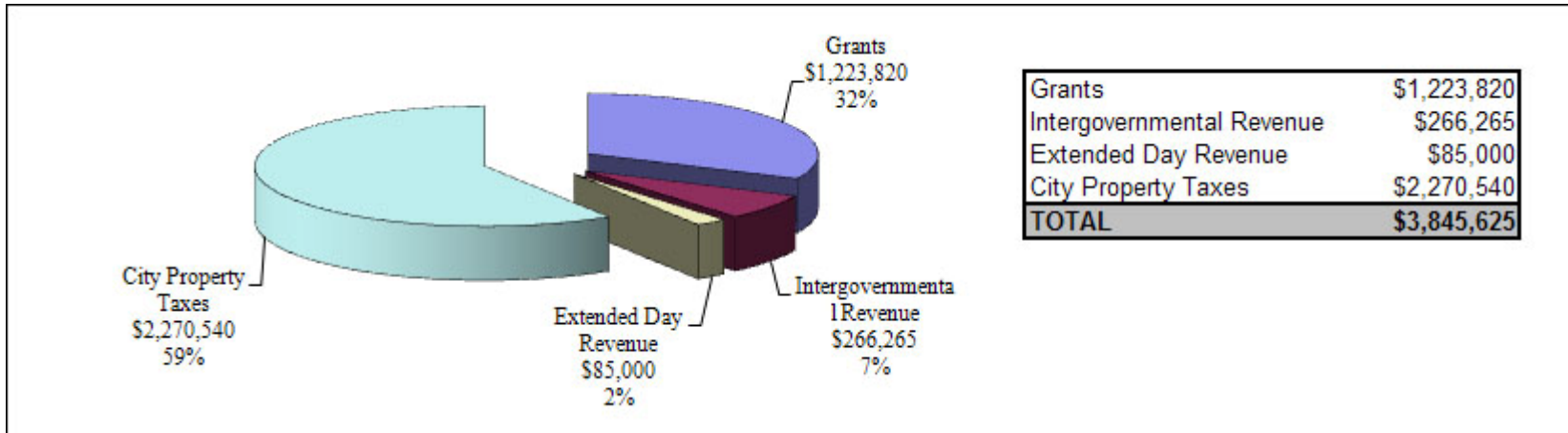
DHSP, the School Department, the Cambridge Health Alliance, the Cambridge Public Library, the Cambridge Police Department, the Kids' Council and the community.

The Division acts as the liaison with other City departments, including Purchasing, Auditing, Personnel, Payroll, Finance, Law and IT as well as outside vendors and contractors. The Division manages a budget of \$6.5 million in grant funding and \$17.5 million in the general fund, which includes \$2.6 million in tuition and fees. The Division is responsible for budget preparation, accounts payable and receivable, expense and revenue tracking and reconciliation, as well as the recruitment and hiring of staff, payroll processing, employee orientation, 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, 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. Efforts are under way to build more intentional opportunities for cross-program collaborations both to better serve clients and to enhance opportunities for staff growth and development. The division also produces a semi-annual resource guide distributed to families across the City, which promotes Department and community human service programs.

The Division'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 Fuel Assistance Program, serving approximately 1,600 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 27 sites throughout Cambridge.

The Division oversees the Cambridge Connections program, a collaboration of City and community agencies which continues the work begun under two federally funded Early Learning Opportunities Act grants. The work targets families with children birth to age four. Activities center on promoting children's early language development and learning, and culturally appropriate outreach is provided to low income, English Language Learners and other under-served families.

FUNDING SOURCES/ADMINISTRATION



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

CAMBRIDGE CONNECTIONS

- GOAL 1:** *Parents and primary caregivers of children birth to age four will receive education and support from Cambridge Connection partners to support them as their children's first and most important teacher.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of mothers with infants and toddlers receiving literacy-promoting maternity ward and home visits	n/a	n/a	700	700
2. Number of English Language Learner parent/caregivers of young children receiving ESOL or Adult Basic Education	n/a	n/a	15	20
3. Number of families entered into the Early Learning and Language (ELLD) Database	n/a	n/a	200	350

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. Number of families in ELLD that are connected to needed services offered by agencies other than the agency that originally entered them	n/a	n/a	n/a	175
5. Number of families taking part in parent education workshops and other activities to enhance young children's language and development	n/a	n/a	600	600

■ *GOAL 2: The Community Engagement Team will do outreach and education with underserved English Language Learners and minority communities to engage families, caregivers and children in beneficial learning opportunities.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of citywide networking events to disseminate community engagement messages and train agencies on culturally competent outreach	n/a	n/a	3	3
2. Number of hard to reach families informed about early literacy events by outreach workers	n/a	n/a	300	350
3. Number of families receiving intensive help to connect with needed services	n/a	n/a	30	35

**HUMAN SERVICES
-Office of Workforce Dev.**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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<u>\$1,568,430</u> \$1,568,430	<u>\$1,756,040</u> \$1,756,040		
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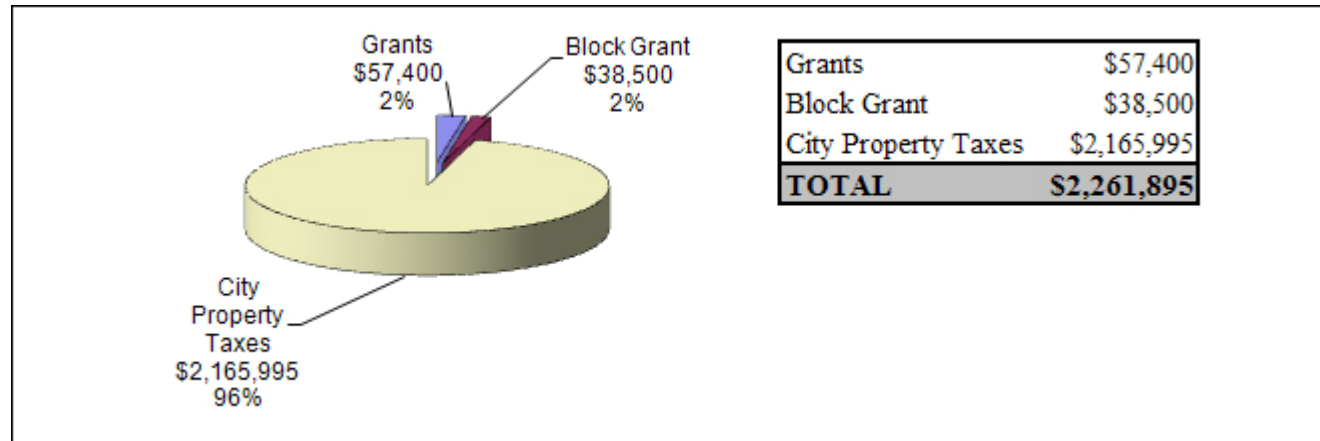
OFFICE OF WORKFORCE DEV. \$2,204,495 **PURPOSE & OVERVIEW:** The mission of the Office of Workforce Development (OWD) is to expand employment and training opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

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 job-readiness program.

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 older teens, working collaboratively with Just A Start's TeenWork program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce. OWD contacts every resident who has applied for a temporary nine-week position with the City to inform them about employment services and other programs. OWD creates and distributes an annual directory of employment and education opportunities for residents, *Cambridge Works and Learns*. The Office works closely with the Chamber of Commerce and City 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.

This year, OWD will launch a new Transitional Jobs Program for disengaged adults who are disconnected from the labor market and lack the skills and support systems necessary to secure and retain employment. The program will provide a temporary job with the City, while also offering intensive case management, soft skills development and job search assistance to help participants secure a non-subsidized job upon program completion.

FUNDING SOURCES/WORKFORCE DEVELOPMENT:



This figure includes funds anticipated to be received in FY09, but not yet appropriated

FY09 GOALS

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of residents served through CEP	316	n/a	320	325
2. Number of CEP referrals to education and training	13	30	15	15
3. Number of CEP job placements	87	110	110	115
4. Number of employers participating in OWD sponsored activities with residents and employment and training providers	10	30	28	30

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of local youth and adult program staff participating in service coordination efforts	28	50	48	40
2. Number of workforce development professionals attending OWD sponsored trainings and workshops	99	100	75	100

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of students enrolled in school to career activities including internships	38	40	35	35
2. Number of student enrollments in work-readiness and career awareness workshops	136	130	130	135
3. Number of youth visits to the Youth Employment Center	399	425	400	410
4. Number of private sector summer and school year jobs	133	120	120	125
5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities	46	45	47	50

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities	813	800	840	830
2. Number of supervisors/mentors trained in working with young employees	120	120	125	125
3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies	224	250	292	260
4. Number of youth served in school year employment and service learning activities	61	60	51	52
5. Percent of youth enrolled in MSYEP who report satisfaction with their job	97%	97%	95%	97%
6. Percent of supervisors who were very satisfied with their youth worker(s)	76%	90%	85%	90%

- *GOAL 5: Develop and implement a Transitional Jobs Program for disengaged adults and implement an assessment process for every resident applying for a nine-week position with the City.*

**HUMAN SERVICES
-Planning and Development**

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
\$112,810	\$117,975		\$123,490
\$724,030	\$925,080	LEADERSHIP CONTRACTS	\$952,180
\$132,440	\$136,995	COMMISSION FOR PERSONS WITH DISABILITIES	\$143,565
\$128,165	\$133,545	KIDS' COUNCIL	\$144,480
\$692,695	\$758,255	HUNGER AND HOMELESS SVCS	\$796,170
<u>\$51,820</u>	<u>\$63,195</u>	HAITIAN SERVICES	<u>\$66,365</u>
\$1,841,960	\$2,135,045		\$2,226,250

PURPOSE & OVERVIEW: Planning and Development staff assist various groups in assessing community needs and seeking resources to meet those needs, particularly working with the Human Services Commission. Staff are involved in several initiatives within the Department, such as development and analysis of consumer satisfaction surveys, strategic planning

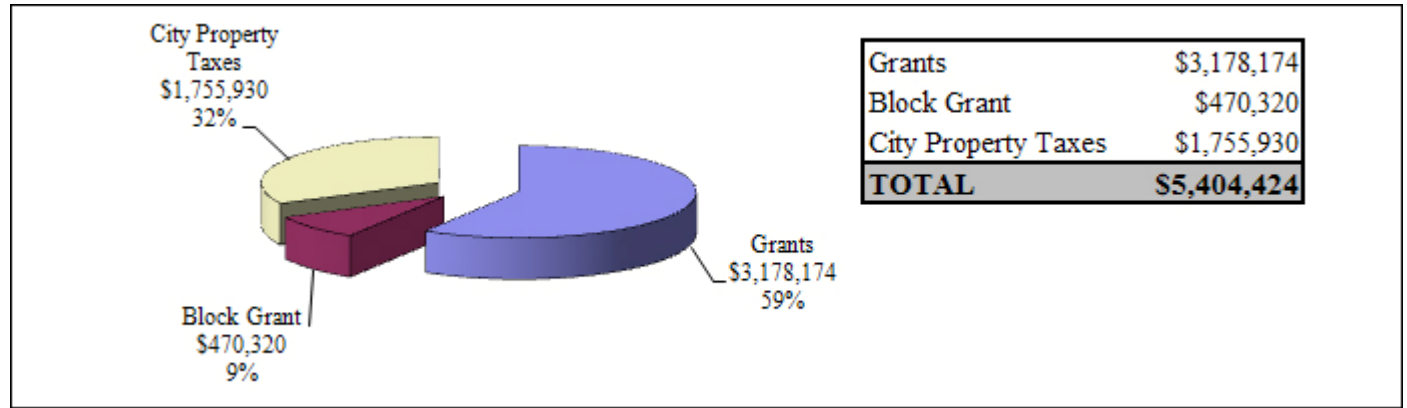
support for Out of School Time Programs and the Department's inclusion efforts.

Consistent with the City Council's goal of improving access to services, another major emphasis of the Division is promoting utilization of www.CambridgeSomervilleResourceGuide.org, the online Human Services Information and Referral Database, 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., Eliot Community Human Services, National Student Partnership, North Charles, Shelter Legal Services, CASCAP Representative Payee/Budget Counseling Services and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled from Haiti.

The Cambridge Prevention Coalition will continue to provide substance abuse prevention services in collaboration with other City agencies. The Coalition has developed and implemented 21 Proof, an award-winning program to decrease youth access to alcohol through trainings for alcohol servers and sellers. The Coalition employs other community environmental strategies to address prescription drug abuse as well as alcohol access.

FUNDING SOURCES/PLANNING & DEVELOPMENT:



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of clients seen for personal counseling, mental health services, substance abuse services, employment	2,794	2,600	2,700	2,800
2. Number of clients placed in temporary housing	302	350	275	300
3. Number of clients placed in permanent housing	177	150	200	200
4. Number of clients maintained in current housing	394	350	325	350

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of family intakes	860	600	600	650
2. Number of families placed in housing	175	140	175	175
3. Number of families referred for personal counseling, mental health services, substance abuse services, employment	917	800	850	900
4. Number of families maintained in current housing	421	425	375	375

- *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 to support the continued socio-economic diversity of the City consistent with the City Council's goals.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of clients served in youth and family services programs	2,536	2,000	950	1,000
2. Number of clients served through domestic violence and abuse prevention programs	87	70	72	70
3. Number of clients served through linguistic minority programs	659	700	700	650
4. Number of clients served through homelessness prevention and service programs	5,492	5,000	5,100	5,150
5. Number of client visits to food pantry programs	27,554	23,000	27,000	28,000
6. Number of clients served through elderly and disabled service programs	312	300	310	300

COMMISSION FOR PERSONS WITH DISABILITIES

PURPOSE & OVERVIEW: The Commission’s overall goal is to make Cambridge a more welcoming place for all people with disabilities. In the U.S., there are currently 54 million people with disabilities — nearly one fifth of the population. Among the challenges faced by people with physical, mental and sensory disabilities, none is more daunting than countering and eliminating the negative attitudes of others. The Commission confronts these negative attitudes by raising awareness about barriers that people with disabilities face on a daily basis in their efforts to become fully participating members of society and by offering practical advice on how to eradicate these barriers. The Commission works with other City departments to promote the full integration of people with disabilities into all aspects of Cambridge community life, consistent with the City Council’s goals of promoting diversity. In FY08, the Commission worked closely with the Department of Public Works as it developed a Five Year Plan to improve sidewalks and streets so that they are accessible to all, including people with mobility impairments. The Commission also collaborates with the Community Development Department on design issues for façade improvements and open space, and works with the Department of Human Service Programs to promote inclusion of children with disabilities in out-of-school activities.

The Commission informs individuals with disabilities, their families and social service agencies about a wide range of access and disability topics. In addition, the Commission seeks to educate Cambridge's private sector about its obligations under Americans with Disabilities Act (ADA) and related state and federal laws, and provides technical assistance and disability awareness training throughout the city, free of charge, to businesses, non-profit agencies, schools and faith communities. The Commission also 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 ordinances.

FY09 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 Cambridge Health Alliance and the Housing Authority.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Trainings and technical assistance sessions provided to City employees, departments and other public entities	89	80	95	90

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Site visits and access surveys of Cambridge businesses completed	48	50	48	50
2. Cambridge agencies and businesses which remove barriers to access	12	12	8	9
3. Trainings delivered to Cambridge Taxi School attendees to enhance awareness of serving passengers with disabilities	12	12	12	12
4. Taxi coupon users served	49	55	60	60
5. Temporary disability permits issued	36	22	24	22
6. Trash and recycling exemptions issued	n/a	n/a	80	85

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Disability awareness trainings delivered to various City departments and staff	59	40	50	45
2. Responses to individual service, information and referral requests	2,053	1,500	2,000	2,000
3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations	84	70	85	80
4. Community newsletters on disability resources, news and information	6	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, chaired by the Mayor, is comprised of parents, youths, community members, City officials and representatives from universities, business, philanthropic, and community organizations. Currently, the major undertakings of the Kids' Council are the *Center for Families*, the *Agenda for Children, 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. In 2008, Cambridge was selected for the third time as one of *America's Promise 100 Best Communities for Young People*.

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 initiative has branched out to many parts of the city in expanding family support services.

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. 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 eighth year and continues to improve on program quality and relationships with school day staff.

The *Youth Involvement Initiative* began in summer 2001 with the goal to increase the civic engagement of young people of Cambridge through the creation of opportunities for participation by youth. Over the years, the Youth Involvement Initiative has produced projects that were led, planned and conducted by youth on a variety of topics and issues: mapping drug use in Cambridge; planned and produced the City's first Middle School Youth Summits focusing on preparing eighth grade students for high school; advocated for legislative change on the city and state levels, such as in 2004 to have three youth voting members on the Kids' Council, and in 2006 to push forth the filing of a state bill to give 17 year olds the right to vote in local elections; improving MBTA services for high school students; and optimizing the use of the City's youth centers. The initiative includes annually sending Youth Delegations to the National League of Cities Conferences to represent our city and to

support youth participation and networking on a national level. The initiative’s project to give 17 year olds the right to vote was featured in the 2006 National League of Cities launch of their “*Youth As City Leaders*” website and was presented at the 2008 National League of Cities Conference. Plans are underway to continue that project on the state level as well as to find other 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 and raising public awareness about the policy will continue in order to support full inclusion in Out of School Time Programs. Work will begin on a collaborative planning process to identify and address gaps in Out of School Time services for children with disabilities. Also, the Kids’ Council will continue to develop and implement a promotion and marketing plan to publicize 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage completed in development of Kids' Council Strategic Plan	60%	70%	70%	100%

Promotion and Marketing of the Kids' Council

- *GOAL 2: Develop a comprehensive plan to raise public awareness of the Kids' Council, its goals, initiatives and efforts.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of languages in which Kids' Council brochure is available	1	n/a	2	4
2. Percentage completed in development of Kids' Council Web site	60%	75%	75%	100%

Policy Plan for Inclusion of Children and Families with Special Needs in Programs

- *GOAL 3: Support implementation of the City adopted Inclusion Policy Plan 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Out of School Time staff will be offered training in inclusion of children with special needs; percentage of full time staff trained	100%	100%	100%	100%

- *GOAL 4: Develop a public awareness plan to educate the community about the adopted inclusion policy and the City's efforts on inclusion.*

- *GOAL 5: Develop an evaluation plan for Inclusion Initiative.*

- *GOAL 6: Begin a collaborative planning process to identify and address gaps in out of school time services for children with disabilities in different age groups.*

Youth Involvement: Civic Participation and Engagement

- *GOAL 7: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Minimum number of youth members participating on the Youth Involvement Subcommittee	16	15	16	16
2. Number of youth members to attend and participate in national conference	6	10	15	10
3. Implement a plan for citywide youth event	100%	100%	100%	100%

■ *GOAL 7: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
4. Number of youth to participate in activities to increase connections between the Youth Involvement Subcommittee and Cambridge high school community	60	80	80	80

Agenda for Children: Literacy Initiative

■ *GOAL 8: Parents, primary caregivers and early care and education providers will be supported as their children's primary and continuous teachers of literacy, furthering the City Council's educational goal.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of parents reached by core literacy initiative programming including maternity ward visits, home visits and workshops	1,378	1,000	1,180	1,200
2. Number of books and resource materials distributed to children, families and staff	3,560	2,000	2,200	2,200
3. Number of families consistently contacted to encourage participation in literacy related programs	n/a	n/a	n/a	140

- *GOAL 9: Augment the dissemination of Literacy Initiative messages through collaboration.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of City departments and community agencies that have been trained on "Let's Talk... it makes a difference!" concepts and messages	n/a	4	3	4
2. Number of communities expressing serious interest in implementing parts of Let's Talk Program	n/a	n/a	6	8

Agenda For Children: Out of School Time Initiative

- *GOAL 10: 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Programs participating in Agenda for Children Out of School Time Initiative	40	42	40	40
2. Out of School Time staff participating in Communities of Practice	75	120	60	60
3. Programs receiving on-site Quality Coaching	8	13	15	18
4. Programs completing self-assessment	19	35	19	25
5. Number of programs participating in coordinated effort to deepen parent engagement and support	n/a	16	5	8

- *GOAL 11: Continue to improve the quality of the King Open Extended Day (KOED) Program and enhance the relationship with the school day staff.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Percentage of families responding to surveys regarding program quality and improvements	77%	60%	70%	70%
2. Percentage of families reporting that staff are always available to address their questions and concerns	94%	95%	95%	96%
3. Percentage of families reporting that staff know their child's personality, strengths, interests and needs	96%	95%	95%	96%
4. Percentage of 4th-6th grade KOED students receiving Warning or Needs Improvement on MCAS for whom KOED staff facilitate additional academic supports	100%	100%	100%	100%
5. Percentage of teachers that identify that children's participation in KOED has supported academic growth	66%	70%	70%	75%

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Community Schools**

<p>\$101,695 \$1,632,720 <u>\$244,675</u> \$1,979,090</p>	<p>\$109,235 \$1,678,170 <u>\$264,870</u> \$2,052,275</p>	<p>LEADERSHIP COMM. SCHOOLS PROGRAMS SUPPORT SERVICES</p>	<p>\$114,580 \$1,682,700 <u>\$279,325</u> \$2,076,605</p>
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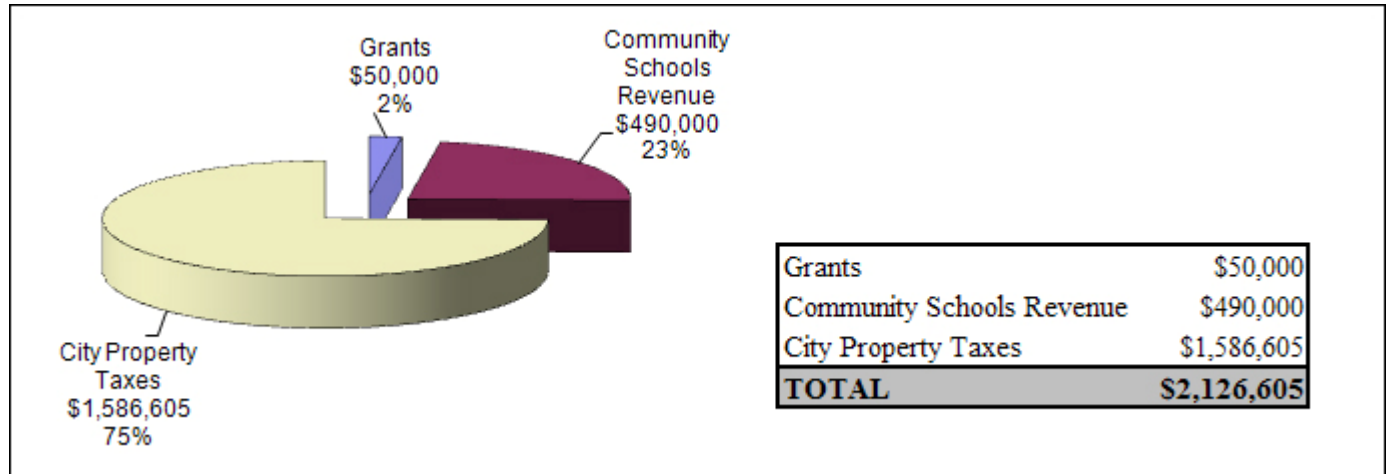
PURPOSE & OVERVIEW: The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community

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 its capacity to serve children with disabilities in inclusive environments. Staff 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.

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 \$47,272 was awarded to 120 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY08, Community Schools collaborated with three elementary schools to allow children enrolled in school sponsored academic programs to participate in summer camps.

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.

FUNDING SOURCES/COMMUNITY SCHOOLS:



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

FY09 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Children's classes citywide during the school year	1,459	1,250	1,300	1,300
2. Adult, family and senior classes citywide during the school year	258	250	220	250
3. Summer camps for children	10	10	10	10
4. Children served in summer camps	832	800	818	800
5. School vacation camps	12	8	8	8
6. Youth enrolled in Counselor In Training (CIT) programs	142	125	100	100

■ *GOAL 1: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements	61	60	65	65
8. Number of collaborative summer academic/camp programs	6	6	3	1
9. Percentage of families responding to surveys regarding program quality and improvements	34%	50%	50%	50%
10. Percentage of families reporting satisfaction with program quality	98%	95%	95%	95%

■ *GOAL 2: Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Arts in the Park events	93	80	94	80
2. Number of community building events	23	20	20	25
3. Number of family events	37	35	35	40

■ *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety and community resources	44	45	45	50

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Recreation**

\$103,855	\$109,720		
\$58,335	\$75,280	LEADERSHIP	\$114,775
\$65,295	\$66,370	SUMMER	\$85,770
\$181,375	\$127,700	GOLD STAR	\$74,895
\$328,685	\$168,205	WAR MEMORIAL	\$338,100
\$6,460	\$7,200	SPECIAL NEEDS	\$170,790
\$65,065	\$57,255	LEAGUES	\$7,200
\$336,590	\$360,535	RECREATION ACTIVITIES	\$0
\$282,930	\$296,370	DANEHY PARK	\$400,670
\$0	\$238,960	SUPPORT SERVICES	\$313,315
\$1,428,590	\$1,507,595	INCLUSION INITIATIVE	\$292,110
			\$1,797,625

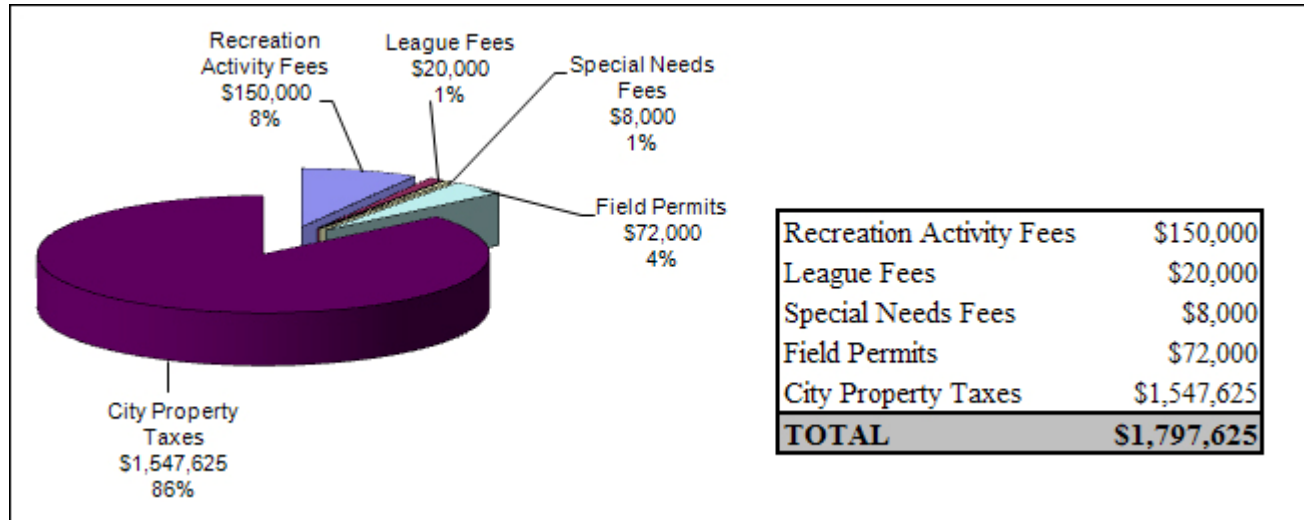
PURPOSE & OVERVIEW: The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, 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 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 initiatives such as the Fresh Pond Master Plan Advisory Committee, the Open Space Committee and the Kids' Council Inclusion Policy Plan Subcommittee.

The Division provides municipal support for Cambridge Camping - Inner City Day Camp, Cambridge Girls Softball, Little League Baseball, Babe Ruth Baseball, Youth Basketball, Youth Hockey, Shoot Straight Basketball and Pop Warner Football, and staffs the newly created Youth Sports Commission to enhance coordination and access to sports for all youth. The Recreation Program manages the City of Cambridge Road Race, *CityRun* and *CityWalk*, 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. *CityRun* and *CityWalk* include a 3-mile walk as well as the 5-mile run. 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 Field House, which have undergone a major renovation in FY08 with new locker rooms and showers and a renovated and enhanced fitness center. The Division also runs the Gold Star Mothers' Pool and summer children's activities at neighborhood parks and playgrounds, including family nights in the Parks with family themed movies on a 17 by 25 foot inflatable screen. Other programs include clinics in baseball, basketball, golf, football, soccer and tennis, adult leagues in softball and basketball, and an extensive summer and school year program for children with special needs. The Division also implemented a free winter learn to skate program for Cambridge elementary school children, every Thursday for 10 weeks, at the Simoni Skating Rink.

FUNDING SOURCES/RECREATION:



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

FY09 GOALS

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of youth recreation classes	60	100	48	70
2. Number of adult recreation classes	24	24	15	20
3. Number of youth swimming classes	80	80	45	74
4. Number of adult swimming classes	32	0	9	20

- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from pre-school age to young adults.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of children age five and up in summer camps	25	25	24	28
2. Number of children age 6-14 in after school programs	8	8	7	7
3. Number of young adults in evening programs	20	20	22	22
4. Number of children and adults in unified integrated Saturday programs	50	50	54	54
5. Number of participants in Special Olympics	50	50	54	54
6. Percentage of families responding to surveys regarding program quality and improvements	50%	50%	55%	60%
7. Percentage of families reporting satisfaction with program quality	95%	95%	95%	95%

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and sound field management practices.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Total number/percentage of permitted hours of youth programs	13,818/77%	13,818/77%	13,818/77%	14,052/77%
2. Total number/percentage of permitted hours of adult programs	4106/23%	4,106/23%	4106/23%	4106/23%
3. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers	6	8	8	8

- **GOAL 4:** *In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of Family/community movie events	n/a	5	11	16

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Elderly Services & COA**

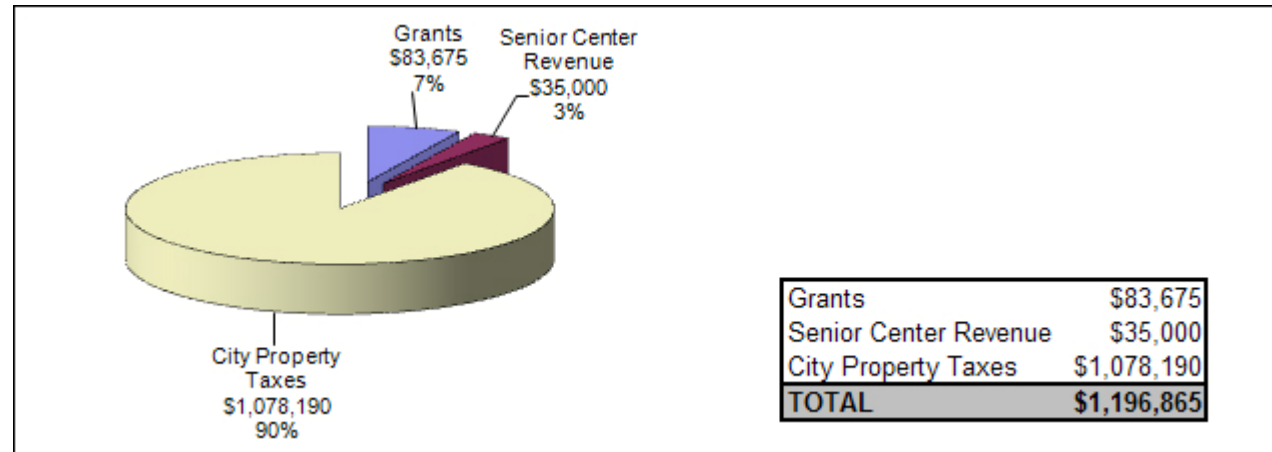
\$115,220	\$98,375	LEADERSHIP	\$103,055
\$330,165	\$348,385	SUPPORT SERVICES	\$358,955
\$78,190	\$91,145	N. CAMBRIDGE SENIOR CENTER	\$95,825
\$179,580	\$196,100	SENIOR CENTER MEALS	\$208,835
\$32,040	\$30,335	SENIOR CENTER ACTIVITIES	\$30,535
<u>\$287,840</u>	<u>\$303,015</u>	CITYWIDE SENIOR CENTER	<u>\$315,985</u>
\$1,023,035	\$1,067,355		\$1,113,190

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 plays 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 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 364 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 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



This figure includes funds anticipated to be received in FY09, but not yet received.

FY09 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, case management, benefits counseling, substance abuse services and coordination of home-based services.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of information and referral services provided	3,778	4,500	3,570	3,600
2. Number of clients provided case management services	118	125	125	130
3. Number of seniors receiving home-based services	96	95	95	98
4. Number of hours of S.H.I.N.E (Health Benefits/Medicare) Counseling provided	632	500	570	575

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of seniors receiving Food Pantry services at twice weekly pantry	718	690	775	790
2. Number of Food Pantry visits by financially eligible seniors	7,970	7,350	8,000	8,000
3. Number of meals served at 806 and 2050 Mass. Avenue sites	28,682	32,000	28,500	28,750
4. 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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of seniors linked to transportation services to the Center	282	285	280	290
2. Number of seniors served by subsidized weekly food shopping trips	201	215	210	210
3. Number of seniors served by subsidized medical transportation	327	330	330	325
4. Number of seniors using taxi coupons	431	510	510	520

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of different seniors attending computer classes	153	135	135	140

■ *GOAL 4: (continued)*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
2. Number of hours of health/fitness/wellness classes offered each month	65	70	69	70
3. Number of special events promoting health/fitness/wellness	23	30	28	30
4. Number of seniors interviewed in user satisfaction survey	82	60	60	80

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Childcare & Family Support Services**

\$78,340	\$88,435	LEADERSHIP	\$113,625
\$628,785	\$672,335	AFTERSCHOOL	\$612,410
\$1,569,310	\$1,600,375	PRE-SCHOOL	\$1,665,430
\$426,060	\$463,185	SUPPORT SERVICES	\$473,810
\$59,630	\$60,870	CENTER FOR FAMILIES	\$61,100
<u>\$2,762,125</u>	<u>\$2,885,200</u>		<u>\$2,926,375</u>

PURPOSE & OVERVIEW: The Childcare and Family Support Services Division offers residents a wide range of services that further the City Council's' education, fostering community and valuing and supporting racial, socioeconomic and cultural diversity goals. Together, these programs serve 285 children

in licensed programs and approximately 500 families in family support services.

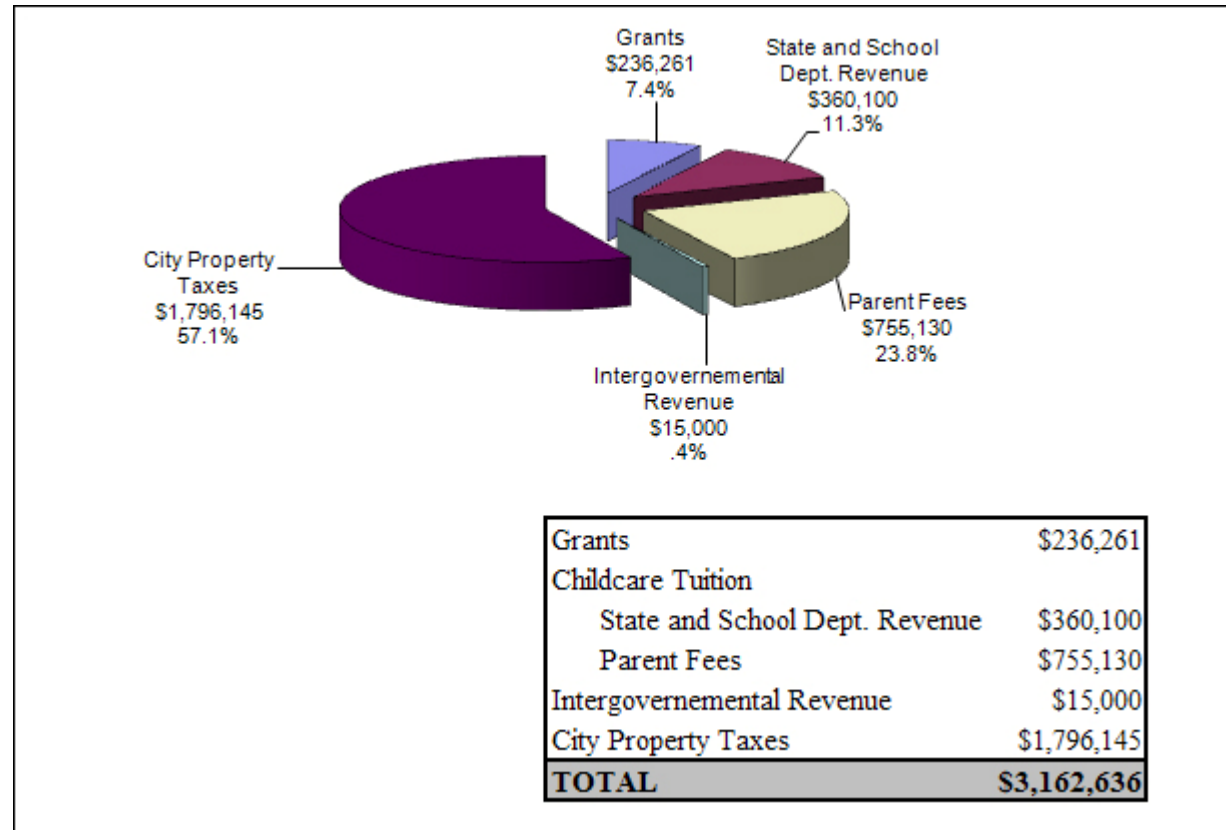
Preschool Programs: Preschool Programs are strategically located in elementary schools throughout the city: Kennedy-Longfellow (East Cambridge), M. L. King Jr., King Open, Morse and Peabody schools. Programs in these schools offer families full-day (10 hours), year-long programs that are open, on a reduced schedule, even on snow days. The Preschool Program located at the Haggerty School offers families a half-day, ten-month program with two, three or five-day enrollment. All Preschool programs are accredited by the National Association for the Education of Young Children, the nation's leading organization of early childhood professionals. Preschools offer developmentally appropriate practices focused on seven domains: personal and social development, language and literacy skills, mathematical thinking, scientific thinking, social studies, the arts and physical development. Children are assessed in these areas two times a year using the Work Sampling Assessment system. Information and samples of work are shared with parents at parent-teacher conferences.

Afterschool Programs: Afterschool Programs are also strategically located in elementary schools throughout the city: Fletcher-Maynard, M. L. King, Jr., Morse and Peabody Schools. Programs offer families with children in Kindergarten to Grade 6 a variety of school-year programming: three to four hours of afterschool programming two, three or five-days a week; full-day school vacation camp and snow day care. Afterschool Programs offer developmentally appropriate project-based learning curriculum designed to improve children's personal and social development, language and literacy skills, and mathematical and scientific thinking. All staff are trained on basic inclusionary practices. This training is complemented by the Department's Inclusion Specialist and specialized consultants who provide on-site coaching on best practices. The combination of workshops and coaching support enables the Department to modify its afterschool programming to better meet the needs of all participants.

Center for Families: The Center for Families began in 1994 as an initiative of the Kids' Council and became part of this division in 1999. The Center provides families with children birth to age 6 with strengths-based parent education and support; activities that promote both parent-child bonding and learning; information and referrals to beneficial services; and networking opportunities for families.

While the Center’s main office is sited in the Community Wing of the Peabody School, programming is provided city-wide in various housing developments, Youth Centers and neighborhood-based agencies. Part-time outreach workers promote the Center’s services to English Language Learners, low-income families and families of children with special needs. The Director’s salary is supported equally by funds from the Cambridge Health Alliance, Cambridge Public Schools and the Department of Human Service Programs. Operating costs are supported by grants (Massachusetts Department of Early Care and Education Family Network and Children’s Trust Fund Family Center) as well as by the Department and Kids’ Council.

FUNDING SOURCES/CHILDCARE:



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

FY09 GOALS

- *GOAL 1: Continue to offer high quality licensed and accredited pre-school education to a diverse population.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of pre-school slots	115	115	115	115
2. Number of teachers remaining for more than two years	78%	75%	75%	65%
3. Number of classrooms achieving accreditation under new rigorous NAEYC standards	n/a	n/a	4	7
4. Number of times each child is assessed on social-emotional, literacy, math, science and physical development using the Work Sampling System	n/a	n/a	2	2
5. Percentage of children receiving subsidies or scholarship	44%	45%	40%	45%
6. Number of children with Individual Education Plans served	5	5	5	5
7. Number of children referred for special education screening	n/a	n/a	6	10

- *GOAL 2: Continue to support pre-school staff's educational advancement to meet rising state and national license and accreditation standards as well as to enhance preschool programs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment	15	21	8	9
2. Number of staff involved in on-site coaching that uses Work Sampling data to develop appropriate curriculum	n/a	n/a	n/a	8

- **GOAL 3:** *Continue to offer high quality licensed afterschool programming to a diverse population.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of afterschool slots	170	170	170	170
2. Number of teachers remaining for more than two years	60%	60%	71%	66%
3. Percentage of children receiving some subsidy or scholarship	55%	60%	50%	55%
4. Percentage of families responding to surveys regarding program quality and improvements	72%	65%	70%	74%
5. Percentage of families reporting afterschool program provides activities that support their child's learning in school	n/a	n/a	70%	75%
6. Percentage of families reporting that their child is learning how to get along with others while in the afterschool program	n/a	n/a	70%	75%

- **GOAL 4:** *Continue to support connections between school-day and afterschool staff so that children are better known and supported by both staff groups*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement	9	n/a	12	18
2. Number of children for whom a connection is made between school-day and afterschool staff	34	41	41	70
3. Number of times afterschool staff meet with school day staff to discuss individual children	n/a	n/a	n/a	210

- *GOAL 5: Create formal and informal opportunities for families to enhance parent-child relationships and to gain access to information and referrals to programs and services*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of families participating in parent education workshops or support groups	239	200	195	200
2. Number of families participating in playgroups and other intergenerational learning activities	533	400	420	500
3. Number of families receiving information and referral services	250	220	200	250
4. Number of families receiving one-on-one support	48	50	36	40
5. Unduplicated number of families participating in programming	601	550	560	575
6. Number of families that received newsletter or other printed material about parenting and family support	992	1,200	1,100	1,100

- *GOAL 6: Extend outreach and services to non-English speaking families, low income families and families of children with special needs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of families served who are English Language Learners	174	150	150	150
2. Number of families served who live in subsidized housing	95	120	120	130
3. Number of families served who have a child with special needs	27	30	30	30

- **GOAL 7:** *Enhance access to programming for families who are English Language Learners, who live in subsidized housing or who have children with special needs.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of hours of on-site childcare provided for parent groups and classes	145	150	140	150
2. Number of hours of outreach programming held in housing complexes or other community locations	192	200	200	200
3. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff	179	100	100	140
4. Number of languages in which services are available	5	5	6	6

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Golf Course**

\$271,240
\$299,345
\$570,585

\$259,470
\$302,570
\$562,040

**OPERATIONS
MAINTENANCE**

\$269,535
\$315,450
\$584,985

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 dues 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. As a result of a generous private donation, the golf course hosts two four-week youth golf camps, giving more Cambridge children the opportunity to develop new skills and have fun. The course has assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies. The Golf Course has implemented the recommendations from the Fresh Pond Natural Resource Stewardship Plan, which has resulted in establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

FY09 GOALS

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
PERFORMANCE MEASURES				
1. Total number of rounds annually	41,178	41,500	41,809	41,550

- *GOAL 2: Continue to provide access for youth at the Golf Course.*

	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
PERFORMANCE MEASURES				
1. Number of youth members	52	52	48	48
2. Number of youths participating in free weekly clinics	50	60	42	42

**HUMAN SERVICES
-Community Learning Center**

ACTUAL FY07	PROJECTED FY08	BUDGET FY09
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\$107,725	\$121,840
<u>\$653,275</u>	<u>\$657,740</u>
\$761,000	\$779,580

**LEADERSHIP
OPERATIONS**

\$97,115
\$706,115
\$803,230

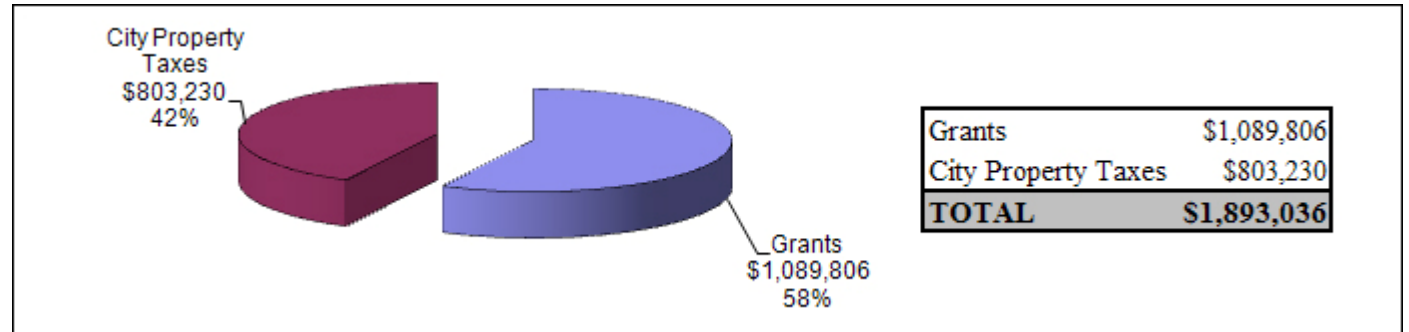
PURPOSE & OVERVIEW: The Community Learning Center (CLC) located at 19 Brookline Street, provides adult basic education classes to more than 1,000 adults

each year. The services of the CLC support the City Council goals of strengthening and supporting public education, valuing diversity and fostering community. CLC students come from 70 different countries, with over 40 native languages represented. The core educational program includes seven levels of English for Speakers of Other Languages (ESOL) classes and six levels of 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, credit for previous coursework and life experience. The Bridge to College 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 benefit from computer-assisted instruction on literacy, mathematics and language skills. In addition, CLC provides ESOL citizenship preparation, family literacy classes and leadership training. The CLC is a partner in the Community Engagement Team, which provides outreach to and education of English Language learners and minority communities so that parents, caregivers and young children are engaged in learning opportunities that support school readiness.

Approximately 40% 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 the following additional services: outreach and classes for special populations including the homeless and public housing residents; teacher training on working with learning disabled students; the development of health literacy, employability skills and civic education curricula; onsite workplace education classes for employees of Cambridge businesses; and leadership training in the areas of health, children's literacy, school success and community outreach. CLC also offers basic career training in computers for students and community members who work with classroom teachers as aides in the computer lab.

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



This figure includes funds anticipated to be received in FY09, but not yet appropriated.

FY09 GOALS

- *GOAL 1: Maintain a full range of adult literacy and English for Speakers of Other Languages (ESOL) classes, family literacy and citizenship/civic education courses.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. School year classes	86	80	81	79
2. School year instructional hours	11,063	10,250	9,656	9,500
3. School year student slots	738	700	705	705
4. Summer classes	35	33	33	30
5. Family literacy classes	3	2	3	2
6. Citizenship classes	2	2	2	2
7. Students served	1,133	1,000	1,000	1,000
8. Computer operations classes	23	30	23	22
9. Classes using computer lab regularly	36	35	35	35
10.ESOL Network classes	14	14	14	14
11. Cost per student	\$1,804	\$1,900	\$1,900	\$1,995

- *GOAL 2: Continue to improve the quality of instruction.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of in-house staff development sessions	36	25	35	30
2. Number of class curricula written or revised	4	4	6	4
3. Number of evaluation instruments administered and used to enhance program design	10	10	11	10

- *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.*

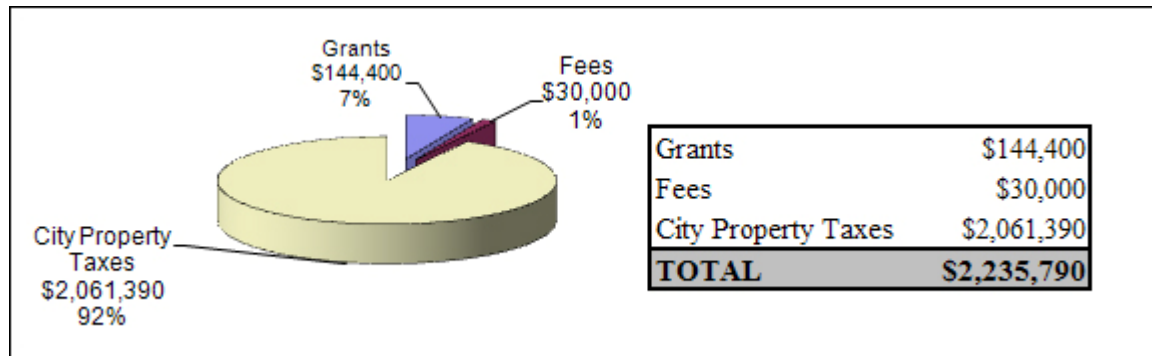
PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of high school graduates	14	20	15	15
2. Number of advanced ESOL graduates	19	25	25	25
3. Number of new citizens	28	25	25	25
4. Number of students advancing to education and training program	83	70	70	70
5. Number of workshops for students on careers, further education, study skills, health education and support services	42	25	40	30
6. Number of follow-up contacts with former students	141	140	150	150
7. Number of collaborative projects with agencies or groups to improve quality of and access to services	13	9	9	9
8. Number of workshops led by CLC students	79	75	75	60

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**HUMAN SERVICES
-Youth Programs**

<p><u>\$1,963,375</u> \$1,963,375</p>	<p><u>\$1,910,020</u> \$1,910,020</p>	<p style="text-align: center;">YOUTH PROGRAMS</p> <p>Each center is licensed through the Department of Early Education and Care for the afterschool program that operates Monday through Friday for 9-13 year olds. Programming includes academic support, recreation and enrichment activities, field trips and community service. Additionally, the Division operates the Middle School Partnership (MSP) Program in conjunction with the Peabody School and Fitzgerald Community School. The MSP is a specialized afterschool program for 6th-8th graders located at the Gately Youth Center. During the summer, the Youth Programs operate 3 summer camps (Sports Leadership Academy, Summer Arts Program and a new girls-only Program), and a preteen basketball league for boys and girls. Staff participate fully in the Department's efforts to enhance our capacity to serve children with disabilities in inclusive environments, receiving ongoing comprehensive training around inclusion, and support from the Department's Inclusion Specialist.</p> <p>During FY09, the Division will continue to be focused on strengthening teen programming that builds on the best practices in the youth development field. New programming will be implemented at the Moore Youth Center, now serving teens in the afternoon and evening hours. The Youth Programs will launch the Terrascope Youth Radio Program in collaboration with MIT and funded by the National Science Foundation. In this program, teens will learn about environmental science and produce and broadcast a weekly radio program. Work will continue with the Youth Development and Research Fund to engage youth in outreach and recruitment of teens into programs. As part of this strategy, the Youth Programs will be working with the Kids' Council Youth Involvement Subcommittee and the RSTA Graphics Department to introduce teens not currently engaged in the Youth Centers.</p> <p>The Youth Program will continue to operate several work-based learning programs for teens during the school year, including: <i>Leaders in Action</i>, a leadership development program; <i>Neighborhood Service Project</i>, a community-service learning program for younger teens; and <i>City Peace</i>, a new violence prevention and service program. During the summer, in addition to the evening programs, teens may participate in <i>Girls Taking Action</i>, <i>Youth In Leadership</i> or <i>Global Citizens</i>, experiential learning programs that provide service to the community while promoting work and life skills.</p>	<p><u>\$2,091,390</u> <u>\$2,091,390</u></p> <p>PURPOSE & OVERVIEW: The Cambridge Youth Programs' goal is to enrich the lives of young people ages 9 to 19 by promoting leadership skills, providing them with a safe, stimulating environment in which to grow, and 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 service and mentorship to youth. The work of the Youth Programs supports the City Council's goals of education, diversity and promoting community.</p>
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FUNDING SOURCES/YOUTH PROGRAMS



This figure includes funds anticipated to be received in FY09, but not yet received.

FY09 GOALS

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Pre-teens 9-13 in after school program	260	250	285	290
2. Pre-teens enrolled in summer programs	240	330	330	340
3. Retention rate of pre-teens enrolled in school year program	85%	80%	85%	85%
4. Staff trained in working with children with special needs in inclusive environment	31	25	40	30
5. Families responding to surveys regarding program quality and improvements	55%	60%	55%	60%
6. Families reporting overall satisfaction with program	91%	95%	95%	95%
7. Families reporting staff know their child's personality, strengths, interests and needs	76%	85%	80%	85%
8. Age-specific activities offered to middle school students	16	20	30	35

- *GOAL 2: Provide quality programming for teens ages 14-19.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Teens enrolled in school year programming	310	450	320	360
2. Teens involved in summer programming	364	325	540	550
3. Teens involved in program planning/decision making at youth centers	119	120	115	120
4. Specialized courses offered to teens	12	25	20	25
5. Age-specific trainings provided to staff	9	6	5	6

- *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Programmatic partnerships and collaborations	26	30	30	35
2. Parents and community volunteers participating in program activities	28	50	85	85
3. Community events sponsored by or supported by Youth Programs	35	20	30	30
4. Community or school based committees in which staff participate	3	8	12	15

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	COMMISSION ON THE STATUS OF WOMEN
<p style="text-align: center;"><u>\$186,640</u> \$186,640</p>	<p style="text-align: center;"><u>\$164,700</u> \$164,700</p>	<p>COMMISSION ON THE STATUS OF WOMEN</p>	<p style="text-align: center;"><u>\$185,495</u> \$185,495</p>	<p>PURPOSE & OVERVIEW: In 1977, the Cambridge Commission on the Status of Women was established as a City department to advance the equal status of women and girls by promoting their rights and opportunities through program implementation, project development and policy initiatives. The Commission provides advocacy, consultation, testimony and recommendations to City departments, local organizations, state government and individuals.</p> <p>FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Developed content for a new Web site to be launched in FY09, that will highlight the Commissions activities and projects creating better accessibility for constituents and web users. • In collaboration with other domestic violence service agencies, organized the formation of and led a High Risk Assessment Team to address domestic violence cases in an innovative, multi-discipline approach to victim safety involving key community stakeholders. • Established a formal relationship with the Institute for Community Health and the Public Health Department to formulate, design and package the data report on the status of women and girls for dissemination to key community leaders and developed working groups to review programs and policy based on analysis of the data. • Working with the Arts Council, continued fundraising efforts for the completion of <i>Filament/Firmament</i>, a major public art installation set for the new Main Library, that will serve as a permanent tribute to the contributions that women have made to the City. • Launched the Women’s Heritage Project Web site, a database of more than 400 Cambridge women, past and present, who have been nominated in an effort to recognize and celebrate the contributions of women from the early days of Cambridge to the present. This Web site highlights the importance of writing women into history, honoring their lives and recognizing their many accomplishments. • Promoted a community-wide awareness of domestic violence throughout the month of October by working with existing projects, agencies and venues. Developed activities and materials to highlight significant issues related to domestic violence, including the social costs, resources available and prevalence. • Served on the Massachusetts Coalition for Women’s Wage Equality, a strategic statewide effort to advance women to pay equity and end wage discrimination. Developed public awareness materials to launch a campaign to bring public attention to women’s pay disparities.

- Chaired monthly meetings of the Domestic Violence Task Force, a collection of representatives from City departments and local organizations, designed to create alliances and expand information sharing among members in order to improve and increase domestic violence intervention, prevention and service programs.
- In partnership with Cambridge Rindge and Latin School students and staff, Cambridge Health Alliance, the Department of Human Service Programs and community organizations, coordinated the annual *Woman2Woman* program, a day of celebration and commitment to fitness and health for the mind, body and spirit of girls.
- In collaboration with the Domestic Violence Unit of the Cambridge Police Department and the Cambridge Health Alliance, organized a Domestic Violence Awareness Month vigil on the steps of City Hall in October. Coordinated and produced a 60-minute program designed for multiple CCTV broadcasts, featuring interviews with local service providers each serving a distinct population affected by domestic violence.
- Formed multicultural group for women of all ages to come together and address the problem of isolation that new immigrants face in personal, social and political spheres.
- Developed a Women's Health Fair with the Cambridge Health Alliance for low-income women in the city, provided the opportunity to participate in disease and wellness screenings, mental health awareness, personal safety and nutrition.
- Served on the coordinating committee of the Older Women's League, a national organization that strives to improve the status and quality of life for midlife and older women.
- In collaboration with the Historical Commission, led tours of the Cambridge Women's Heritage Trail in and around Central Square and mid-Cambridge. Spearheaded Cambridge Women's Heritage, an effort dedicated to developing programs to recognize the past and present contributions of Cambridge women. Participated in the collection of oral histories from women who worked on the home front during World War II.
- Participated in the planning of the annual celebration for International Women's Day at Simmons College, which focussed on Women's Self Sufficiency: Globally and Locally.

FY09 GOALS

- *GOAL 1: Direct strategic planning sessions to evaluate the Commission’s scope of work, outline future goals, and design strategy to increase the size and diversity of the Commission.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of newly appointed commissioners	n/a	2	1	1
2. Number of strategic plan review meetings held	2	1	1	1

- *GOAL 2: In collaboration with City-Wide Violence Prevention Coordinator, convene working groups with community-based organizations, Public Health Department, Cambridge Health Alliance, Department of Human Service Programs and the School Department to promote Domestic Violence Free Zone (DVFZ) initiatives. Coordinate and chair the Domestic Violence Task Force (DVTf), which meets monthly and includes representatives from various City agencies and departments.*

- *GOAL 3: Work with School Department, other City departments, and community groups to evaluate and provide girls with physical fitness, health services and academic achievement.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day	382	300	300	300
2. Number of participants attending Woman2Woman event at Cambridge Rindge and Latin High School	80	95	80	80

- **GOAL 4:** *In collaboration with the Arts Council, the Public Library, and the Historical Commission, organize and direct an art installation and associated collaterals that honors women and their contributions to the city.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of public events focusing on themes relevant to the project*	0	4	0	1
2. Complete fundraising for fabrication of zinc circles *Events will coincide with the anticipated opening of the Main Library.	77%	75%	85%	95%

- **GOAL 5:** *Disseminate status report of women and girls in Cambridge and convene working groups to review data.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Develop and implement process for advertising and disseminating status report	30%	100%	85%	100%
2. Meet with key community stakeholders, leaders, and public officials to publicize, review findings and evaluate data	0	5	2	3

- **GOAL 6:** *Provide the community with timely information about issues relevant to women through a greater online presence and the development of community forums.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Complete a comprehensive redesign of the Commission's Web site to provide more relevant information in a user friendly format	n/a	n/a	50%	80%
2. Develop and facilitate forums addressing a variety of timely topics based upon input from the community	n/a	n/a	3	4

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$175,535
Real Estate Taxes	\$175,535	
INTERGOVERNMENTAL REVENUE		\$9,960
State Cherry Sheet Revenue	\$9,960	
TOTAL FY09 BUDGETED REVENUE		\$185,495

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$174,635
OTHER ORDINARY MAINTENANCE	\$9,835
TRAVEL & TRAINING	\$1,025
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$185,495

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	2	2	2

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	HUMAN RIGHTS COMMISSION
<u>\$172,625</u> \$172,625	<u>\$178,470</u> \$178,470	<p style="text-align: center;">HUMAN RIGHTS COMMISSION</p>	<u>\$185,875</u> \$185,875	<p>PURPOSE & OVERVIEW: The Cambridge Human Rights Commission (CHRC) was established in 1984 for the purpose of protecting the Civil Rights of citizens and visitors to the city. In operational terms, this means 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>FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Continued implementing mediation as a component of the Commission’s enforcement mission. • Revised and updated the Commission's Rules of Procedure to make it user-friendly. The final revision is under review by the Law Department. • Worked with the Commission for Disabled Persons and the City Council's Ordinance Committee to advocate for inclusion by amendment of ADA, Title III requirements of accessibility into the Human Rights Ordinance. • Continued an aggressive Outreach Program that includes a user-friendly Web site with online complaint forms, brochures with various translated versions, Speakers Bureau information and a Civil Rights Curriculum. This allows individuals with a potential complaint of discrimination to 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. • Maintained a Mediation Internship Program with local law schools to train law students in mediation of 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. • Sponsored an annual Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 200 Cambridge students from sixth through eighth grades 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.

- Collaborated with the Boston Fair Housing Center in their various projects aimed at strengthening Fair Housing laws and investigative practices.

FY09 GOALS

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of public inquiries	462	450	465	450
2. Number of community training sessions	23	24	24	24
3. Events related to human rights issues	47	50	50	50

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of complaints open from prior fiscal years	3	2	3	2
2. Number of complaint intakes from public inquiries	127	120	120	125
3. Number of complaints referred to other agencies or dismissed due to lack of jurisdiction	121	100	100	105
4. Number of complaint intakes from other agency referrals, including HUD and EEOC	11	5	12	12
5. Number of complaints investigated and closed	17	25	33	34
6. Number of tests performed on complaints under investigation	3	4	1	3
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.*
- *GOAL 4: Hold public hearings on cases investigated.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of complaints pending hearing	2	1	1	2
2. Number of complaints heard and adjudicated	0	1	0	1

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of complaints paid by HUD	12	15	12	12
2. Reimbursement per case by HUD	2,400	1,800	2,400	2,400

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Joint projects and training (sexual harassment, disabilities, diversity, Fair Housing, etc.)	15	15	15	15
2. Number of trainings related to the work of the Commission provided to Commissioners	3	3	3	3

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$185,875
Real Estate Taxes	\$185,875	
TOTAL FY09 BUDGETED REVENUE		\$185,875

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$181,120
OTHER ORDINARY MAINTENANCE	\$4,055
TRAVEL & TRAINING	\$700
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$185,875

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	2	2	2

ACTUAL FY07	PROJECTED FY08		BUDGET FY09	VETERANS' SERVICES/BENEFITS
\$304,745 <u>\$303,055</u> \$607,800	\$307,330 <u>\$374,500</u> \$681,830	ADMINISTRATION BENEFITS	\$325,235 <u>\$415,200</u> \$740,435	<p>PURPOSE & OVERVIEW: Mandated by Massachusetts General Laws, 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 Commonwealth reimburses the City 75% of the cost of this benefits program. The department assists Global War on Terrorism veterans in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others. In addition, the department assists veterans who are 100% disabled, parents or wives of veterans killed-in-action, and surviving spouses of veterans who died as a result of a service-connected injury, in receiving an annual \$2,000 annuity at no cost to the City. The department also assists veterans and their dependents in applying for federal VA benefits such as service connected compensations, disability pensions, personal needs/aid and attendance pensions, medical, education, housing, employment, life insurance and death benefits as well as social security/disability benefits. In FY08, Cambridge veterans and/or their dependents received \$3.3 million in federal Veterans' Administration benefits. The department also provides assistance in filing for City tax exemptions and abatements earmarked for veterans or their surviving spouses. The department coordinates public events on Patriots', Veterans' and Memorial days, including the Memorial Day parade. On Memorial Day, in conjunction with the Cambridge Veterans' Organization (CVO), over 9,000 flags are placed on the graves of veterans interred in Cambridge cemeteries. In addition, the department participates in the dedication of streets, squares and parks for veterans killed-in-action. The department also serves as Burial/Graves Agent for indigent Cambridge residents (non-veterans) that are buried in the Cambridge cemetery.</p> <p>SIGNIFICANT BUDGET MODIFICATIONS: An increase of \$40,700 for veterans' benefits, based on the FY08 projected costs and estimated FY09 increases, is included in the FY09 Veteran's Budget. The veterans' benefits budget is \$415,200 with this increase. It is anticipated that the state will reimburse the City for a portion of these cost increases.</p> <p>FY08 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</p> <ul style="list-style-type: none"> • Successfully managed a 20% increase in the number of clients served since July 2007. • Continued to enhance the department's Web site, ensuring that quality up-to-date information is available to veterans and their families. • Developed a new Cable TV informational public announcement that has significantly increased our

outreach capabilities.

- Implemented revised changes in policies, procedures and benefit levels, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations), effective July 2007. In January 2008, successfully managed a new \$250 per month fuel allowance benefit for clients who pay their own heat.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY 08 property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11 and other entitlements.
- In conjunction with the Massachusetts National Guard, sponsored a send off ceremony for members of Company C, 1st Battalion, 181st Infantry, a Cambridge based National Guard Unit that received orders for a year-long deployment to Iraq in support of Operation Iraqi Freedom. The deployment ceremony held on the Cambridge Common in July, brought together family, friends and elected officials for a rousing send off for our troops.
- Assisted veterans and surviving spouses in applying for the Economic Stimulus payment of \$300 for those who traditionally do not file taxes.
- Assisted 24 veterans/dependants in accessing federal VA benefits, exclusive of Ch. 115 clients. To date 13 cases have been awarded favorably, 8 cases are pending and 3 reported unfavorably.

Figure 1: FY07 Veterans, Spouses and Dependants Receiving City Subsidies

The Veteran’s Services Department has the primary responsibility to assist veterans, their spouses and dependants in applying for federal benefits and also provide them with a City/State subsidy when eligible.

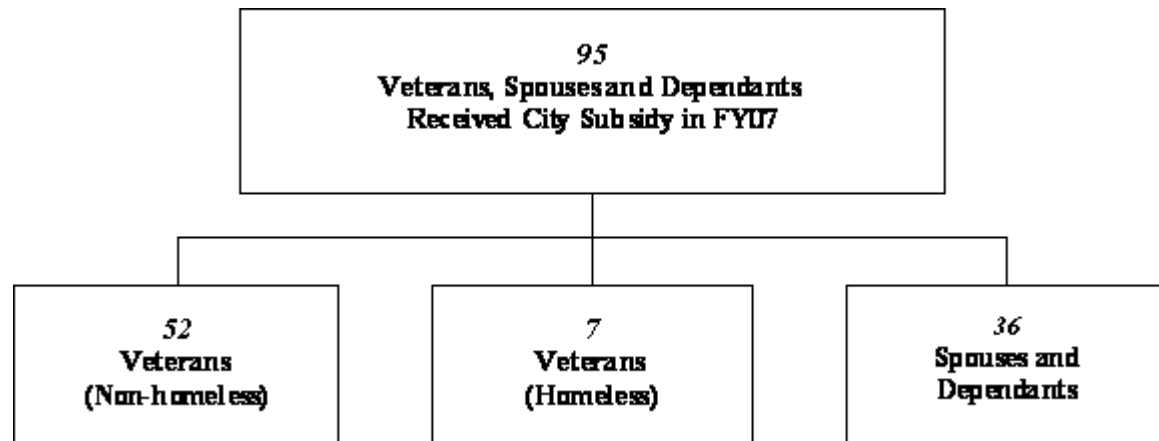
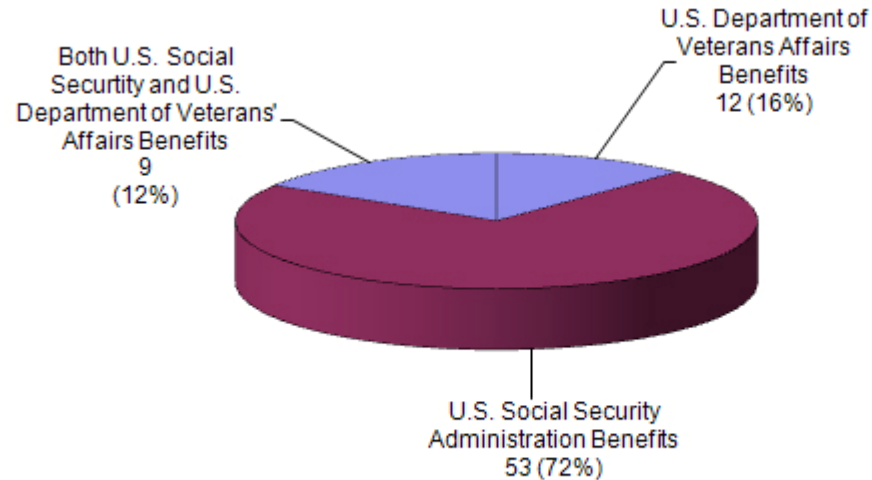


Figure 2: FY07 Clients Receiving a City Subsidy and Federal Assistance

Between July 1, 2006 and June 30, 2007 there were 74 clients, Veterans, Spouses and Dependents who received both a City Subsidy and Federal Assistance from either the U.S. Department of Veterans Affairs (VA) or the U.S. Social Security Administration. In addition, the Veterans' office reviews all new federal benefits programs to ensure that all eligible clients apply for any benefits to which they are entitled.



FY09 GOALS

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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%

- *GOAL 2: Increase public awareness of veterans' benefits, services and events by issuing informational announcements on City TV 8.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of informational announcements televised on municipal cable TV	n/a	6	6	6

- *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	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of veterans benefits updates	13	12	12	12
2. Number of informational/current event updates	15	14	14	14

- *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 PROPOSED
1. Number of internal staff trainings	4	4	4	4
2. Number of external trainings	12	12	12	12

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

PERFORMANCE MEASURES	FY07 ACTUAL	FY08 BUDGET	FY08 PROJECTED	FY09 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		\$471,260
Real Estate Taxes	\$471,260	
INTERGOVERNMENTAL REVENUE		\$269,175
Veterans' Reimbursement	\$4,500	
Cherry Sheet-Veteran Benefits	\$264,675	
TOTAL FY09 BUDGETED REVENUE		\$740,435

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$265,685
OTHER ORDINARY MAINTENANCE	\$54,900
TRAVEL & TRAINING	\$419,850
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$740,435

FULL TIME BUDGETED EMPLOYEES	FY07	FY08	FY09
	3	3	3

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: EDUCATION

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
<u>\$122,566,600</u>	<u>\$126,511,200</u>	Education	<u>\$130,704,170</u>
\$122,566,600	\$126,511,200		\$130,704,170

FINANCING PLAN	FY09 BUDGET
Taxes	\$104,931,630
Fines & Forfeits	\$100,000
Intergovernmental Revenue	\$22,453,200
Miscellaneous Revenue	<u>\$3,219,340</u>
	\$130,704,170

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$122,566,600
\$122,566,600

\$126,511,200
\$126,511,200

EDUCATION

\$130,704,170
\$130,704,170

The School Committee adopted a FY09 Budget of \$130,704,170, which represents an increase of \$3,013,210, or 2.36% over the FY08 approved budget of \$127,690,960. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools Web page www.cpsd.us for detailed information on the FY09 Budget. The following is an extract from the Adopted Budget regarding the guiding principles in the development of the Budget.

As part of the Budget process, the School Committee, the Superintendent and the Superintendent’s leadership team have developed a strategic outline for closing the achievement gap and advancing education in the Cambridge Public Schools.

The School Committee set the direction for our planning by proposing guiding principles designed to ensure: that small class size, a hallmark of the Cambridge Public Schools experience, is protected; that special education services are improved and expanded to meet the needs of all students; that a systemic evaluation cycle for existing programs is designed and implemented to strengthen programs that have proven worthwhile, while eliminating those educational endeavors which are ineffective; that the importance of collaboration among community partners in raising achievement for all is recognized and utilized; and, finally, that commitment to summer programming is recognized for the important contributions made to the lives of students and families.

I. School Program Structure and Small Class Size Are Maintained.

Small class size, long a hallmark of quality education, has been a consistent characteristic of the Cambridge Public Schools. Incoming student assignments are capped at 22 students per teacher, and each of the Cambridge elementary schools is encouraged to strive for an ideal class size of 18 students per teacher when appropriate.

For the FY08-09 Budget, when adjusting classroom staffing to enrollments, no adjustment will be made that requires multi-graded classrooms in schools that are structured as single-graded classrooms, nor will classroom staffing adjustments be made that require a restructuring of the program of a school.

II. Special Education Services Are Supported And Improved.

Through the development of a strategic plan for special education services and a survey of the district’s 1,500 students currently receiving special education services, this budget continues to identify areas for improvement and direct appropriate resources to address those concerns.

III. Effectiveness of Programs Will Drive Funding Decisions.

A growing concern has been heard from within the Cambridge Public Schools, and throughout the community, that this is an opportune time to begin a systemic review of CPS programs to ensure that resources allocated are contributing to achievement increases. More specifically, a concerted effort by the School Committee and the Superintendent's leadership team in the coming months will lead to the creation of an evaluation system that supports programs with demonstrated success in improving student achievement. Annual recommendations to expand/maintain/discontinue programs will be made, based on research. Certain programs may be determined to deserve continued or increased investment while others are determined not worthy of continued financial support.

IV. The Importance of Collaboration Among Community Partners in Raising Achievement for All is Recognized.

In making the best use of instructional time with teachers, the Cambridge Public Schools look to the community for assistance, advice, collaboration and leadership in areas that can help the Cambridge Public Schools fulfill their stated mission of providing excellent instruction in every classroom. Every child deserves access to the best educational opportunities available and, to this end, the Cambridge Public Schools seek the help of after school programs, summer programs, extended day programs and all other human services the City and the community can provide. We all recognize that the responsibility of educating every child and ensuring that they are not, in fact, left behind, is not left to the school system alone, rather, it is best accomplished through the combined efforts of schools, families, residents, business owners, community members and City services.

V. Continuation of Effective Summer Programs is Maintained.

The Cambridge Public Schools will maintain an ongoing commitment to support effective summer programs provided by the Cambridge Public Schools, in collaboration with the community, for elementary, high school and special education students.

From these guiding principles, four key areas of emphasis were identified as the cornerstones of the FY08-09 Budget.

A. Resolving the Budgetary Gap between Revenues and Expenditures

Despite a loss of flexibility within the budget and the necessary elimination of six non-teaching positions as well as other reductions, this proposal offers an educational plan that focuses on the long standing goals of providing "Excellent Instruction in Every Classroom" and closing the achievement gap, accommodates the shortfall, and creatively reworks financial and human resources.

This strategic approach helped offset what otherwise could have been a very difficult financial period for schools, as \$2.8 million had to be pared from the district's projected budget. But these guiding principles allowed the School Committee and Superintendent to realign and reallocate resources productively. Class size and grade structure have been maintained in this budget. Planning and creativity encouraged the budget preparers to think not just for FY08-09 but for the long term. While a difficult monetary year, this proposal advances and elevates education as we would hope it would in the community and the Cambridge Public Schools' classrooms.

B. A Programmatic Strengthening of Curriculum

High School Initiatives

Cambridge Rindge & Latin School Principal, Dr. Christopher Saheed, has worked closely with the Curriculum & Instruction division to strengthen the educational program at CRLS. The Deans of Curriculum will assume departmental leadership at the high school, giving Dr. Saheed and staff a greater leadership role over curriculum. The K-12 Curriculum Coordinators will support the Deans in this effort. The Deans of Students will be engaging in the evaluation of teachers and CRLS community-building. Appropriate training for the Deans of Students will be provided from within our organization. The Deans of Students look forward to their expanded role as do the Deans of Curriculum, as this strengthening gives clearer direction to all, encourages CRLS creative approaches, and enables more direct communication within and across departments. Dr. Saheed is also excited about the addition of intensified writing and research components, coupled with enhanced senior year internships and projects, with an accompanying goal of closing the achievement gap by enabling students to demonstrate advanced performance. Finally, as the course work for the Freshmen and Sophomore years is strengthened and the students are further challenged and supported, the expectation is that the challenge of the new graduation requirements for the Class of 2010 will be well met.

District-wide efforts

This change at CRLS is part of a larger district-wide plan. The Cambridge Public Schools recognize the need for rigorous curriculum, effective classroom teaching, and enabling students to demonstrate advanced performance. We do have concerns for the need to strengthen the academic disciplines at Middle School. Despite acknowledged score increases, we can do better. We believe more can be done to expand and be creative with curriculum instruction. We recognize that teachers at middle school can be isolated just by small size and the need for more sharing and departmental/academic discipline work for middle school teachers.

The curriculum coordinators will be able to work more closely with and under the leadership of principals at the middle school level, addressing these points of concern. The CPS K-12 Curriculum Coordinators will be able to focus work on middle school curriculum, teacher sharing sessions, evaluations with expertise in the academic disciplines, reducing isolation, taking creative/inventive approaches, translating curriculum/instruction into rigor in classroom and learning, and on the 8th to 9th grade transition.

CPS Curriculum Coordinators have spent considerably more time at CRLS in recent years and that will now change, as their talents are needed at the middle school level in the coming years. Curriculum Coordinators, with their intimate knowledge of the CRLS environment and expectations, will be uniquely qualified to turn their attention to assist our middle school teachers, helping to close the achievement gap by elevating programs, instruction and rigor for all students. This realignment of responsibilities is a gigantic step forward in taking middle school improvement initiatives to the next level.

The principals will continue to be in the lead and will have improved resources necessary to make major shifts. Principals anticipate that this new design will allow middle school coaches to go into classrooms more than they have been able to do in the past few years, as Curriculum Coordinators pick up much of the extra obligations required of coaches in the past.

A Continuation of the Cambridge Leadership Network

The Cambridge Leadership Network (CLN), now in its third year, has evolved from an externally-guided training model under Dr. Richard Elmore of Harvard University, to a leadership development program that is “owned and operated” by the Principals and Curriculum and Instruction division staff of the Cambridge Public Schools. It has become a true “train the trainers” model that builds on the concepts of instructional leadership brought to us by Dr. Elmore, a world-renowned guru of educational improvement.

We have already begun to more actively involve the Assistant Principals in this unique professional development model, and next year we anticipate pursuing our major interest in involving teachers in the network programs, inviting and encouraging more and more teachers to take part. We believe growth of the CLN will impact classrooms even more significantly as we build on this seachange for excellent instruction. The more effectively we are able to expand the “Elmore instructional model” to every classroom, the more rapidly will we make progress on closing the achievement gap, through improved instruction resulting in increased percentages of students reaching the status of “proficient/advanced,” without regard for further attention paid to the MCAS tests themselves.

A Horace Mann approach

Speaking of progressive educational leaders and what we can learn from them, Horace Mann would be proud of our new “Horace Mann-ish” proposal to encourage elementary schools to write and implement their own curriculum. In these days of No Child Left Behind, state standards, researched based curriculum and cutting-edge instructional programs, some feel that the opportunity for creativity has lessened and curriculum has been narrowed. This proposal is designed to assist and encourage schools to be creative and design their own curriculum to advance student learning beyond what we know today. The state standards must be taken into account as do the needs of all learners - from those who require more time to those who require increased challenge through advanced curriculum – and this initiative challenges schools to be ever more creative.

Students will be the biggest beneficiaries of this opportunity for talented teachers and principals in our school system to exercise their creativity and enthusiasm. To this end, four grants of \$5,000 each are available for award to school staff to support school initiated proposals.

C. A Strengthening of Special Education

The Cambridge Public Schools are experiencing an increase in the number of students with autism spectrum disorders (ASD/PDD). It is recommended that we add expert autism specialist services to support best teaching practices for current students, provide guidance and expert oversight for the expansion of our programs, and leadership advice as we strive to provide the very best education possible and close the achievement gap for all students. The specialist will help us expand classroom teachers' knowledge of students' disabilities and understand the implications for instructional practices within regular classrooms when working with fully included autistic students.

The creation of two new Autism Spectrum Disorder/Pervasive Developmental Delay classes to meet the needs of students moving up from pre-school and kindergarten grade levels is recommended. Two additional pre-school Special Start classes are warranted. To support these new classrooms as well as existing ASD/PDD classrooms, new support positions are required, including the following: a Physical Therapist, an Occupational Therapist, a Speech Therapist and a Pre School Psychologist.

Also being proposed is the addition of a new position in the area of student behavior. It is necessary to increase our expertise by adding a specialist whose main area of competence is as an Applied Behavior Analysis Specialist (ABA). While we have current staff certified as ABA professionals, Dr. Ramos recommends this addition which would also allow for realignment of job responsibilities for other staff as the SPED team activities are reshaped.

In addition, the Cambridge Public Schools are proud to announce the creation of a co-teaching model of instruction at the Haggerty School. This pilot program provides for full-time regular education teachers and full-time special education teachers to co-teach regular classroom instruction at grades 3, 4 and 5. The program promises to limit interruptions of instruction, provide in-class delivery of services to special needs students and assist in differentiated instruction for all students.

Two ombudspersons will assist the Special Education Department in helping parents understand the special education services available to them, as well as district procedures, state laws and federal regulations. These ombudspersons provide a bridge between parents and the Office of Special Education.

The position of the high school transition specialist will continue to support students who leave the system at age 22 and assist them in finding employment and transition into the workplace, and support will remain for ongoing CRLS SPED programming.

D. Community Collaboration

The Cambridge Public Schools enjoy one of the most supportive communities in the nation for public education. Longstanding partnerships with institutions such as Harvard University, Massachusetts Institute of Technology and Lesley University are reworked as changes in circumstances arise. We also enjoy improvements and expansions with these partners. New partnerships with successful national programs such as Families First (a continuing relationship), Teach for America and Project READS are being introduced in this proposal as well. The Cambridge Public Schools are also taking proactive steps to further improve and expand the relationships of successful unique Cambridge programs, such as CitySprouts, the Cambridge School Volunteers, Summerbridge and the Healthy Children Initiative. We look at each of these organizations as an important element in the lives of our students as well as promising grassroots endeavors to further our goal of closing the achievement gap. We also look for new ways to tap resource-rich allies such as Genzyme, Novartis, Biogen Idec and the Broad Institute in helping us fulfill our mission of providing a high quality education to all students.

As we move forward on these and many other fronts, we are enthusiastically optimistic that the return on our investment and our community-wide efforts will be seen in continually improving learning for all students regardless of their demographic subgroup, graduation rates, and perhaps more importantly, a continued increase in enrollment of our graduates in post secondary educational opportunities found in two and four year colleges, universities, technical schools and trade schools, enabling all Cambridge students to pursue their life dreams.

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$104,931,630
Real Estate Taxes	\$103,995,630	
Hotel/Motel Excise Tax	\$936,000	
FINES & FORFEITS		\$100,000
Parking Fines	\$100,000	
INTERGOVERNMENTAL REVENUE		\$22,453,200
State Cherry Sheet Revenue	\$12,210,660	
Cherry Sheet-School Aid	\$9,316,695	
Cherry Sheet-Lunch Programs	\$25,845	
Medicaid Reimbursement School	\$900,000	
MISCELLANEOUS REVENUE		\$3,219,340
Free Cash	\$300,000	
School Debt Stabilization Fund Transfer	\$2,919,340	
TOTAL FY09 BUDGETED REVENUE		\$130,704,170

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$100,306,920
OTHER ORDINARY MAINTENANCE	\$24,825,910
TRAVEL & TRAINING	\$1,656,100
EXTRAORDINARY EXPENDITURES	\$3,915,240
TOTAL FY09 BUDGETED EXPENDITURES	\$130,704,170

SUMMARY: INTERGOVERNMENTAL

FY07 ACTUAL	FY08 PROJECTED	PROGRAM EXPENDITURES	FY09 BUDGET
\$16,822,070	\$18,475,400	Mass. Water Resources Authority	\$20,110,420
\$14,471,970	\$16,511,035	Cherry Sheet	\$16,876,885
<u>\$6,000,000</u>	<u>\$6,000,000</u>	Cambridge Health Alliance	<u>\$6,000,000</u>
\$37,294,040	\$40,986,435		\$42,987,305

FINANCING PLAN	FY09 BUDGET
Taxes	\$17,150,175
Charges For Services	\$20,603,560
Intergovernmental Revenue	<u>\$5,233,570</u>
	\$42,987,305

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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**MASS. WATER RESOURCES
AUTHORITY**

\$16,822,070
\$16,822,070

\$18,475,400
\$18,475,400

**MASS. WATER RESOURCES
AUTHORITY**

\$20,110,420
\$20,110,420

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 Cambridge 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 FY09, the MWRA estimated charge of \$20,110,420 represents an 8.8% increase from the FY08 charge of \$18,475,400, which is slightly lower than the 9.8% increase from FY07 to FY08. The FY09 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 53% of the total Sewer budget.

SIGNIFICANT BUDGET MODIFICATIONS: The FY08 Massachusetts Water Resource Authority (MWRA) assessment is scheduled to increase by \$1,635,020 to \$20,110,420, or 8.8%. However, the total dollar assessment for FY09 is slightly less than the amount projected last year for FY09. The MWRA rate increase provided to the City is subject to change based on the MWRA budget adopted later in the Spring 2008. The increase in the MWRA assessment is due to rising energy and utility 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 costs for the MWRA.

FINANCING PLAN	DETAIL	SUMMARY
CHARGES FOR SERVICES		\$20,110,420
Sewer Service Charge	\$20,110,420	
TOTAL FY09 BUDGETED REVENUE		\$20,110,420

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$20,110,420
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$20,110,420

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$9,610	\$0
\$36,595	\$36,265
\$28,255	\$28,930
\$7,818,100	\$8,067,205
\$515,060	\$515,060
<u>\$6,064,350</u>	<u>\$7,863,575</u>
\$14,471,970	\$16,511,035

ELDERLY GOVERNMENTAL RETIREES	\$0
AIR POLLUTION CONTROL MAPC	\$37,260
MBTA	\$29,645
C.S. REGISTRY HOLD PROGRAM	\$8,174,535
EDUCATION	\$493,140
	<u>\$8,142,305</u>
	\$16,876,885

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 derived from the fact that years ago the document was printed on cherry colored paper. The figures shown here 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 cost as determined by the state and is carried on the Cherry Sheet. There is no assessment included on the FY09 Cherry Sheet.

AIR POLLUTION CONTROL. The Department of Environmental Protection 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. Assessments are made to municipalities to finance the Metropolitan Area Planning Council (MAPC), which serves 101 communities.

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 community's assessment is determined based on the following formula: each community's assessment shall equal

its weighted share of the total population of the 175 communities in the MBTA. Chapter 161A of the Acts of 2000, which increased the number of communities in the MBTA from 78 to 175, also determined the share for each community in conjunction with the 2000 U.S. Census.

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

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

EDUCATION. The primary component of this allocation is the Charter School Sending Tuition assessment (\$8,090,210), 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 second component is the amount set aside for School Choice Sending Tuition (\$8,035). 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 (\$44,060).

FINANCING PLAN	DETAIL	SUMMARY
TAXES		\$11,150,175
Real Estate Taxes	\$11,150,175	
CHARGES FOR SERVICES		\$493,140
Parking Fund Parking Usage	\$493,140	
INTERGOVERNMENTAL REVENUE		\$5,233,570
State Cherry Sheet Revenue	\$3,238,595	
Cherry Sht-Chrt Sch Tuit Reim	\$1,994,975	
TOTAL FY09 BUDGETED REVENUE		\$16,876,885

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$16,876,885
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$16,876,885

ACTUAL FY07	PROJECTED FY08		BUDGET FY09
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\$6,000,000
\$6,000,000

\$6,000,000
\$6,000,000

CAMBRIDGE HEALTH ALLIANCE

\$6,000,000
\$6,000,000

PURPOSE & OVERVIEW:

The Cambridge Health Alliance (the Alliance) has remained a vital asset to the citizens of Cambridge since its establishment by home rule legislation on July 1, 1996. The Alliance is a nationally recognized public, academic health care delivery system that 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 campuses, over 20 community health centers and ambulatory practices, the Cambridge Public Health Department, and Network Health, a growing managed care plan. The Alliance is a teaching affiliate of Harvard Medical School and has departmental affiliations with Tufts University School of Medicine. The Alliance is also a major Cambridge employer with approximately 1,800 employees working in Cambridge

Patient care is central to the Alliance’s mission. In 2007, the Alliance continued to enhance its services at both the Cambridge Hospital campus and its primary care and specialty locations within the city. In 2007, the Alliance welcomed eight new primary care physicians to its Cambridge locations, a geriatrician for its House Calls program for seniors, and two new dentists to ensure continued access to care including more than 10,000 dental visits at the Windsor Street Health Center.

The Alliance is committed to providing high quality health care to people of all backgrounds. Its innovative programs, such as the Planned Care chronic disease management programs in diabetes and asthma, have led to better health outcomes. The Alliance continues to serve as one of the largest “safety net” providers in Massachusetts, with 85% of total operating revenues coming from government sources. The Alliance provides a regional role for mental health services including child, adolescent, adult and geriatric inpatient units, and extensive outpatient services. Its multicultural mental health program is a national leader in mental health research, particularly in the area of health care disparities. The Massachusetts health care reform law and the federal Medicaid waiver impact critical funding sources for the Alliance and its patients. The Alliance is actively engaged in assisting uninsured residents in attaining new health insurance coverage, such as Commonwealth Care, and advocating for critical continuity of government funding to support its mission.

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, environmental health, epidemiology & data services, school health, community health and regulatory enforcement. In 2007, the Department was nationally recognized for its *Fitness Buddies* program, launched a community-based men’s health initiative, and developed policy recommendations for oversight of local nanotechnology activities and eliminating trans fat use in Cambridge food service establishments.

Local emergency preparedness continues to be an important part of the Department’s purview. The Alliance, through the Cambridge Advanced Practice Center, continues to serve as one of eight national demonstration sites for emergency preparedness where activities included organizing emergency preparedness drills, crafting statewide / national templates for communicating with populations of limited English-speaking ability and strengthening existing partnerships. The Alliance continues to play 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.

Cambridge Health Alliance’s Network Health managed care plan is one of the four statewide health plans participating in the new subsidized insurance program, Commonwealth Care. Network Health plays a growing role in expanding coverage for the previously uninsured with over 66,000 members in its Commonwealth Care and over 91,000 members in its MassHealth products.

In addition to being a strong local provider that provides its community with outstanding health services, the Alliance continues to garner national recognition for health care innovation and community excellence. Some of its recent honors include being named one of the country’s Top 100 most integrated healthcare systems (2007), the National Minority Quality Forum’s Booker T. Washington Award (2008) and the American Hospital Association NOVA Award for its revolutionary Volunteer Health Advisor program (2005), National Association of Public Hospitals Chair’s Award for the Cambridge Integrated Clerkship (2007) and American Psychiatric Association’s Gold Award (2003).

Table 1: FY08 Budget Activity

The table below provides a snapshot of the total CHA budget and the day-to-day activity supported by The Alliance.

CHA FY08 Budget Snapshot	
Total Operating Budget	\$1.025 Billion
Grant Funding Received	\$25 Million
FY08 Budget Supports:	
Beds	343
Hospital campuses	3
Outpatient sites	35
Outpatient visits	600,900
ED visits	89,585
Inpatient discharges	18,252
Total Full Time Employees (FTE's)	4,000
Physician FTE's (included in total FTE's)	325

In FY08, Cambridge Health Alliance is experiencing financial challenges due to external factors.

Throughout the nation and within the Commonwealth, the majority of health systems are experiencing a softening of the inpatient volume. Inpatient volume is one of Cambridge Health Alliance's major sources of revenues and at the end of the second quarter, experienced a dramatic decline. In the months of January and February 2008, Cambridge Health Alliance has seen a rebound in volume in a positive trajectory. All staff are focused on, as appropriate, increasing inpatient volume.

The Cambridge Health Alliance also experienced a change in payment methodology from the State, transitioning from the traditional free care pool to the Health Safety Net Trust Fund. This change, which also occurred in the second quarter, changed reimbursement to the Alliance from approximately 100% to between 60% and 70% of the cost for the services that the Cambridge Health Alliance provided to traditional free care pool patients. With healthcare reform, the State anticipated that many traditional free care pool patients would be eligible for Commonwealth Care and therefore would see a decline in the number of free care pool patients over the past year. This has not been the case for the Cambridge Health Alliance which, with healthcare reform, experienced a 2% increase in free care pool patients over the past year. The increase in patients, coupled with the decrease in payment to provide services to this population, has negatively impacted Cambridge Health Alliance's financials.

The Cambridge Health Alliance leadership has developed management initiatives to address its current financial challenges. These initiatives have been reviewed and approved by the Cambridge Health Alliance's Board of Trustees. The initiatives will assist the Alliance in stabilizing its FY08 operations and position it to start FY09 on a more stable foundation.

The FY09 Cambridge Health Alliance tax allocation is \$6,000,000 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 FY09 BUDGETED REVENUE		\$6,000,000

STATUTORY ANALYSIS	SUMMARY
SALARIES & WAGES	\$0
OTHER ORDINARY MAINTENANCE	\$6,000,000
TRAVEL & TRAINING	\$0
EXTRAORDINARY EXPENDITURES	\$0
TOTAL FY09 BUDGETED EXPENDITURES	\$6,000,000

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC INVESTMENT
- Summary**

GENERAL GOVERNMENT	\$550,000
PUBLIC SAFETY	\$7,985,000
COMMUNITY MAINT. & DEV.	\$19,366,615
HUMAN RESOURCE DEV.	\$440,000
EDUCATION	\$225,000
	<u>\$28,566,615</u>

CAPITAL BUDGET INCREASES SUBSTANTIALLY IN FY09. Due primarily to a significant increase in the Bond Proceeds component of the financing plan, the FY09 Capital Budget has increased \$8,517,955, or 42.5%, from its FY08 level of \$20,048,660 to \$28,566,615 in FY09. Although the total capital budget increased substantially in FY09, the Property Tax and Free Cash allocations have remained stable at \$1,200,000 and \$1,000,000, respectively. While the Sewer component of Bond Proceeds has increased

\$720,000, or 9.1%, from \$7,910,000 in FY08 to \$8,630,000, Property Tax-supported debt has increased from the \$600,000 for additional improvements to Harvard Square to \$7,700,000 in FY09. It is estimated that the replacement of all mobile and portable radios will cost \$6,700,000 while \$1,000,000 will be required to fund extensive renovations to the Lafayette Square Fire Station and Fire Headquarters.

It is important to note that, in addition to the \$20,048,660 included in the original FY08 Capital Budget, appropriations of \$61,245,000 and \$540,000 were made for extensive renovations to the Cambridge Rindge and Latin School (CRLS) and the Cambridge Common, respectively. The \$61,245,000 appropriated for renovations to CRLS included a bond authorization for \$33,218,025 and a grant from the Massachusetts School Building Authority (MSBA) for \$28,026,975. The bond authorization of \$33,218,025 supplements a previous bond authorization of \$33,620,000 for a total City share of \$66,838,025. The grant from the MSBA covers their share of the total project cost of \$94,865,000. This project originally included a wide range of improvements to major building systems including roofs, heating and ventilation systems, fire suppression systems, window replacement, new lighting and ceilings, and related plumbing and electrical work. After a feasibility study was conducted to explore additional needs that were not included in the original proposal, the scope of the renovations was expanded to include additional building needs as well as upgraded academic and common space areas. The debt service on the bonds issued to finance this project will be covered through a combination of Property Taxes and transfers from the Debt Stabilization Fund. The appropriation of \$540,000 for renovations to the playground at Cambridge Common consists of an allocation of \$270,000 from Free Cash and an Urban Self-Help Grant from the Executive Office of Energy and Environmental Affairs for \$270,000 and will be used for a wide range of improvements to the playground.

As the table on the following page indicates, Property Taxes and Free Cash are funded at the same level in FY09 as they were in FY08. While the allocation to the capital fund from current Parking Fund revenues has remained stable

at \$900,000, the total Parking Fund contribution to the Capital Budget, including using \$1,750,000 from the fund balance, has increased by \$250,000 from \$2,400,000 in FY08 to \$2,650,000 in FY09. The \$1,750,000 allocation from fund balance will cover the cost of long-term roadway/safety improvements to Brookline Street to enhance the residential character of Brookline Street and encourage the commercial use of Sidney and Waverly Streets. These funds are available due to the 9% growth in the Parking Fund in FY07, which was the result of revenues exceeding the amount allocated to various City departments and capital projects by \$1,034,106. The fund balance is being used to fund nonrecurring costs in both FY08 and FY09, with the FY09 allotment being set aside to cover the reconstruction of Brookline Street. The allocation of \$900,000 from current Parking Fund revenues will fund the replacement of traffic signals and renovations to parking garages as well as the traffic calming program. A total of \$1,000,000 has been allocated from Water Service Charges for water improvement projects with an additional \$1,000,000 from the Water Fund Balance set aside for the replacement of the water main on Concord Avenue from Blanchard Road to the Fresh Pond Rotary. While the largest portion of the Sewer Reconstruction budget is funded through bond proceeds (\$8,630,000), for which the debt service is covered through sewer service revenues, an allocation from current sewer revenues (\$1,600,000) 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. The combination of these two sources will produce a total Sewer Reconstruction budget of \$10,230,000.

The portion of the City's Block Grant entitlement that is allocated to the Capital Budget has decreased by \$124,925, or 7.5%, with

the Open Space component (\$63,865 in FY08) being eliminated and the Housing Rehab and Development and Neighborhood Business Development programs decreasing by \$36,060 and \$25,000, respectively.

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). These funds are not included in the Capital Budget but are appropriated separately after the City Manager receives recommendations from the CPA Committee, which are transmitted to the City Council for appropriation. The \$10,080,000 appropriation made to the Affordable Housing Trust Fund in FY08 was \$80,000 higher than the FY07 contribution of \$10,000,000 and increased the total contribution from the CPA since the acceptance of the act in FY02 to \$57,760,000. It is expected that a similar appropriation will be made in FY09. For additional information on the CPA, please see the following section.

There is a substantial increase in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY08 allocation of \$1,502,940 increasing \$405,585, or 27%, to \$1,908,525 in FY09. These funds will be supplemented with \$330,000 from Property Taxes and \$304,865 from the Street Preservation Offset Fund (SPOF), for a total Street / Sidewalk Reconstruction budget of \$2,543,390.

Golf course revenues will increase from their FY08 level of \$27,500 to \$40,000 in FY09 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 FY08 and FY09:

	FY08	FY09	Variance FY08-09
Property Taxes	\$1,200,000	\$1,200,000	\$ 0
Free Cash	1,000,000	1,000,000	0
Parking Fund	900,000	900,000	0
Fund Balance/Parking	1,500,000	1,750,000	250,000
Sewer Service Charge	1,500,000	1,600,000	100,000
Water Service Charge	1,000,000	1,000,000	0
Water Fund Balance	0	1,000,000	1,000,000
Block Grant	1,658,150	1,533,225	(124,925)
Chapter 90	1,502,940	1,908,525	405,585
MWRA Grant	1,250,070	0	(1,250,070)
SPOF	0	304,865	304,865
Bond Proceeds	8,510,000	16,330,000	7,820,000
Golf Course Fees	27,500	40,000	12,500
TOTAL	\$20,048,660	\$28,566,615	\$8,517,955

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 \$33.9 million from this source since the inception of the program. Since the implementation of the CPA in FY02, \$72,200,000 has been appropriated / reserved for housing

(\$57,760,000), open space (\$7,220,000) and historic preservation (\$7,220,000). FY09 revenues from the CPA are expected to be up slightly based on a higher FY09 property tax levy. However, it is expected that the State match will decrease in future years (beginning in FY09) due to other cities and towns adopting the CPA and a reduction in the State matching fund balance. It is anticipated that the CPA committee will meet in early FY09 to make recommendations to the City Manager for the use of funds in FY09. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY09. 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. Although the total of the Property Tax and Free Cash components of the capital budget has remained stable at its FY08 level, the FY09 total is large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases; replacement of a ladder truck in the Fire Department (partial funding); replacement of street lights and poles; public building renovations; 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 increased by \$100,000 from the previous year's level to continue to address sewer infrastructure needs. 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 eighth 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 for a wide range of programs, and reservoir infrastructure improvements and maintenance. An additional \$1,000,000 will be allocated from the Water Fund Balance to replace the water main on Concord Avenue from Blanchard Road to the Fresh Pond Rotary.

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 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 Investment 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 FY09 projections reflected a \$2.2 million target in the Pay-As-You-Go capital budget, the same level as in FY08. For the FY09 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 FY08. All requests that exceeded the FY08 amount were required to be designated as "supplemental requests."

Departments that did not receive a Pay-As-You-Go appropriation in FY08 could submit a FY09 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 FY08-12 plan, was restricted.

This process required departments to focus their priorities and has produced a sustainable plan for future years that will provide significant benefits to the citizens of Cambridge.

In addition, the staff of the Finance Department continue to work closely with department heads to monitor unexpended capital budget balances in order to develop a timeline for expenditures. Also, department heads and project managers 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 2008. 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.

\$6,700,000 in Bond Proceeds has been included in the FY09 Capital Budget to finance the replacement of all mobile and portable radios in the City. It is expected that these radios will be

phased in over three years and will result in lower maintenance costs when the program is fully implemented.

A prior year project that has been fully implemented and will have a significant effect on both the FY09 operating and capital budgets was the installation of an automatic water meter reading system in homes and businesses throughout the city. This project has eliminated the need for estimated readings, significantly improved customer service, and enhanced revenues so that funds available to be allocated to water and sewer capital projects have increased significantly in FY09, while the combined water / sewer rate has increased only 3.9%.

The Fire Department will receive an allocation of \$250,000 to provide partial funding for the replacement of a ladder truck that has been in service since 1989. It is expected that this acquisition will decrease the time spent by Fire Department personnel on maintaining the vehicle as well as the cost of replacement parts.

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.

A section has been included in the description of each capital project showing the impact of the project on the operating budget. In several cases, the impact is indirect and requires no additional financial or personnel resources. Current staff will perform any additional responsibilities or the capital project will enable the staff to devote more time to other duties and activities.

AMBITIOUS PLAN EMERGES FROM PROCESS. The plan that emerged from the capital budget process included \$28,566,615 for FY09 and \$183,272,660 for FY10-13. It should be noted that appropriations are made only for FY09, 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 FY10-13 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 \$16,330,000 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

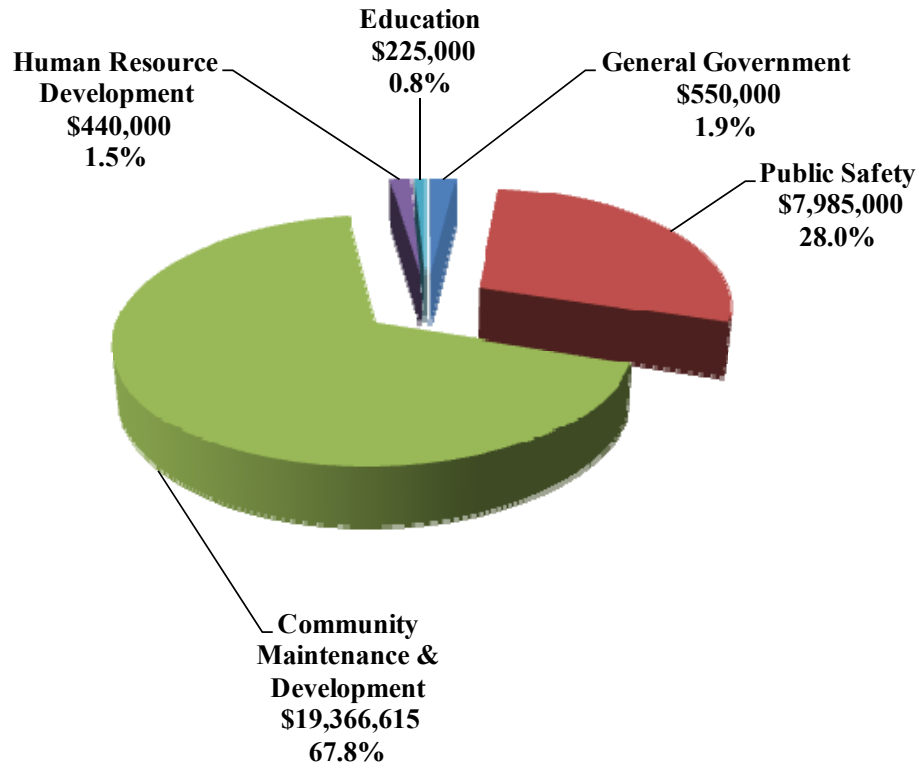
bond counsel, appropriations for all projects to be funded through bond proceeds are made separately and in conjunction with the authorization to borrow for these projects. It is anticipated that these orders will be submitted to the City Council prior to the adoption of the budget so that the entire capital budget can be approved intact.

BLOCK GRANT FUNDING. The Community Development Block Grant portion of the capital budget is \$124,925, or 7.5%, lower than FY08, as a result of a decrease of \$136,565 in the City's FY09 Block Grant entitlement. The Open Space Contingency component of the capital budget, which received \$63,865 in FY08, has been eliminated. The \$243,000 allocated to support economic development programs in FY08 has decreased by \$25,000 to \$218,000 in FY09 with the Retail Best Practices Program reduced from \$50,000 to \$40,000 and the Cambridge Health Alliance Career Development Program decreasing by \$15,000 from its FY08 level of \$55,000 to \$40,000 in FY09. The Block Grant allocation to the Housing Rehab and Development Program has decreased by \$36,060 from \$1,001,285 in FY08 to \$965,225 in FY09 with funding for the Employment Program Fund remaining the same at \$350,000.

FY10-13 FUNDING. As can be seen from the chart on page V-14, Property Taxes and Free Cash provide a total of \$8,800,000 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 previous capital budgets, it will be sufficient to fund critical projects, while a

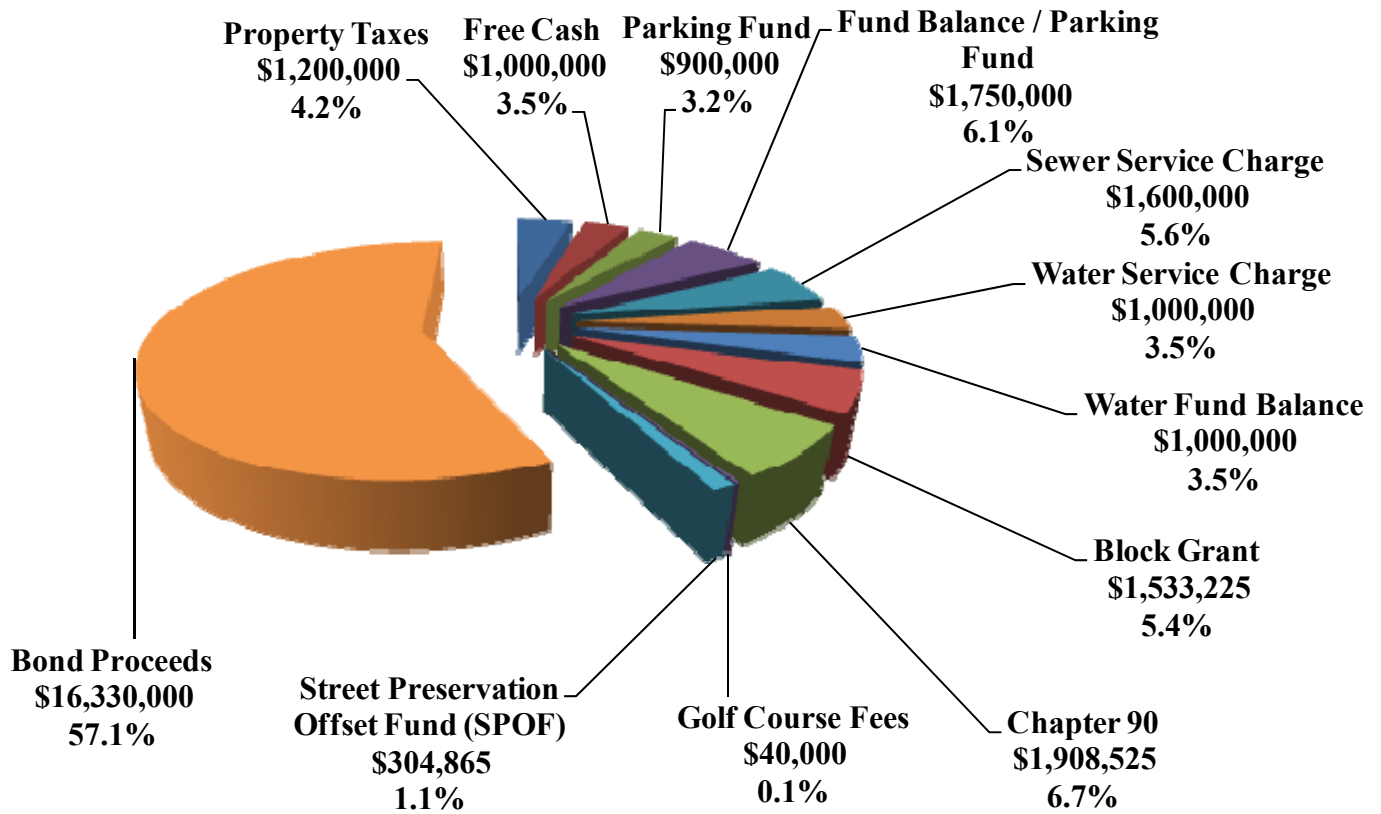
larger portion of current revenues is used to fund debt service increases related to several large projects for which bonds will be issued during this period. Sewer revenues will fluctuate over the next four years based on the amounts required in the operating budget to fund MWRA and debt service increases and to maintain the sewer rate at a manageable level. Water revenues to support capital budgets will increase in a more consistent manner through FY12 (with a slight decrease projected for FY13) from their FY09 level of \$1,000,000 to \$1,600,000 in FY10, \$1,900,000 in FY11, \$2,300,000 in FY12, 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 (\$99,666,520), the last phase of the Yerxa Road Underpass Construction Project (\$1,000,000), improvements to the soccer field at Danehy Park (\$1,000,000), and renovations to several public buildings (\$2,000,000).

**PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEAR 2009**



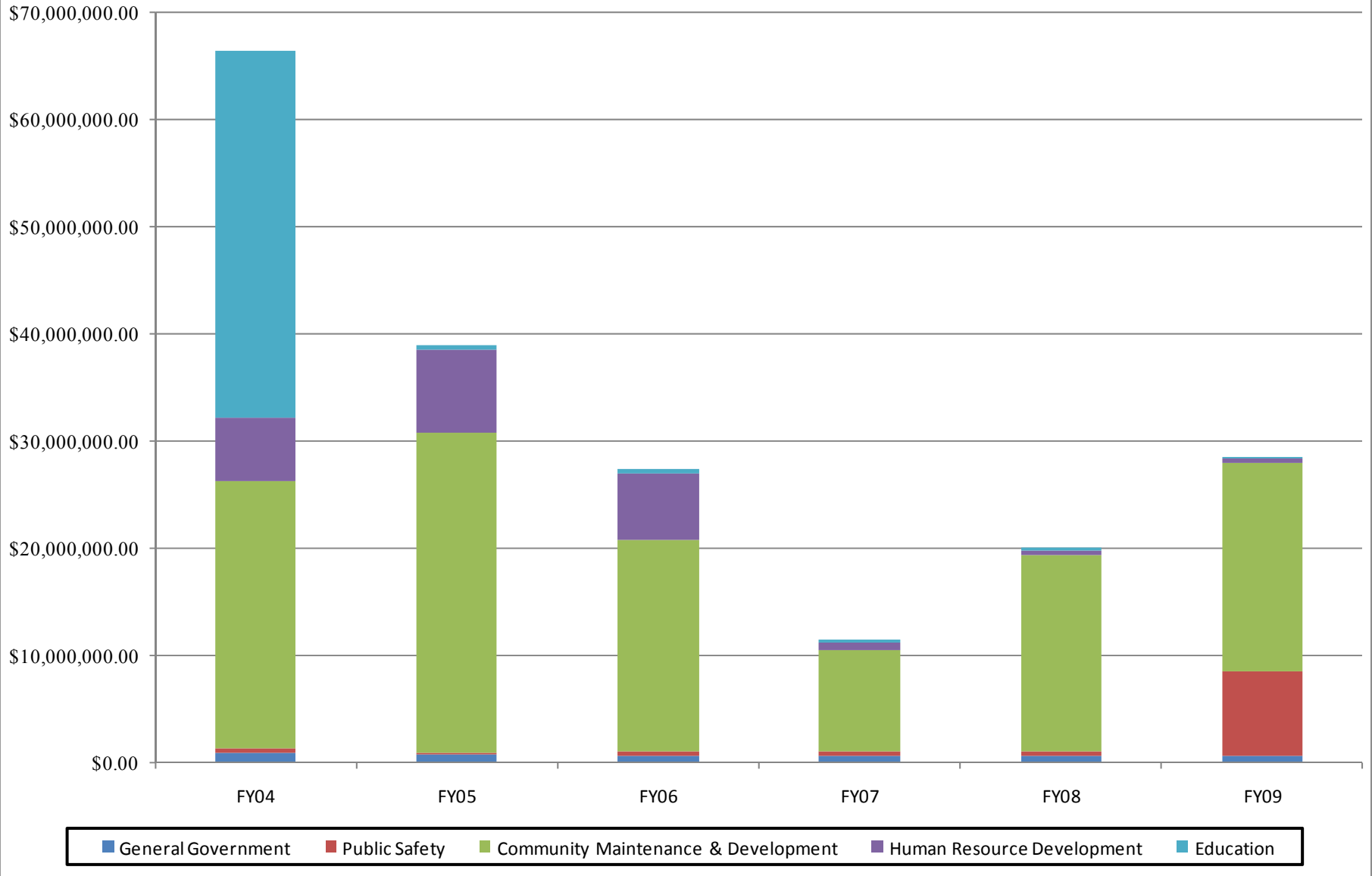
GRAND TOTAL \$28,566,615

PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2009



GRAND TOTAL \$28,566,615

PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 2004-2009



PUBLIC INVESTMENT FUND (IN THOUSANDS)

FUNCTION	PROJECT	CURRENT ALLOTMENTS	3/31/08 EXPENDITURES	3/31/08 ENCUMBRANCES	3/31/08 BALANCE	NEW ALLOTMENTS
GENERAL GOVERNMENT						
	Cable TV	\$101	\$ -	\$ -	\$101	\$ -
	Finance/Information Technology Department	2,550	764	249	1,537	550
	General Services/Telephones	64	-	-	64	-
PUBLIC SAFETY						
	Fire Vehicles/Equipment/Bldg. Renovations	1,864	1,388	304	172	1,250
	Police Equipment/Bldg. Renovations	29,570	14,273	9,292	6,005	-
	Emergency Communications Equipment	87	25	-	62	6,700
	Traffic/Parking Improvements	1,468	407	313	748	500
	Street Light Conversion	208	83	7	118	35
COMMUNITY MAINTENANCE & DEV.						
	Sewer Reconstruction	48,790	6,467	5,528	36,795	10,230
	Housing Rehab & Development	6,731	1,560	1,300	3,871	965
	Neighborhood Stabilization	291	-	-	291	-
	Streets, Sidewalks, Trees, Lighting	19,723	5,758	4,098	9,867	4,693
	Water System Improvements	2,999	772	369	1,858	2,000
	Public Building Renovations	1,642	120	146	1,376	180
	Public Art	860	92	420	348	30
	Business Rehab/Development/Training	1,093	455	294	344	718
	Historical Restorations	278	102	85	91	-
HUMAN RESOURCE DEVELOPMENT						
	Library Renovations	70,078	21,936	39,813	8,329	-
	Parks & Recreational Facilities	21,926	6,290	9,849	5,787	440
	Neighborhood Centers	31	-	-	31	-
	Accessibility Improvements	353	27	8	318	50
EDUCATION						
	School Equipment/Bldg. Renovations	123,906	10,045	18,653	95,208	225
	GRAND TOTAL	\$334,613	\$70,564	\$90,728	\$173,321	\$28,566

SUMMARY 2009-2013 APPROPRIATION PLAN

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</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>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>2,500,000</u>
	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
PUBLIC SAFETY						
Fire Vehicles/Equipment	\$250,000	\$330,000	\$480,000	\$405,000	\$255,000	\$1,720,000
Fire Station Renovations	1,000,000	-	-	-	-	1,000,000
Replacement of Street Lights/Poles	35,000	35,000	35,000	35,000	35,000	175,000
Public Safety/Technology Upgrades	<u>6,700,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,700,000</u>
	\$7,985,000	\$365,000	\$515,000	\$440,000	\$290,000	\$9,595,000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	\$180,000	\$1,000,000	-	\$1,000,000	\$75,000	\$2,255,000
Street/Sidewalk Reconstruction	2,543,390	2,238,525	\$2,238,525	2,238,525	2,238,525	11,497,490
Park and Cemetery Tree Pruning	50,000	50,000	50,000	50,000	50,000	250,000
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Yerxa Road Underpass Construction	-	1,000,000	-	-	-	1,000,000
Water System Improvements	2,000,000	1,600,000	1,900,000	2,300,000	1,900,000	9,700,000
Sewer Reconstruction	10,230,000	35,368,325	37,458,370	29,854,885	42,564,080	155,475,660
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Brookline Street Reconstruction Project	1,750,000	-	-	-	-	1,750,000
Façade Improvement Program	150,000	150,000	150,000	150,000	150,000	750,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	965,225	965,225	965,225	965,225	965,225	4,826,125
Neighborhood Business Development	218,000	218,000	218,000	218,000	218,000	1,090,000
Public Art	-	-	-	-	-	-
Public Art Conservation Fund	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>30,000</u>	<u>150,000</u>
	\$19,366,615	\$43,870,075	\$44,260,120	\$38,056,635	\$49,440,830	\$194,994,275
HUMAN RESOURCE DEV.						
Parks and Recreation	\$390,000	\$490,000	\$1,340,000	\$415,000	\$490,000	\$3,125,000
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>
	\$440,000	\$540,000	\$1,390,000	\$465,000	\$540,000	\$3,375,000

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</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	\$28,566,615	\$45,550,075	\$46,940,120	\$39,736,635	\$51,045,830	\$211,839,275

DETAIL 2009-2013 FINANCING PLAN

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>
GENERAL GOVERNMENT						
Property Taxes	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$2,750,000
	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$2,750,000</u>
PUBLIC SAFETY						
Property Taxes	\$285,000	\$365,000	\$515,000	\$440,000	\$290,000	\$1,895,000
Bond Proceeds	<u>7,700,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,700,000</u>
	\$7,985,000	\$365,000	\$515,000	\$440,000	\$290,000	\$9,725,000
COMMUNITY MAINT. & DEV.						
Property Taxes	\$365,000	\$285,000	\$135,000	\$210,000	\$360,000	\$1,355,000
Free Cash	375,000	275,000	425,000	350,000	275,000	1,700,000
Parking Fund Revenues	900,000	900,000	900,000	900,000	900,000	4,500,000
Fund Balance/Parking Fund	1,750,000	-	-	-	-	1,750,000
Sewer Service Charge	1,600,000	600,000	700,000	1,200,000	1,000,000	5,100,000
Water Service Charge	1,000,000	1,600,000	1,900,000	2,300,000	1,900,000	8,700,000
Water Fund Balance	1,000,000	-	-	-	-	1,000,000
Block Grant	1,533,225	1,533,225	1,533,225	1,533,225	1,533,225	7,666,125
Chapter 90	1,908,525	1,908,525	1,908,525	1,908,525	1,908,525	9,542,625
Street Preservation Offset Fund (SPOF)	304,865	-	-	-	-	304,865
MWRA Grant	-	17,121,765	12,000,000	11,401,320	1,556,055	42,079,140
Bond Proceeds	<u>8,630,000</u>	<u>19,646,560</u>	<u>24,758,370</u>	<u>18,253,565</u>	<u>40,008,025</u>	<u>111,296,520</u>
	\$19,366,615	\$43,870,075	\$44,260,120	\$38,056,635	\$49,440,830	\$194,994,275
HUMAN RESOURCE DEV.						
Free Cash	\$400,000	\$500,000	\$350,000	\$425,000	500,000	\$2,175,000
Golf Course Fees	40,000	40,000	40,000	40,000	40,000	200,000
Bond Proceeds	<u>-</u>	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>1,000,000</u>
	\$440,000	\$540,000	\$1,390,000	\$465,000	\$540,000	\$3,375,000
EDUCATION						
Free Cash	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,125,000
	<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>
GRAND TOTAL	\$28,566,615	\$45,550,075	\$46,940,120	\$39,736,635	\$51,045,830	\$211,839,275

SUMMARY 2009-2013 FINANCING PLAN

	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12</u>	<u>FY13</u>	<u>TOTAL</u>
Property Tax	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$6,000,000
Free Cash	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Parking Fund Revenues	900,000	900,000	900,000	900,000	900,000	4,500,000
Fund Balance/Parking Fund	1,750,000	-	-	-	-	1,750,000
Sewer Service Charge	1,600,000	600,000	700,000	1,200,000	1,000,000	5,100,000
Water Service Charge	1,000,000	1,600,000	1,900,000	2,300,000	1,900,000	8,700,000
Water Fund Balance	1,000,000	-	-	-	-	1,000,000
Block Grant	1,533,225	1,533,225	1,533,225	1,533,225	1,533,225	7,666,125
Chapter 90	1,908,525	1,908,525	1,908,525	1,908,525	1,908,525	9,542,625
Street Preservation Offset Fund (SPOF)	304,865	-	-	-	-	304,865
MWRA Grant	-	17,121,765	12,000,000	11,401,320	1,556,055	42,079,140
Bond Proceeds	16,330,000	19,646,560	25,758,370	18,253,565	40,008,025	119,996,520
Golf Course Fees	40,000	40,000	40,000	40,000	40,000	200,000
GRAND TOTAL	\$28,566,615	\$45,550,075	\$46,940,120	\$39,736,635	\$51,045,830	\$211,839,275

SUMMARY: GENERAL GOVERNMENT

	FIVE YEAR APPROPRIATION PLAN					
	FY09	FY10	FY11	FY12	FY13	TOTAL
Acquisition of Personal Computers	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
Technology Upgrades / Enhancements	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>500,000</u>	<u>2,500,000</u>
	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$2,750,000</u>

	FIVE YEAR REVENUE PLAN					
	FY09	FY10	FY11	FY12	FY13	TOTAL
Property Taxes	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$2,750,000</u>
	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$550,000</u>	<u>\$2,750,000</u>

PUBLIC INVESTMENT FUND**BUDGET****GENERAL GOVERNMENT
- Acquisition of Personal Computers**

FY09	\$50,000
FY10	\$50,000
FY11	\$50,000
FY12	\$50,000
FY13	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. In the past twelve capital budgets, a total of \$2,545,000 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 software available as well as 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 this process, the City set the goal of acquiring 500 new personal computers over a five-year period. In order to achieve this goal, a total of \$1,120,000 was appropriated from Bond Proceeds in the late 1990's. When this goal was achieved in FY01, the City appropriated \$100,000 annually from FY02-04 with the FY05-08 allocations ranging from \$50,000 to \$75,000 to keep pace with the constantly changing computer environment. In FY07, an additional \$450,000 in free cash was allocated to cover a one time citywide upgrade of Microsoft Office Windows and e-mail software version 2007.

FY09 FUNDING. As mentioned in the above section, substantial allocations for the purchase of personal computers were made during FY97-01, with the goal of acquiring 500 new personal computers. With the achievement of this goal in FY01, the allocation for this program was reduced to \$100,000 in FY02 and continued to be funded at that level for FY03-04. 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. A further reduction in this allocation was made in the FY07 budget, with funding for this purpose decreasing from its FY06 level of \$75,000 to \$50,000. It is expected that the \$50,000 allocated to this cost center will be sufficient to fund the acquisition of the required number of new personal computers during FY09.

IMPACT ON OPERATING BUDGET. By setting aside these funds in each capital budget, the City ensures that its personnel will have access to the most advanced computer technology that is available, which contributes to a high level of productivity among City employees. There is no direct financial or personnel impact on the operating budget.

FY10-13 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**

FY09	\$500,000
FY10	\$500,000
FY11	\$500,000
FY12	\$500,000
FY13	<u>\$500,000</u>
	\$2,500,000

STATUS OF PRIOR YEAR PROJECTS. Over the past several years, the City has placed a high priority on upgrading the 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 be able to access the system from their homes. The FY08 allocation of \$500,000 financed continued renovations to the City's Web site and continued improvements to the Geographic Information System (GIS). FY08 work also focused on continuing the improvements initiated in FY02-07, as well as providing additional e-commerce applications, Pay online for Traffic, DPW and Inspectional permits.

FY09 FUNDING. An allocation of \$500,000 has been made from Property Taxes to fund this cost center at the same level set aside in FY08. \$400,000 of this budget has been set aside to finance the upgrade of the PeopleSoft system to a higher version, which is necessary to ensure that the latest functionality is available to operate the system.

Of the remaining \$100,000, \$50,000 has been set aside to fund system improvements and development of Web and database applications, \$25,000 for GIS Projects and \$25,000 for the Cambridge Request System, to enhance permitting with the addition of pay online features.

The systems and Web improvement projects focus on the continued upgrade to the City Web site. All applications that still reside on the VAX system need to be moved to the Web. One of the key projects planned is the Interdepartmental Ticketing and Invoicing Detail Systems for DPW, Traffic, Weights & Measures and License departments. Other new Web site features planned include: Cambridge City Street and Square Dedications which allows the public to view the list of street and square dedications, with personal information and street locators with maps online.

GIS plans to conduct a fly over of the entire city to update the photographs required to support the database for mapping, making the information more current.

IMPACT ON OPERATING BUDGET. By providing funds for the development of the programs described in the above section, the City provides its staff with the additional resources required to perform their responsibilities at a high level of productivity. There is no direct financial or personnel impact on the operating budget.

FY10-13 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						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Fire Vehicles/Equipment	\$250,000	\$330,000	\$480,000	\$405,000	\$255,000	\$1,720,000
Fire Station Renovations	1,000,000	-	-	-	-	1,000,000
Replacement of Street Lights/Poles	35,000	35,000	35,000	35,000	35,000	175,000
Public Safety Technology Upgrade	<u>6,700,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>6,700,000</u>
	\$7,985,000	\$365,000	\$515,000	\$440,000	\$290,000	\$9,595,000

FIVE YEAR REVENUE PLAN						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Property Taxes	\$285,000	\$365,000	\$515,000	\$440,000	\$290,000	\$1,895,000
Bond Proceeds	<u>7,700,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,700,000</u>
	\$7,985,000	\$365,000	\$515,000	\$440,000	\$290,000	\$9,595,000

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Vehicles/Equipment**

FY09	\$250,000
FY10	\$330,000
FY11	\$480,000
FY12	\$405,000
FY13	<u>\$255,000</u>
	\$1,720,000

STATUS OF PRIOR YEAR PROJECTS. Since the inception of the formal capital improvement plan in FY85, a total of \$7,440,000 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 FY08 allotment of \$250,000 enabled the Fire Department to fund the refurbishment of the 1994 105 foot Ladder Company 3 vehicle located at the Lafayette Square station. By refurbishing this vehicle, it will be possible to delay the replacement of the ladder truck for several years (and enable the department to replace vehicles that are not able to be refurbished.) The refurbishment will include removing the aerial device, replacing all cables, guides and hydraulic lines, sandblasting and repainting. This process will include all major upgrades and add several years of life to the vehicle and enable it to be placed in reserve status when it is eventually replaced.

FY09 FUNDING. \$250,000 in Property Taxes has been set aside in the FY09 Capital Budget to provide a portion of the funding for the replacement of the 1992 105 foot aerial ladder located at Fire Headquarters. This vehicle will then be used as a spare ladder truck, replacing the current 1989 spare truck, which has become increasingly costly and difficult to maintain. The development of a long term plan to replace vehicles on a timely basis has had a significant effect on increasing the longevity of the department's fleet.

IMPACT ON OPERATING BUDGET. By replacing the ladder truck described in the above section, the maintenance personnel of the Fire Department will spend less time and funds servicing these older vehicles.

FY10-13 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 without the need for borrowing.

PUBLIC INVESTMENT FUND**BUDGET****PUBLIC SAFETY
- Fire Station/Renovations**

FY09	\$1,000,000
FY10	-
FY11	-
FY12	-
FY13	-
	\$1,000,000

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 to the complete restoration of the historically significant 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. An allocation of \$28,000 was made to this

cost center in the FY07 Capital Budget to provide funds for several small renovation projects. During FY07, an additional appropriation of \$320,000 for the replacement of the boiler at Fire Headquarters, replacement of the slate roof at Engine 4 (\$335,000) and another \$30,000 for miscellaneous materials to make repairs at various Fire Department buildings was approved. The total of these allocations equals a FY07 capital budget of \$713,000.

There was no specific allocation to this cost center in FY08, although renovations funded in FY07 are in the process of being completed in FY08.

FY09 FUNDING. \$1,000,000 in Bond Proceeds will be allocated to this cost center in FY09 to provide funding for a wide range of interior renovations to the Lafayette Square Fire Station and Fire Headquarters. The station at Lafayette Square received both state and City funding approximately 10 years ago for renovations to the exterior of the facility, including façade improvements and roof, window and door replacement. Prior to any interior work, it was necessary to weather-proof the exterior of the building. Renovations will include providing adequate facilities for female firefighters, repairing damaged plaster and peeling paint, providing adequate electrical capacity, repairing leaking pipes and attic insulation. In addition, major repairs to the bathroom facilities will also take place. It is estimated that the cost of these renovations will be approximately \$750,000.

The remainder of this allotment, \$250,000, will be set aside for renovations to the bathrooms at Fire Headquarters, including repairs to the floors, walls and ceilings, remediation of asbestos pipe insulation, and replacement of all of the plumbing fixtures, piping and shower stalls.

IMPACT ON OPERATING BUDGET. It is anticipated that, by using the funds described in the above section for renovations to Lafayette Square and Fire Headquarters, savings will be realized in the building maintenance and energy accounts in the operating budget and a better work environment will be provided to employees of the facility.

FY10-13 FUNDING. Although there are no specific allocations to this cost center in the remaining four years of this capital plan, it is expected that, as needs arise and are identified, funds will be made available to perform the necessary improvements.

PUBLIC INVESTMENT FUND	BUDGET
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**PUBLIC SAFETY
- Replacement of Street Lights/Poles**

FY09	\$35,000
FY10	\$35,000
FY11	\$35,000
FY12	\$35,000
FY13	<u>\$35,000</u>
	\$175,000

STATUS OF PRIOR YEAR PROJECTS. An appropriation of \$600,000 was made to this cost center in FY04 to provide funds for the maintenance and repair of the street lights that the City purchased from NSTAR. These funds enabled the City to repair the streetlights on a daily basis as well as schedule pole relocations, removals, changes and upgrades on a timely basis. This appropriation has been used to purchase bucket trucks and a crane truck required to perform these functions, as well as poles, other equipment, technical and engineering services, replace-

ment fixtures and parts, bulbs and other supplies. By implementing this program, the City has significantly decreased the time it takes to repair lights.

In FY08, an allocation of \$95,000 from Property Taxes was made to this cost center to continue the program described in the above paragraph and provide funding for the replacement of approximately 75 steel street light poles with aluminum poles.

FY09 FUNDING. This allocation of \$35,000 has been made from Property Taxes in the FY09 Capital Budget to continue the program described in the above section and will fund the replacement of approximately 35 steel street light poles with aluminum poles.

IMPACT ON OPERATING BUDGET. By setting aside funds to replace aging street light poles, the City is taking additional steps to reduce time spent maintaining the existing poles, as well as ensuring a high level of public safety for its citizens.

FY10-13 FUNDING. Funds have been set aside in the FY10-13 Capital Budgets to continue replacing approximately 140 steel street light poles with aluminum poles.

PUBLIC INVESTMENT FUND

BUDGET

**PUBLIC SAFETY
- Public Safety Technology Upgrades**

FY09	\$6,700,000
FY10	-
FY11	-
FY12	-
FY13	-
	<u>\$6,700,000</u>

STATUS OF PRIOR YEAR PROJECTS. There has been no allocation to this cost since FY01 for the replacement of old mobile and portable radios. For the last 7 years, City personnel have been maintaining the radio equipment in-house and, when necessary, sending it out for more specialized repairs. Some necessary additions or minor upgrades to the radio system have been accomplished through equipment purchased by the Boston Region’s Urban Area Security Initiative (UASI) group with Homeland Security Interoperability funds.

The FY08 allocation of \$50,000 provided funds for required mobile radio packages for four police vehicles as well as an upgrade to the City’s police, fire and Emergency Medical Services (EMS) mobile laptop modems, to support the higher speeds needed for communication.

FY09 FUNDING. In FY09, the City will begin its planned phased replacement of public safety and city radio systems mandated by the change to digital technology and the requirement to replace aging end-of-lifecycle equipment. The system will also incorporate enhanced survivability and interoperability with surrounding local, state and federal public safety partners. The funds will be expended over a 3-year period to acquire replacement digital trunked and conventional radio systems and subscriber equipment serving users in 20 City departments, to replace current analog equipment that is between 10 and 15 years old.

IMPACT ON OPERATING BUDGET. Funds allocated to this cost center in FY09 will be used to provide public safety personnel with the most advanced communications and computer technology, to further the City’s goal of delivering a high level of public safety to its residents. There is expected to be no direct financial or personnel impact on the operating budget in the first year of the replacement program.

FY10-13 FUNDING. It is anticipated that the capital funds allocated in FY09 will be sufficient to provide the required radio system upgrade and no additional capital funds for radio infrastructure or subscriber equipment will be required during this period.

SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Public Building Renovations	\$180,000	\$1,000,000	\$ -	\$1,000,000	\$75,000	\$2,255,000
Street/Sidewalk Reconstruction	2,543,390	2,238,525	2,238,520	2,238,525	2,238,525	11,497,490
Park and Cemetery Tree Pruning	50,000	50,000	50,000	50,000	50,000	250,000
Parking Improvements	500,000	500,000	500,000	500,000	500,000	2,500,000
Yerxa Road Underpass Construction	-	1,000,000	-	-	-	1,000,000
Water System Improvements	2,000,000	1,600,000	1,900,000	2,300,000	1,900,000	9,700,000
Sewer Reconstruction	10,230,000	35,368,325	37,458,370	29,854,885	42,564,080	155,475,660
Traffic Calming	400,000	400,000	400,000	400,000	400,000	2,000,000
Brookline Street Reconstruction Project	1,750,000	-	-	-	-	1,750,000
Façade Improvement Program	150,000	150,000	150,000	150,000	150,000	750,000
Employment Program Fund	350,000	350,000	350,000	350,000	350,000	1,750,000
Housing Rehab & Development	965,225	965,225	965,225	965,225	965,225	4,826,125
Neighborhood Business Development	218,000	218,000	218,000	218,000	218,000	1,090,000
Public Art	-	-	-	-	-	-
Public Art Conservation Fund	30,000	30,000	30,000	30,000	30,000	150,000
	<u>\$19,366,615</u>	<u>\$43,870,075</u>	<u>\$44,260,120</u>	<u>\$38,056,635</u>	<u>\$49,440,830</u>	<u>\$194,994,275</u>

FIVE YEAR REVENUE PLAN						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Property Taxes	\$365,000	\$285,000	\$135,000	\$210,000	\$360,000	\$1,355,000
Free Cash	375,000	275,000	425,000	350,000	275,000	1,700,000
Parking Fund Revenues	900,000	900,000	900,000	900,000	900,000	4,500,000
Fund Balance/Parking Fund	1,750,000	-	-	-	-	1,750,000
Sewer Service Charge	1,600,000	600,000	700,000	1,200,000	1,000,000	5,100,000
Water Service Charge	1,000,000	1,600,000	1,900,000	2,300,000	1,900,000	8,700,000
Water Fund Balance	1,000,000	-	-	-	-	1,000,000
Block Grant	1,533,225	1,533,225	1,533,225	1,533,225	1,533,225	7,666,125
Street Preservation Offset Fund (SPOF)	304,865	-	-	-	-	304,865
Chapter 90	1,908,525	1,908,525	1,908,525	1,908,525	1,908,525	9,542,625
MWRA Grant	-	17,121,765	12,000,000	11,401,320	1,556,055	42,079,140
Bond Proceeds	8,630,000	19,646,560	24,758,370	18,253,565	40,008,025	111,296,520
	<u>\$19,366,615</u>	<u>\$43,870,075</u>	<u>\$44,260,120</u>	<u>\$38,056,635</u>	<u>\$49,440,830</u>	<u>\$194,994,275</u>

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Public Building Renovations**

FY09	\$180,000
FY10	\$1,000,000
FY11	-
FY12	\$1,000,000
FY13	<u>\$75,000</u>
	\$2,255,000

STATUS OF PRIOR YEAR PROJECTS. No specific allocation for buildings was included for FY08, as much of the construction activity under previous allotments was under way in FY08.

The City has devoted significant resources in recent years to the upgrade of historic City Hall. FY08 projects include: installation of new flooring, structural repair of the internal stairway, and design for a new sprinkler system.

An allotment of \$1.1 million in free cash was made in FY07 for various building improvements. The funding included \$685,000 for the Fire Department to replace the boilers at Fire Headquarters as well as for roof repair at the Engine Four building in Porter Square. The two projects were completed in FY08. \$285,000 was approved for various HVAC improvements involving the Coffon, Frazier and North Cambridge Senior Center Buildings together with the Information Technology (IT) Server Room. The HVAC improvements will be completed in FY09. The allotment also included funding to continue the carpet and furnishing program, conduct energy efficiency studies and upgrades, and to replace the Frazier Building roof, which is expected to be complete in FY09.

FY09 FUNDING. An allocation \$180,000 in property tax revenue is anticipated for FY09 and will be allocated to the following projects:

- **Coffon Building Elevator Upgrade, \$110,000.** The elevator controls are over 20 years old and lack critical life safety features, which are now required. New microprocessor-based motion/signal controls (including fire service operation, smoke detectors, handicap provisions and battery-lowering), solid state power drive, car door operators, hoist way door equipment and fixtures will be included in the upgrades.
- **Energy Studies and Improvements, \$40,000.** This funding will be used to continue energy efficiency studies and upgrades. Projects will include insulation of City Hall attic, replacement of the remaining inefficient T-12 light fixtures in City Hall, and analysis of existing digital control systems to further improve HVAC system efficiency.
- **Carpets and Furnishings, \$30,000.** The funding will be used to continue addressing the carpet and furnishing needs of City buildings.

IMPACT ON OPERATING BUDGET. Funds allocated to this cost center will have the dual effect of reducing maintenance costs as well as restraining the growth of energy costs.

FY10-13 FUNDING. Bonds Proceeds will provide significant funding for public building renovations in both FY10 and FY12. It is expected that these funds will be used for a wide variety of projects with the specific use of the funds to be determined as needs arise. The \$75,000 allocated in FY13 will be used to determine the feasibility of acquiring land for a new Public Works facility and a new training facility for the Fire Department.

PUBLIC INVESTMENT FUND

BUDGET

**COMMUNITY MAINTENANCE & DEV.
- Street/Sidewalk Reconstruction**

FY09	\$2,543,390
FY10	\$2,238,525
FY11	\$2,238,525
FY12	\$2,238,525
FY13	<u>\$ 2,238,525</u>
	\$11,497,490

STATUS OF PRIOR YEAR PROJECTS. In the FY08 Capital Budget, the City appropriated \$1,832,940 for its street and sidewalk reconstruction program. The appropriation consisted of an allocation of \$330,000 from property taxes for miscellaneous sidewalk repairs combined with \$1,502,940 from the Massachusetts Highway Department through its Chapter 90 program. An additional \$3,000,000 from Free Cash was appropriated during FY08 with \$2,330,000 allocated to full street and sidewalk reconstruction projects, \$420,000 set

aside for miscellaneous sidewalk reconstruction and repair projects, and \$250,000 to be used for the planting and maintenance of street trees throughout the City.

FY09 FUNDING. The City will receive \$1,908,525 from the Massachusetts Highway Department through its Chapter 90 program this year. This funding will be supplemented by \$304,865 collected from the various utility companies for street preservation as a result of utility work performed and fees collected in accordance with Street Preservation Offset Fund (SPOF) regulations. An additional \$330,000 will be appropriated from property taxes to address miscellaneous sidewalk repairs.

The following streets are proposed for reconstruction this year. This street list is taken directly from the five year plan that was initially released at the end of 2007.

Proposed FY09 Chapter 90 List

Street	From	To	Description	Cost
Lowell St.	Brattle St.	Mt. Auburn St.	Roadway/Sidewalk	\$687,523
Henry St.	Brookline St.	Pearl St.	Roadway/Sidewalk	\$333,634
Linden St.	Mass Ave.	Mt. Auburn St.	Roadway/Sidewalk	\$198,262
Pemberton St.	Mass Ave.	Pemberton St. bend	Roadway/Sidewalk	\$535,093
Plympton St.	Mass Ave	Mt. Auburn St.	Roadway/Sidewalk	\$250,492
Chauncy St.	Mass. Ave.	Garden St	Roadway/Ramps	\$208,386
Total:				\$2,213,390

IMPACT ON OPERATING BUDGET. By allocating funds for the reconstruction of streets and sidewalks, the City is addressing the goal of providing a high level of public safety services to City residents as well as reducing street maintenance costs in the Public Works operating budget.

FY10-13 FUNDING. It is expected that future allocations to this cost center will be comprised of Chapter 90 funds as well as Property Tax contributions. SPOF allocations will be made as funds become available.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Park & Cemetery Tree Pruning**

FY09	\$50,000
FY10	\$50,000
FY11	\$50,000
FY12	\$50,000
FY13	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. In the FY08 Capital Budget, the City funded cyclical tree pruning at \$50,000 from property tax revenue. The allocation supports the pruning of nearly 3,000 trees in the City's open space inventory, which includes City parks and the cemetery.

FY09 FUNDING. The allotment for FY09 of \$50,000 will fund an ongoing program to perform structural pruning to approximately 500 trees in parks throughout

the City and at the Cambridge Cemetery. The emphasis is on hazard elimination as well as overall tree health maintenance.

IMPACT ON OPERATING BUDGET. While this project does not have a direct financial or personnel impact on the operating budget, it addresses the goal of supporting outdoor physical activity for all age groups by encouraging the use of the City's many parks through providing a safer and more aesthetically pleasing environment.

FY10-13 FUNDING. Funds have been included in future capital budgets to continue park and cemetery tree pruning.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Parking Improvements**

FY09	\$500,000
FY10	\$500,000
FY11	\$500,000
FY12	\$500,000
FY13	<u>\$500,000</u>
	\$2,500,000

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 FY08 Capital Budget included an allocation of \$500,000. Of this total, \$285,000 was budgeted to traffic signal improvements and repairs, including the installation of LED count-down pedestrian traffic signals at Cambridge and First Streets and LED pedestrian signals at Harvard and Windsor Streets. A new signalized intersection was installed on Massachusetts Avenue at Johnson Gate. Conduit repairs have been completed at seven locations and control cabinets have been removed from signal poles and ground mounted at three locations, to meet ADA requirements. Other work included relocating three signal poles, which were consistently struck by vehicles, to eliminate future knock-downs.

In addition, these funds support the following work at all signalized intersections in the City: installation of larger street name signs, replacement of all regulatory and warning signs and placement of all signs onto signal poles for better visibility to drivers and pedestrians. The expected completion date for this project is October 2008.

During FY07, the City hired a parking garage engineering firm to prepare an assessment of the condition of the City's First Street (built in the mid-1980s) and Green Street (built in the mid 1970s) parking garages. The consultant's report recommended a \$2.7 million multi-year restorative work plan to maintain the current good condition of the garages. FY08 funds totaling \$215,000 were used to perform the first phase of this work.

FY09 FUNDING. \$500,000 in Parking Fund revenues have been allocated to fund the following projects:

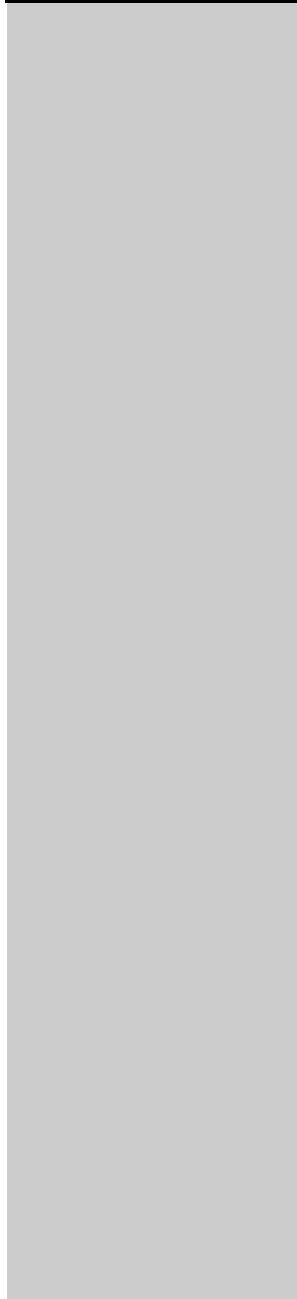
- **Traffic signal repair and upgrade: (\$200,000)** - These funds will allow the City to activate two new signals and complete the installation of five replacement signals on the South Massachusetts Avenue Project and also install a new signal at the intersection of Binney and Fulkerson Streets. This will be one of the biggest years for traffic signal installations and replacement and will also include upgrades planned for Huron Avenue at Reservoir Street and a new pedestrian warning signal at Binney and Sixth Streets. The City will also work to include future control box relocations in upcoming roadway reconstruction projects.

- **Parking Garage Repairs: (\$300,000)** - These funds will support the second phase of parking garage repairs, as recommended in the garage condition report, and fund design of the third year of repairs, which are scheduled to be performed in FY10.

IMPACT ON OPERATING BUDGET. Funds have been allocated in the past several capital budgets to upgrade the City's traffic signal system to ensure that traffic flows throughout the City in a safe and efficient manner. Similarly, allocations for parking garage renovations are made to encourage use of the garages by the public with the goal of providing safe and attractive facilities as well as maximizing revenues collected from these facilities.

FY10-13 FUNDING. Future allotments will fund traffic signal improvements and phased repairs at the City's two parking garages as recommended in the consultant engineer's First Street and Green Street Garages Condition Analysis Report.

PUBLIC INVESTMENT FUND	BUDGET
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FY09	-
FY10	\$1,000,000
FY11	-
FY12	-
FY13	-
	<u>\$1,000,000</u>

**COMMUNITY MAINTENANCE & DEV.
- Yerxa Road Underpass Construction**

STATUS OF PRIOR YEAR PROJECTS. In the FY06 and FY07 capital budgets, the City appropriated a total of \$1,100,000 to supplement previous appropriations of \$4,450,000 to cover all costs related to the construction of an underpass at Yerxa Road. The construction phase of this project was completed in the fall of 2006.

FY09 FUNDING. It is not anticipated that additional funds for this project will be required in FY09.

IMPACT ON OPERATING BUDGET. While there is no direct financial or personnel impact on the operating budget, the construction of an underpass below the railroad tracks at Yerxa Road has addressed a serious public safety issue that has existed for several years. The underpass provides safe access between residential and commercial areas in North Cambridge and facilitates many services for area residents.

FY10-13 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**

FY09	\$2,000,000
FY10	\$1,600,000
FY11	\$1,900,000
FY12	\$2,300,000
FY13	<u>\$1,900,000</u>
	\$9,700,000

STATUS OF PRIOR YEAR PROJECTS. The Automatic Meter Reading (AMR) Program was initiated in late 2004 and completed in FY07. As a result of this capital funded program, the department was able to implement a “High Read” notification system, which uses daily meter reads from the AMR System to detect and highlight abnormally high water usage (potential leaks) and allows us to contact property owners when the problem begins, in order to minimize a high water bill and conserve water. In addition, the Water Depart

ment rehabilitated over 2,000 feet of water mains, replaced over 120 lead water services or 40 valves and eliminated 1,000 feet of parallel old 6” cast iron pipe.

The debt service on the General Obligation bonds for the construction of the Walter J. Sullivan Water Purification Facility are fully paid by revenues from the water service charge. The water service charge covers approximately 68% of the total debt service on the loans 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 (\$6,715,319 as of June 30, 2007) to offset debt service costs. By using these reserve funds, the City projects water rate increases ranging from a low of 2.1% in FY09 to a high of 3.1% in FY10 over the next five years. It should be noted that there was a 0% water rate increase in FY08. 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, current revenues of \$1,000,000 supported a wide range of projects in FY08. These projects included replacement of infrastructure components of the water distribution system in coordination with many City projects, continued implementation of the Fresh Pond Master Plan, continued US Geological Survey water quality monitoring in our reservoir system, treatment facility instrumentation and equipment replacement, snow removal equipment purchases and energy saving projects.

FY09 FUNDING. A nonrecurring allocation of \$1,000,000 from the Water Fund Balance will finance water main improvements to Concord Avenue and current water service charge revenues (\$1,000,000) will fund five additional projects.

- **Concord Avenue Water Main Upgrades (\$1,000,000)** - In preparation for the future Quadrangle development, these funds will be used to increase the size of the existing water main on Concord Avenue, between Blanchard Road and the Alewife Rotary, to a 16” main. The existing mains in this area have had a large number of leaks over the past few years and will coincide with DPW’s surface roadway improvements. This project includes coordination with DPW and will improve the distribution system for this area.
- **Water Works Improvements to the Distribution System (\$290,000)** - This allocation will provide funds for the replacement of old water mains, valves and other improvements and repairs to the distribution system, including emergencies and support to other departments. This will be accomplished through the annual Water Works Construction Contract.
- **Facility and Office Equipment and Improvements (\$285,000)** - These funds will be used to replace plant equipment (\$80,000) and instrumentation (\$35,000); for a Supervisory Control and Data Acquisition (SCADA) reporting project (\$20,000); Unregulated Contaminant Monitoring Rule (UCMR) EPA Monitoring requirement (\$20,000); to upgrade PC’s (\$10,000); installation of Variable Frequency Drives on the raw water pumps (\$60,000) and to replace the sodium vapor lights with high intensity florescent lights throughout the water treatment facility (\$60,000).
- **Consulting Services (\$50,000)** - These funds will be used for to review the Draft Environmental Impact Report (DEIR) for the Prospect Point redevelopment project that is located within the Cambridge Watershed (\$30,000) 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 to continue the implementation of the Fresh Pond Master Plan, such as Black’s Nook and source water protection planning.
- **Reservoir Infrastructure Improvements and Maintenance (\$125,000)** - These funds will be used for maintenance of the reservoir gauging stations (\$50,000), Bi-annual dam inspection (\$15,000), and Winter Street and Trapelo Road gatehouses contract development (\$60,000).

IMPACT ON OPERATING BUDGET. By providing funds for capital improvements to the water system, the City has reduced the number of possible major water main breaks and reduced the cost of repairing these breaks. Many of the improvements are made to enhance the quality of water provided to consumers.

FY10-13 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.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Sewer Reconstruction**

FY09	\$10,230,000
FY10	\$35,368,325
FY11	\$37,458,370
FY12	\$29,854,885
FY13	<u>\$42,564,080</u>
	\$155,475,660

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. Due to continued uncertainty with

regard to state funding of the MWPAT program, future projections do not include state financial assistance.

FY09 FUNDING. The FY09 allocation of \$10,230,000 represents a significant reduction in funding from the \$43,000,000 that was projected last year for FY09. The reduction represents a delay in addressing the scheduled sewer separation in the Alewife watershed, a project that is being funded jointly with the MWRA. The latest projections for this project show it beginning in FY09 with continued appropriations through 2014 to complete the necessary separation. The FY09 allocation includes \$8,630,000 in Bond Proceeds for work in three different project areas throughout the city. This funding will provide for more common manhole and stormwater management infrastructure improvements in the Central Square / Area 4 and Agassiz neighborhoods as well as the sewer separation work in the Alewife watershed, mentioned above. In addition, this appropriation includes a \$1.6 million allocation to the continued structural maintenance program. The improvement plan assumes these projects will be funded primarily through the issuance of General Obligation bonds or directly from rate receipts. However, it is expected that MWRA grant and loan funds will be used for the common manhole removal work and State Revolving Fund loans and subsidies will be available for a portion of the work associated with the Area 4 flood relief and sewer separation work.

- **Cherry Street/South Massachusetts Avenue Sewer Separation and Stormwater Management: \$3,222,731.** These funds will be used to address the removal of common manholes in the area along the northern side of Massachusetts Avenue and Inman Street, together with the separation of the drainage system around Cambridge City Hall. It will also provide contingency funding toward the stormwater management project in Parking Lot 6 at Bishop Allen Drive and Columbia Street.
- **Agassiz Sewer Separation and Stormwater Management Project: \$2,919,926.** The primary rationale behind this project is to separate the area sewers and drains and to provide improved levels of flood protection and

sewer and drainage service, as well as water distribution system upgrades. The funding will be used for some street by street sewer separation in those areas of the Agassiz community where the streets have deteriorated significantly, namely in the Frost Street area. The intention is to do one street at a time in the area combining sewer separation and street restoration.

- **CAM002/004 Sewer Separation & Storm Water Management & Floatable Control: \$2,487,343.** This funding will provide for Combined Sewer Overflow (CSO) reduction/elimination in the Alewife watershed. The work is being done with the MWRA, which is under a federal court order to address the sewer overflows to Boston Harbor receiving waters, including the Alewife Brook, through a Memorandum of Understanding (MOU). The project area includes the area between Concord Avenue, Fresh Pond and Huron Avenue and includes a proposed stormwater wetland in the Alewife Reservation.

- **Remedial Construction: \$1,600,000.** 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 on various contracts to provide structural repairs and corrections to our various systems to ensure their functions are not compromised by the passage of time or by capacity constraints.

IMPACT ON OPERATING BUDGET. The primary impact of many of the sewer reconstruction projects in the City has been to eliminate sources of inflow and infiltration to the system, which have an impact on the assessment to the City by the MWRA and the growth in the sewer rate.

FY10-13 FUNDING. Future allocations contain funds for later phases of the projects mentioned in the above sections as well as other project areas. It is anticipated that, during the FY10-13 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
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**COMMUNITY MAINTENANCE & DEV.
- Traffic Calming**

FY09	\$400,000
FY10	\$400,000
FY11	\$400,000
FY12	\$400,000
FY13	<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 FY08, designs were developed for traffic calming on Brattle Street from Fresh Pond Parkway to Sparks Street, Putnam Avenue near the King/Amigos School, Elm Street and Middlesex Street. It is anticipated that these projects, and Concord Avenue from the rotary to Blanchard Road, will be under construction in 2008. In addition to these projects, the City will be using aspects of traffic calming in other roadway projects.

FY09 FUNDING. An allocation of \$400,000 from the Parking Fund will finance FY09 projects. The funding will be used for the design and construction of traffic calming measures. Likely projects include Whittemore Avenue area, Lowell Street and Pemberton Street.

IMPACT ON THE OPERATING BUDGET. Although there is no direct financial or personnel impact on the operating budget, the implementation of several concepts to improve the safety and comfort of citizens who are walking, biking and driving on the streets of Cambridge ties directly to the goal of enabling residents to use City services with a high level of confidence.

FY10-13 FUNDING. It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Brookline Street Reconstruction Project**

FY09	\$1,750,000
FY10	-
FY11	-
FY12	-
FY13	-
	<u>\$1,750,000</u>

STATUS OF PRIOR YEAR PROJECTS. This project is an outgrowth of the Cambridgeport Roadways Design 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. Design for this project began in FY06 with a \$75,000 allotment; an additional allotment of \$55,000 was made in FY07, combined with Block Grant funds of \$20,000. No funds were allocated in FY08. The

community input and design process will be completed in FY08. It is anticipated that construction will begin in FY09.

In FY08, \$1,500,000 was budgeted for the Blanchard Road Improvement Project from the Parking Fund Balance. It is expected that construction will begin in Fall 2008.

FY09 FUNDING. An FY09 allocation of \$1,750,000 from the Parking Fund Balance will be used to construct improvements including new paving, traffic calming measures, accessible sidewalks, street furniture and street trees. Coupled with the completion of the Cambridgeport Roadways Project, these improvements will hopefully shift heavier traffic volumes to Waverly and Sidney Streets that are designed to handle higher volumes.

IMPACT ON THE OPERATING BUDGET. It is expected that when this project is completed, improvements to the safety of pedestrians using Brookline Street and clear indicators that the neighborhood is primarily a residential area will be achieved. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING. No further funding is anticipated for this project.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Façade Improvement Program**

FY09	\$150,000
FY10	\$150,000
FY11	\$150,000
FY12	\$150,000
FY13	<u>\$150,000</u>
	\$750,000

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 program applicants.

In FY08, the Façade Improvement Program’s Capital Budget allocation of \$150,000 supported three facade improvements and five signage and lighting projects, as well as design services for 15 participants. Examples include Clear Conscience Café in Central Square, Annie Hall Interiors on Concord Avenue and Shelley Chhabra Bridal in North Cambridge.

FY09 FUNDING. The Façade Program funds will continue façade improvements in commercial districts citywide. The allocation will support approximately two façade improvement projects, 10 signage and lighting improvement projects, and design services for additional 15 participants in the program. Funding for this program is from Property Taxes.

IMPACT ON THE OPERATING BUDGET. Although there is no direct financial or personnel impact on the operating budget, this program provides economic benefits to the businesses that participate in the program, supports the City’s commercial districts and assists in the building of a more stable tax base.

FY10-13 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**

FY09	\$350,000
FY10	\$350,000
FY11	\$350,000
FY12	\$350,000
FY13	<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.

FY09 FUNDING. \$350,000 in Block Grant funds will continue to finance the Just-A-Start 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.

IMPACT ON OPERATING BUDGET. While there is no direct impact on the operating budget, this program has a direct effect on both the economic development and housing areas by creating jobs in housing rehabilitation. In addition, by providing energy conservation and de-leading services, this program has a significant effect on improving the environment, health and safety of children in the housing units that are being rehabilitated. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING. It is anticipated that Community Development Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Housing Rehab and Development**

FY09	\$965,225
FY10	\$965,225
FY11	\$965,225
FY12	\$965,225
FY13	<u>\$965,225</u>
	<u>\$4,826,125</u>

STATUS OF PRIOR YEAR PROJECTS. This program combines the 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.

FY09 FUNDING. \$965,225 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 \$637,575 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).

Block Grant funds of \$156,000 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, \$16,000 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.

IMPACT ON OPERATING BUDGET. By allocating a significant portion of the City's Block Grant entitlement to housing rehab and development programs, the City is continuing to work toward its goals of creating a sizable stock of housing for its low-and middle-income residents and supporting the racial, socioeconomic and cultural diversity of the city. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING. It is anticipated that Block Grant funds will continue to support this program.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Neighborhood Business Development**

FY09	\$218,000
FY10	\$218,000
FY11	\$218,000
FY12	\$218,000
FY13	<u>\$218,000</u>
	<u>\$1,090,000</u>

STATUS OF PRIOR YEAR PROJECTS. The FY08 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 micro-enterprises, 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.

FY09 FUNDING. A total allocation of \$218,000 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 small business workshops including: “Steps to Starting Your Own Business” and “Financing Your Business,” as well as financial literacy training in the fundamentals of personal and business financial management. An additional \$40,000 will be allocated to the Retail Best Practices grant program, which provides small 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, \$103,000 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.

IMPACT ON OPERATING BUDGET. The primary goal of this program is to assist small and income-eligible businesses in the development of plans that will enable them to compete in the local market as well as provide individuals with the skills needed to work in the bio-medical and healthcare industries. This program provides benefits both for the improvement of the local economy and tax base of the City as well as assistance in the development of a more diverse community. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING: It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Public Art**

FY09	-
FY10	-
FY11	-
FY12	-
FY13	<u>-</u>
	-

STATUS OF PRIOR YEAR PROJECTS. Funds for public art are included in all capital projects with construction components, so that specific allocations to this cost center are not required. These funds are allocated to public art based on one per cent of the total construction cost of the project. Several prior year public projects were completed in FY08, including Trolley Square, Green-Rose Park and Lafayette Square Plaza. At the close of FY08, the Arts Council currently has eight additional permanent artworks in various stages of

implementation awaiting installation as part of larger construction projects. These projects include Harvard Square at Palmer Street, two artworks for the Main Library Expansion Project, Danehy Park, West Cambridge Youth & Community Center, Blanchard Road, the Robert W. Healy Public Safety Facility and Northeast Sector at Fresh Pond.

FY09 FUNDING. Funding for the development of public art projects at Cambridge Rindge & Latin High School, New Riverside Park, Costa Lopez Park, Brookline St. and the War Memorial 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 through design and implementation.

IMPACT ON OPERATING BUDGET. By allocating funds for public art, the City is supporting the goal of promoting cultural diversity in Cambridge by including works from a wide range of artists in the various public facilities that are eligible for this program. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING. Although the five-year capital plan does not include specific allocations for public art, it is expected that the appropriate budget transfers for the “one percent for art” program for approved building and capital improvement projects will be made concurrent with the budget allocations for such projects.

PUBLIC INVESTMENT FUND	BUDGET
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**COMMUNITY MAINTENANCE & DEV.
- Public Art Conservation Fund**

FY09	\$30,000
FY10	\$30,000
FY11	\$30,000
FY12	\$30,000
FY13	<u>\$30,000</u>
	\$150,000

STATUS OF PRIOR YEAR PROJECTS. In FY08, contracts were initiated with painting and sculpture conservators to provide routine cleaning and preventative maintenance for the City of Cambridge public art collection. Based on these findings and prior-year reports, the Arts Council pursued significant maintenance work and cleaning for sculptural elements at *Multicultural Manifestos* at Carl Barron Plaza in Central Square, *Inner City Totem* at 5 Callendar St., the Russell Field Bus Shelter, the Central Square Library

branch, Yerxa Road Underpass, Roethlisberger Park, Donnelly Field, Taylor Square and Washington Square Park. Additionally, maintenance work was done on the mural elements at Gold Star Mother's Pool and major cleanings related to graffiti were required at the Yerxa Road Underpass, Porter Square Plaza and Danehy Park.

FY09 FUNDING. The program will continue with ongoing maintenance, treatment and reassessment of the collection. Conservation priorities will be based on professional assessments to be done during FY09.

IMPACT ON OPERATING BUDGET. By including funds for the conservation and maintenance of the public art collection, the City has taken the necessary steps to preserve artworks that have had a significant impact on the facilities in which they have been installed and have contributed to the promotion of cultural diversity in the city. There is no direct financial or personnel impact on the operating budget.

FY10-13 FUNDING. The program will continue to provide routine maintenance, treatment and re-assessment of the physical status of artworks in the City's collection.

THIS SPACE RESERVED FOR COUNCILLORS' NOTES

SUMMARY: HUMAN RESOURCE DEVELOPMENT

FIVE YEAR APPROPRIATION PLAN						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Parks and Recreation	\$390,000	\$490,000	\$1,340,000	\$415,000	\$490,000	\$3,125,000
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>
	\$440,000	\$540,000	\$1,390,000	\$465,000	\$540,000	\$3,375,000

FIVE YEAR REVENUE PLAN						
	FY09	FY10	FY11	FY12	FY13	TOTAL
Free Cash	\$400,000	\$500,000	\$350,000	\$425,000	\$500,000	\$2,175,000
Golf Course Fees	40,000	40,000	40,000	40,000	40,000	200,000
Bond Proceeds	<u>-</u>	<u>-</u>	<u>1,000,000</u>	<u>-</u>	<u>-</u>	<u>1,000,000</u>
	\$440,000	\$540,000	\$1,390,000	\$465,000	\$540,000	\$3,375,000

PUBLIC INVESTMENT FUND	BUDGET
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**HUMAN RESOURCE DEVELOPMENT
- Parks & Recreation**

FY09	\$390,000
FY10	\$490,000
FY11	\$1,340,000
FY12	\$415,000
FY13	<u>\$490,000</u>
	\$3,125,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$670,000 from Free Cash was combined with \$27,500 from golf course revenues, \$63,865 in Block Grant Funds and a \$270,000 Urban Self-Help Grant through the Executive Office of Energy and Environmental Affairs, for a total budget of \$1,031,365 to finance the following projects in FY08.

- **Additional Open Space at Costa Lopez Taylor Park (\$300,000)** - These funds will be used to develop a passive-use “pocket park” across Lopez Avenue from the main park, on a 4,500 square-foot vacant parcel that was donated to the City by a private developer. The new open space will include a seating area with a swinging bench and arbor, plantings and raised community gardening plots. The project will also include additional lighting to the main park. Construction is anticipated to begin in the spring of FY08 and to be completed in the spring of FY09.
- **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 continued improvements to the golf course irrigation system and clubhouse.
- **Outdoor Movie System (\$50,000)** - These funds were used to purchase a state of the art portable outdoor movie system which includes an inflatable 17 x 25 foot screen and related audiovisual equipment. A summer “Screen on the Green” family movie and entertainment series was initiated during FY08 with more family events planned for the summer and school year of FY09.
- **Beautification Program (\$50,000)** - These funds have been used for flower plantings at multiple locations throughout the city, including the “hanging basket” program. In addition to comprehensive replantings at Tubman Square, Donahue Square, and at Lincoln and Windsor Park and island, Public Works enhanced plantings at Donnelly Field, Lindstrom Field and Costa Lopez Playground.
- **Block Grant Contingency Fund (\$63,865)** – These funds were used to supplement previously appropriated General Fund revenues to finance the construction of a park at the new Trolley Square development.

- **Cambridge Common Playground (\$540,000)** - An appropriation of \$270,000 in Free Cash combined with a \$270,000 Urban Self-Help Grant through Executive Office of Energy and Environmental Affairs will provide for a complete renovation of the Cambridge Common Tot Lot. The project will include new up-to-date ADA accessible play equipment, water play and playground safety surfacing, fencing, signage, interior playground walkways and lighting. This appropriation was made during FY08 and was not included in the original FY08 Capital Budget appropriation.

FY09 FUNDING. An allocation of \$350,000 from Free Cash will be combined with \$40,000 from golf course revenues for a total budget of \$390,000 to finance the following projects in FY09.

- **Renovations to Clement Morgan Park (\$200,000)** - An allotment of \$200,000 in Free Cash will be combined with \$200,000 from previously approved Area IV parks projects for a complete renovation of Clement Morgan Park. The project will include replacement of the existing pressure treated wood playground equipment with new play equipment, safety surfacing, fencing improvements, new park signage and improvement to the existing basketball court. In addition, the existing water play equipment at the adjacent Pine Street Tot Lot will be upgraded.
- **Supplemental funds for Danehy Park Skate and Dog Parks (\$100,000)** - Additional funding is required because of

increased construction costs for the previously funded Skate Park (\$160,000) and Dog Park (\$100,000). Construction on both projects is scheduled to begin in the summer of FY08.

- **Improvements to Thomas P. O’Neill, Jr. / Fresh Pond Golf Course (\$40,000)** - An allotment of \$40,000 from golf course fees will be used for clubhouse improvements and regrading and resurfacing of existing pathways.
- **Beautification Program (\$50,000)** - This funding will support an ongoing planting effort to implement seasonal color displays at dozens of sites citywide, as well as the creation of new planting opportunities. In FY09, Public Works will work to increase partnerships to plant bulbs in neighborhood parks. In addition, landscape improvements are planned for the courtyard at the Central Square Branch Library, the plaza at Hampshire and Plymouth Streets, Raymond Street Park and at Veterans Memorial Plaza on Huron Avenue.

IMPACT ON OPERATING BUDGET. It is expected that the annual maintenance budget for parks may increase in future years as parks are either renovated or constructed.

FY10-13 FUNDING. Free cash allocations will be the primary financing source for a wide range of open space projects, with golf course revenues continuing to finance improvements to the golf course. In addition, a \$1 million bond issue will finance renovations to the soccer field at Danehy Park in FY11.

**HUMAN RESOURCE DEVELOPMENT
- ADA Accessibility Improvements**

PUBLIC INVESTMENT FUND	BUDGET
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FY09	\$50,000
FY10	\$50,000
FY11	\$50,000
FY12	\$50,000
FY13	<u>\$50,000</u>
	\$250,000

STATUS OF PRIOR YEAR PROJECTS. Allocations of \$50,000 to this cost center have been made for each of the past 12 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). It is expected that most of the current balance of approximately \$308,000 will be combined with \$100,000 in Community Preservation Act (CPA) funds to produce a budget of approximately \$400,000 for the Collins Branch Library Accessibility

Project. Design options for the Accessibility Project, as well as cost estimates, are currently under review. FY08 expenditures on accessibility improvements are as follows:

Architectural/Collins Branch	\$9,285
City Hall: accessible door hardware/door thresholds	1,443
Accessible interior signage for City Hall, Coffon Building and Lombardi Building	<u>5,138</u>
TOTAL	\$15,866

FY09 FUNDING. An additional \$50,000 will be allocated to this cost center in FY08 to provide contingency funds for the Collins Branch Library project described in the above section as well as other accessibility projects.

IMPACT ON OPERATING BUDGET. By funding improvements to public buildings for persons with disabilities, the City is showing its commitment to providing a high level of public safety for all citizens of Cambridge. There is no direct financial or personnel impact on the operating budget.

FY10-13 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						
	FY09	FY10	FY11	FY12	FY13	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						
	FY09	FY10	FY11	FY12	FY13	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**

FY09	\$225,000
FY10	\$225,000
FY11	\$225,000
FY12	\$225,000
FY13	<u>\$225,000</u>
	\$1,125,000

STATUS OF PRIOR YEAR PROJECTS. An allocation of \$225,000 was made to the School Department from the City Pay-As-You-Go Capital Fund for FY08. These funds were originally planned for upgrades to fire alarm systems in schools, but the School Department was able to fund those upgrades from other funds. Therefore, the Schools intend to utilize these funds to help offset relocation and transition costs related to the upcoming CRLS Major Renovation Project.

The War Memorial Major Renovation Project, begun in the Spring of 2007, is currently approximately 55% complete, and is scheduled for completion by early Fall 2008. The total project cost is \$29.7 million, of which \$9.0 million is reimbursed by the state and the remaining \$20.7 million is funded from property tax supported debt. The School Department share of the War Memorial bonding costs (approximately \$701,000 in FY09) will be paid from the School Debt Stabilization Fund.

The CRLS Major Renovation Project, expected to get under way in late Spring 2008, has been approved by the state for reimbursement in the amount of \$28.0 million. The most recent (October 2007) project cost estimate is \$94,865,000, although final design development is continuing. Project costs in excess of the state reimbursement (\$66.9 million) will be funded from property tax supported debt.

FY09 FUNDING. An allocation of \$225,000 will be used to help offset relocation and transition costs related to the CRLS Major Renovation Project.

FY10-13 FUNDING: It is expected that facilities priorities, identified with guidance from a comprehensive school facilities study conducted in FY06-07, will continue to be funded from free cash allocations.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2008

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	\$651,205	\$117,130	\$23,500		\$791,835		\$791,835
	Executive	1,276,275	459,950	40,500		1,776,725		1,776,725
	City Council	1,063,785	41,900	59,855		1,165,540		1,165,540
	City Clerk	807,210	58,110	2,420		867,740		867,740
	Law	1,235,640	509,225	259,675		2,004,540		2,004,540
	Finance	8,089,545	2,545,140	216,900	\$77,800	10,929,385		10,929,385
	Employee Benefits	26,604,500	708,960			27,313,460		27,313,460
	General Services	323,755	626,200			949,955		949,955
	Election	593,485	276,190	2,270		871,945		871,945
	Public Celebrations	396,820	410,900	1,125		808,845		808,845
	Reserve		37,500			37,500		37,500
	TOTAL	\$41,042,220	\$5,791,205	\$606,245	\$77,800	\$47,517,470		\$47,517,470
PUBLIC SAFETY								
	Animal Commission	\$259,340	\$13,305	\$150		\$272,795		\$272,795
	Fire	34,035,970	974,970	456,750	\$110,000	35,577,690		35,577,690
	Police	35,130,700	1,772,400	191,500	432,100	37,526,700		37,526,700
	Traffic, Parking & Transportation	6,145,690	3,285,040	23,400	75,000	9,529,130		9,529,130
	Police Review & Advisory Board	87,195	1,000	3,000		91,195		91,195
	Inspectional Services	2,428,900	124,400	51,825		2,605,125		2,605,125
	License	803,755	59,775	11,115		874,645		874,645
	Weights & Measures	107,665	7,780	2,245		117,690		117,690
	Electrical	1,377,275	1,286,460	1,670	25,000	2,690,405		2,690,405
	Emergency Management	155,970	14,065	570		170,605		170,605
	Emergency Communications	3,581,850	195,510	15,850	4,000	3,797,210		3,797,210
	TOTAL	\$84,114,310	\$7,734,705	\$758,075	\$646,100	\$93,253,190		\$93,253,190

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	\$17,188,425	\$10,315,450	\$112,955	\$400,000	\$28,016,830		\$28,016,830
	Community Development	4,617,490	566,940	20,500		5,204,930		5,204,930
	Historical Commission	504,685	68,380	800		573,865		573,865
	Conservation Commission	85,015	3,525	960		89,500		89,500
	Peace Commission	84,235	10,780	1,850		96,865		96,865
	Cable T.V.	546,765	735,030	3,450		1,285,245		1,285,245
	Debt Service		216,000		39,995,460	40,211,460		40,211,460
	TOTAL	\$23,026,615	\$11,916,105	\$140,515	\$40,395,460	\$75,478,695		\$75,478,695
HUMAN RESOURCE DEVELOPMENT								
	Library	\$5,485,850	\$1,107,280	\$36,650		\$6,629,780		\$6,629,780
	Human Services	15,551,355	2,791,195	78,400	\$25,000	18,445,950		18,445,950
	Women's Commission	174,635	9,835	1,025		185,495		185,495
	Human Rights Commission	181,120	4,055	700		185,875		185,875
	Veterans	265,685	54,900	419,850		740,435		740,435
	TOTAL	\$21,658,645	\$3,967,265	\$536,625	\$25,000	\$26,187,535		\$26,187,535
	CITY TOTAL	\$169,841,790	\$29,409,280	\$2,041,460	\$41,144,360	\$242,436,890		\$242,436,890
EDUCATION								
	Schools Operating	\$100,306,920	\$24,825,910	\$1,656,100	\$3,915,240	\$130,704,170		\$130,704,170
	TOTAL	\$100,306,920	\$24,825,910	\$1,656,100	\$3,915,240	\$130,704,170		\$130,704,170
INTERGOVERNMENTAL								
	Massachusetts Water Resources Authority		\$20,110,420			\$20,110,420		\$20,110,420
	Cherry Sheet Assessments						\$16,876,885	16,876,885
	Cambridge Health Alliance		6,000,000			6,000,000		6,000,000
	TOTAL		\$26,110,420			\$26,110,420	\$16,876,885	\$42,987,305
	GRAND TOTALS	\$270,148,710	\$80,345,610	\$3,697,560	\$45,059,600	\$399,251,480	\$16,876,885	\$416,128,365

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-GOVERNMENTAL REVENUE	MISCELLANEOUS REVENUE	GRAND TOTAL
	Mayor	\$759,835				\$32,000		\$791,835
	Executive	1,397,860		\$215,000		163,865		1,776,725
	City Council	1,151,430				14,110		1,165,540
	City Clerk	584,490	\$30,000		\$233,950	19,300		867,740
	Law	1,854,540	2,500	97,500		50,000		2,004,540
	Finance	5,964,800			558,950	605,635	\$3,800,000	10,929,385
	Employee Benefits	10,323,225		87,500		11,202,735	5,700,000	27,313,460
	General Services	851,130		4,000		94,825		949,955
	Election	764,975			1,500	105,470		871,945
	Public Celebrations	764,145	11,000			33,700		808,845
	Reserve	37,500						37,500
	TOTAL GENERAL GOVT.	\$24,453,930	\$43,500	\$404,000	\$794,400	\$12,321,640	\$9,500,000	\$47,517,470
	Animal Commission	\$258,845	\$11,200	\$1,250	\$750		\$750	\$272,795
	Fire	34,757,390	90,000	4,000	711,300		15,000	35,577,690
	Police	28,553,790	126,065	3,192,425	1,615,355	\$2,275,065	1,764,000	37,526,700
	Traffic, Parking & Transportation		452,500	5,151,430	3,520,200		405,000	9,529,130
	Police Review & Advisory Board	91,195						91,195
	Inspectional Services	(1,091,375)	3,633,500		63,000			2,605,125
	License	(1,107,205)	1,904,400		27,450	50,000		874,645
	Weights & Measures	72,265		1,500	26,000	17,925		117,690
	Electrical	1,902,105	22,935		545,000	207,865	12,500	2,690,405
	Emergency Management	170,605						170,605
	Emergency Communications	3,797,210						3,797,210
	TOTAL PUBLIC SAFETY	\$67,404,825	\$6,240,600	\$8,350,605	\$6,509,055	\$2,550,855	\$2,197,250	\$93,253,190

FUNCTION	DEPARTMENT	TAXES	LICENSES & PERMITS	FINES & FORFEITS	CHARGES FOR SERVICE	INTER-GOVERNMENTAL REVENUE	MISCELL-ANEOUS REVENUE	GRAND TOTAL
	Public Works	\$20,374,670	\$142,000	\$900,000	\$3,925,570	\$2,281,130	\$393,460	\$28,016,830
	Community Development	3,367,775	110,000	50,000	296,395	1,206,760	174,000	5,204,930
	Historical Commission	536,865				5,000	32,000	573,865
	Conservation Commission	60,415			29,085			89,500
	Peace Commission	73,415				23,450		96,865
	Cable T.V.	(10,720)			1,295,965			1,285,245
	Debt Service	17,654,505		146,720	12,323,410	3,350,435	6,736,390	40,211,460
	TOTAL COMMUNITY MAINTENANCE & DEV.	\$42,056,925	\$252,000	\$1,096,720	\$17,870,425	\$6,866,775	\$7,335,850	\$75,478,695
	Library	\$6,197,630		\$10,000		\$422,150		\$6,629,780
	Human Services	15,065,650			\$2,590,215	790,085		18,445,950
	Women's Commission	175,535				9,960		185,495
	Human Rights Commission	185,875						185,875
	Veterans	471,260				269,175		740,435
	TOTAL HUMAN RESOURCE DEVELOPMENT	\$22,095,950		\$10,000	\$2,590,215	\$1,491,370		\$26,187,535
	CITY TOTAL	\$156,011,630	\$6,536,100	\$9,861,325	\$27,764,095	\$23,230,640	\$19,033,100	\$242,436,890
	Schools Operating	\$104,931,630		\$100,000		\$22,453,200	\$3,219,340	\$130,704,170
	SCHOOL TOTAL	\$104,931,630		\$100,000		\$22,453,200	\$3,219,340	\$130,704,170
	Massachusetts Water Resources Authority				\$20,110,420			\$20,110,420
	Cherry Sheet Assessments	\$11,150,175			493,140	\$5,233,570		16,876,885
	Cambridge Health Alliance	6,000,000						6,000,000
	TOTAL INTERGOVERNMENTAL	\$17,150,175			\$20,603,560	\$5,233,570		\$42,987,305
	GRAND TOTALS	\$278,093,435	\$6,536,100	\$9,961,325	\$48,367,655	\$50,917,410	\$22,252,440	\$416,128,365

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2008

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	\$5,904,865	\$3,911,900	\$30,855	\$8,151,005	\$17,998,625		\$17,998,625

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				\$17,041,005	\$957,620		\$17,998,625

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2008

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Public Investment Fund of the City of Cambridge.

FUNCTION	PROJECT	APPROPRIATIONS	FUNCTION	PROJECT	APPROPRIATIONS
GENERAL GOVERNMENT			COMMUNITY MAINTENANCE & DEV. (cont.)		
	Acquisition of Personal Computers	\$50,000		Façade Improvement Program	150,000
	Technology Upgrades	<u>500,000</u>		Employment Program Fund	350,000
		\$550,000		Housing Rehab & Development	965,225
PUBLIC SAFETY				Neighborhood Business Development	218,000
	Fire Vehicles/Equipment	\$250,000		Public Art Conservation	<u>30,000</u>
	Replacement of Street Lights/Poles	<u>35,000</u>			\$10,736,615
		\$285,000	HUMAN RESOURCE DEVELOPMENT		
COMMUNITY MAINTENANCE & DEV.				Parks & Recreation	\$390,000
	Public Building Renovations	180,000		Accessibility Improvements	<u>50,000</u>
	Streets/Sidewalks Reconstruction	\$2,543,390			\$440,000
	Park and Cemetery Tree Pruning	50,000	EDUCATION		
	Parking Improvements	500,000		School Equipment/Renovations	<u>\$225,000</u>
	Water System Improvements	2,000,000			\$225,000
	Sewer Reconstruction	1,600,000			
	Traffic Calming	400,000			
	Brookline Street Reconstruction Project	1,750,000		TOTAL	\$12,236,615

BE IT FURTHER ORDERED That the above appropriations are to be financed with the following sources:

FINANCING PLAN CLASSIFICATION	REVENUE	FINANCING PLAN CLASSIFICATION	REVENUE
Property Taxes	\$1,200,000	Water Fund Balance	1,000,000
Free Cash	1,000,000	Street Preservation Offset Fund (SPOF)	304,865
Parking Fund	900,000	Block Grant	1,533,225
Fund Balance/Parking	1,750,000	Chapter 90	1,908,525
Sewer Service Charge	1,600,000	Golf Course Fees	<u>40,000</u>
Water Service Charge	1,000,000		\$12,236,615

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THIS SPACE RESERVED FOR COUNCILLORS' NOTES