



# ANNUAL BUDGET 2009-2010

ADOPTED BY  
THE CITY COUNCIL,  
CAMBRIDGE,  
MASSACHUSETTS



NEWLY RENOVATED WAR MEMORIAL RECREATION CENTER

***CAMBRIDGE WAR MEMORIAL RECREATION CENTER.*** Construction to renovate this late 1950's era building, located on Cambridge Street, included improving and updating building systems, providing universal accessibility and revamping the layout of the locker rooms, restrooms, classrooms and administrative offices. The 78,000 square foot facility houses three pools, a gymnasium with basketball and volleyball courts, a state-of-the-art fitness room, a multipurpose room and separate locker room facilities for school and public use.

*The Cambridge Recreation Division will be offering a variety of programming and clinics for youth and adults, including tennis, volleyball, yoga, aqua aerobics and swim instruction, life conditioning, karate, volleyball and more. The 26,000 square foot field house adjacent to the War Memorial also includes basketball, tennis and volleyball courts, plus an indoor running track.*

*The War Memorial facility was originally named to honor Cambridge men and women who were killed in action in service to our country and city, from the Revolutionary War through the present.*

*The grand reopening ceremony, held in January 2009, included the unveiling of a special plaque in memory of William E. Gurry (1916-1983), former Director of Recreation Programs & Pool Manager for the Cambridge War Memorial facility. A lifelong Cambridge resident, Gurry's commitment to youth, family, interscholastic athletics and public recreation was second to none.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Cambridge  
Massachusetts**

For the Fiscal Year Beginning

**July 1, 2008**

A handwritten signature in black ink, appearing to read 'M. L. R.', positioned above the title 'President'.

President

A handwritten signature in black ink, appearing to read 'Jeffrey R. Eisen', positioned above the title 'Executive Director'.

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, 2008.

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.

# TABLE OF CONTENTS

|   | <b>PAGE</b> |
|---|-------------|
| <b><u>I BUDGET MESSAGE</u></b>                |             |
| City Manager’s Adopted Budget Message.....    | I - 1       |
| SUMMARY: Operating Budget.....                | I - 5       |
| City Manager’s Submitted Budget Message ..... | I - 7       |
| <b><u>II GENERAL INFORMATION</u></b>          |             |
| Budget Calendar .....                         | II - 1      |
| Budget Process .....                          | II - 2      |
| Organizational Chart .....                    | II - 7      |
| Glossary .....                                | II - 8      |
| Selected Acronym Table .....                  | II - 15     |
| General Profile of City .....                 | II - 18     |
| Facts on File .....                           | II - 20     |
| Tax Facts .....                               | II - 22     |
| Basis of Accounting and Budgeting.....        | II - 23     |
| Financial Policies and Guidelines .....       | II - 25     |
| Investment Policy .....                       | II - 27     |
| Debt Management Policy .....                  | II - 32     |
| Debt Ratio/Debt Limit.....                    | II - 35     |
| Debt Position .....                           | II - 36     |
| Reserve Policy .....                          | II - 37     |
| Appropriation by Function .....               | II - 38     |
| Appropriation by Statutory Category .....     | II - 39     |
| Revenue by Source.....                        | II - 40     |
| Public Investment Appropriations.....         | II - 41     |
| Public Investment Financing Plan.....         | II - 42     |
| Appropriated Funds Chart .....                | II - 43     |
| General Fund Analysis .....                   | II - 44     |
| General Fund/Three Year History .....         | II - 45     |
| Water Fund Analysis .....                     | II - 46     |

|  |         |
|--|---------|
| Water Fund/Three Year History .....              | II - 47 |
| Parking Fund Analysis .....                      | II - 48 |
| Parking Fund/Three Year History .....            | II - 49 |
| Projected Fund Balances .....                    | II - 50 |
| Health Claims Trust and Stabilization Funds..... | II - 53 |
| Position Chart.....                              | II - 55 |
| Position List.....                               | II - 56 |

**III FINANCIAL PLAN**

|   |                |
|---|----------------|
| <b>SUMMARY: OPERATING AND CAPITAL BUDGETS .....</b> | <b>III - 1</b> |
| Five Year Revenue Budget Chart.....                 | III - 3        |
| Major Revenue Sources.....                          | III - 4        |
| Operating Budget                                    |                |
| Summary .....                                       | III - 19       |
| Taxes   |                |
| Summary .....                                       | III - 21       |
| Real Property Tax .....                             | III - 22       |
| Personal Property .....                             | III - 23       |
| Motor Vehicle Excise Tax .....                      | III - 24       |
| Hotel/Motel Tax.....                                | III - 25       |
| Corporation Excise.....                             | III - 26       |
| Interest on Taxes.....                              | III - 27       |
| In-Lieu-of-Taxes .....                              | III - 28       |
| Licenses & Permits                                  |                |
| Summary .....                                       | III - 29       |
| Licenses.....                                       | III - 30       |
| Permits .....                                       | III - 33       |
| Fines and Forfeits                                  |                |
| Summary.....  | III - 35       |
| Charges for Service                                 |                |
| Summary .....                                       | III - 37       |
| Parking Fund.....                                   | III - 38       |
| Water Fund.....                                     | III - 40       |
| Sewer Service Charge .....                          | III - 41       |
| Fees Summary.....                                   | III - 43       |
| Administration Fees .....                           | III - 44       |
| Public Safety Fees.....                             | III - 46       |

|   |          |
|---|----------|
| Electrical Fees .....                         | III - 47 |
| Human Services Fees .....                     | III - 48 |
| Childcare Fees .....                          | III - 50 |
| Hearing Fees .....                            | III - 51 |
| Other Charges .....                           | III - 52 |
| <b>Intergovernmental Revenue</b>              |          |
| Summary .....                                 | III - 53 |
| Federal Grants .....                          | III - 54 |
| State Grants .....                            | III - 55 |
| State Cherry Sheet .....                      | III - 56 |
| School & Local Aid .....                      | III - 57 |
| Education Reimbursements .....                | III - 58 |
| General Government .....                      | III - 59 |
| Miscellaneous Intergovernmental Revenue ..... | III - 61 |
| <b>Miscellaneous Revenue</b>                  |          |
| Summary .....                                 | III - 63 |
| Interest Earnings .....                       | III - 64 |
| Rent/Sale of Property .....                   | III - 65 |
| Free Cash .....                               | III - 66 |
| Other Miscellaneous Revenue .....             | III - 67 |

**IV SERVICE PROGRAMS**

|  |         |
|--|---------|
| <b>SUMMARY: GENERAL GOVERNMENT</b> ..... | IV - 1  |
| Mayor .....                              | IV - 2  |
| Executive .....                          | IV - 6  |
| Tourism .....                            | IV - 11 |
| Affirmative Action .....                 | IV - 13 |
| Public Information .....                 | IV - 16 |
| Employees' Committee on Diversity .....  | IV - 17 |
| City Council .....                       | IV - 19 |
| City Clerk .....                         | IV - 22 |
| Law .....                                | IV - 27 |
| Finance                                  |         |
| Summary .....                            | IV - 30 |
| Administration .....                     | IV - 35 |
| Budget .....                             | IV - 37 |
| Personnel .....                          | IV - 40 |

|   |          |
|---|----------|
| Assessing.....                          | IV - 44  |
| Purchasing.....                         | IV - 47  |
| Auditing .....                          | IV - 50  |
| Revenue.....                            | IV - 53  |
| Treasury .....                          | IV - 56  |
| Information Technology Department ..... | IV - 58  |
| Employee Benefits                       |          |
| Summary .....                           | IV - 62  |
| Pensions .....                          | IV - 65  |
| Insurance.....                          | IV - 67  |
| Collective Bargaining .....             | IV - 69  |
| General Services.....                   | IV - 70  |
| Election Commission .....               | IV - 74  |
| Public Celebrations.....                | IV - 79  |
| Reserve .....                           | IV - 86  |
| <b>SUMMARY: PUBLIC SAFETY</b> .....     | IV - 87  |
| Animal Commission.....                  | IV - 88  |
| Fire .....                              | IV - 92  |
| Police                                  |          |
| Summary .....                           | IV - 107 |
| Leadership.....                         | IV - 116 |
| Operations.....                         | IV - 120 |
| Support Services .....                  | IV - 128 |
| Traffic, Parking & Transportation       |          |
| Summary .....                           | IV - 135 |
| Traffic Control .....                   | IV - 139 |
| Parking Control.....                    | IV - 142 |
| Support Services .....                  | IV - 145 |
| Police Review & Advisory Board .....    | IV - 146 |
| Inspectional Services.....              | IV - 149 |
| License Commission .....                | IV - 153 |
| Consumer Council .....                  | IV - 158 |
| Sealer of Weights & Measures.....       | IV - 163 |
| Electrical.....                         | IV - 167 |
| Emergency Management.....               | IV - 170 |
| Emergency Communications .....          | IV - 175 |

|   |                 |
|---|-----------------|
| <b>SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT .....</b> | <b>IV - 185</b> |
| Public Works  |                 |
| Summary .....   | IV - 186        |
| Administration .....  | IV - 192        |
| Public Ways .....   | IV - 204        |
| Solid Waste .....   | IV - 208        |
| Parks & Urban Forestry .....                                | IV - 215        |
| Cemetery .....  | IV - 218        |
| Public Buildings.....                                       | IV - 220        |
| Vehicles & Equipment.....                                   | IV - 223        |
| Off Hours .....   | IV - 224        |
| Energy .....  | IV - 225        |
| Water   |                 |
| Summary .....   | IV - 232        |
| Administration .....  | IV - 235        |
| Source of Supply.....                                       | IV - 238        |
| Distribution & Transmission.....                            | IV - 242        |
| Community Development                                       |                 |
| Summary .....   | IV - 244        |
| Administration .....  | IV - 249        |
| Community Planning .....                                    | IV - 251        |
| Housing .....   | IV - 255        |
| Economic Development.....                                   | IV - 259        |
| Environmental and Transportation .....                      | IV - 263        |
| Historical Commission.....                                  | IV - 268        |
| Conservation Commission .....                               | IV - 274        |
| Peace Commission .....                                      | IV - 278        |
| Cable TV .....  | IV - 285        |
| Debt Service .....  | IV - 289        |
| <b>SUMMARY: HUMAN RESOURCE DEVELOPMENT .....</b>            | <b>IV - 293</b> |
| Library   |                 |
| Summary .....   | IV - 294        |
| Main Library .....  | IV - 302        |
| Branch Libraries.....                                       | IV - 303        |



|  |          |
|--|----------|
| Human Services                               |          |
| Summary .....                                | IV - 304 |
| Grants .....                                 | IV - 309 |
| Administration .....                         | IV - 313 |
| Workforce Development.....                   | IV - 316 |
| Planning & Development.....                  | IV - 320 |
| Community Schools.....                       | IV - 331 |
| Recreation .....                             | IV - 334 |
| Elderly Services/Council on Aging .....      | IV - 338 |
| Childcare.....                               | IV - 342 |
| Golf Course.....                             | IV - 348 |
| Community Learning Center .....              | IV - 349 |
| Youth Programs .....                         | IV - 352 |
| Commission on the Status of Women .....      | IV - 356 |
| Human Rights Commission.....                 | IV - 361 |
| Veterans' Benefits/Services .....            | IV - 365 |
| <b>SUMMARY: EDUCATION</b> .....              | IV - 371 |
| Schools.....                                 | IV - 372 |
| <b>SUMMARY: INTERGOVERNMENTAL</b> .....      | IV - 377 |
| Massachusetts Water Resources Authority..... | IV - 378 |
| Cherry Sheet.....                            | IV - 379 |
| Cambridge Public Health Alliance .....       | IV - 381 |

**V PUBLIC INVESTMENTS**

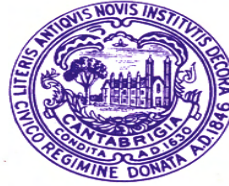
|   |        |
|---|--------|
| Public Investment/Summary .....                       | V - 1  |
| Public Investment Appropriation Chart .....           | V - 8  |
| Public Investment Financing Plan Chart.....           | V - 9  |
| Public Investment Appropriations 2005-2010 Chart..... | V - 10 |
| Public Investment Fund (In Thousands) .....           | V - 11 |
| Summary 2010-2014 Appropriation Plan .....            | V - 12 |
| Detail 2010-2014 Financing Plan.....                  | V - 14 |
| Summary 2010-2014 Financing Plan .....                | V - 15 |
| <b>SUMMARY: GENERAL GOVERNMENT</b> .....              | V - 17 |
| Acquisition of Personal Computers .....               | V - 18 |
| Technology Upgrades .....                             | V - 19 |
| <b>SUMMARY: PUBLIC SAFETY</b> .....                   | V - 21 |
| Fire Vehicles/Equipment .....                         | V - 22 |

|   |               |
|---|---------------|
| Fire Station/Renovations.....                               | V - 23        |
| Public Safety/Replacement of Street Lights .....            | V - 24        |
| <b>SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT .....</b> | <b>V - 25</b> |
| Public Building Renovations.....                            | V - 26        |
| Streets/Sidewalks Reconstruction.....                       | V - 27        |
| Parks & Cemetery Tree Pruning.....                          | V - 29        |
| Parking Improvements .....                                  | V - 30        |
| Yerxa Road Underpass Construction.....                      | V - 32        |
| Water System Improvements.....                              | V - 33        |
| Sewer Reconstruction .....                                  | V - 35        |
| Traffic Calming Design/Construction.....                    | V - 37        |
| Harvard Square Surface Improvements .....                   | V - 38        |
| Kendall Square Surface Improvements .....                   | V - 39        |
| Façade Improvement Program.....                             | V - 40        |
| Employment Program Fund.....                                | V - 41        |
| Housing Rehabilitation & Development.....                   | V - 42        |
| Neighborhood Business Development.....                      | V - 43        |
| Public Art.....   | V - 44        |
| Public Art Conservation & Maintenance.....                  | V - 45        |
| <b>SUMMARY: HUMAN RESOURCE DEVELOPMENT .....</b>            | <b>V - 47</b> |
| Parks & Recreation .....                                    | V - 48        |
| Accessibility Improvements.....                             | V - 50        |
| <b>SUMMARY: EDUCATION.....</b>                              | <b>V - 51</b> |
| School Equipment/Renovations.....                           | V - 52        |

**VI APPROPRIATION ORDERS**

|                            |        |
|----------------------------|--------|
| Appropriation Orders ..... | VI - 1 |
| Index.....                 | VI - 7 |

**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 18, 2009

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

I herewith present to you the FY10 Operating and Capital Budgets for the City of Cambridge approved by the City Council on May 18, 2009, as well as the proposed FY11 - 14 Capital Plan, which reflects no revisions to the City Manager's submitted budget.

The adopted Operating Budget of \$444,212,850 represents an increase of \$8,840,730, or 2%, over the FY09 adjusted budget. The budget increase is largely attributable to a 2.5% cost of salary increases for employees, a 3.1% increase in employee health insurance, a 3.0% increase in employee pension costs, a 6.1% increase in Massachusetts Water Resource Authority assessments, and a property-tax supported debt service increase of 9.8%. In addition, the Operating Budget reflects a net decrease of 3 full-time positions, while including the addition of 6 positions related to the opening of the new Main Library and West Cambridge Community and Youth Center. Overall, the City has reduced 27 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, which provides stability and reinvestment in our community that is important during these difficult times. This fact should not be lost, given the current economic climate and the fiscal challenges facing many cities and towns in the Commonwealth;
- 2) Provides full funding to support programmatic and operational costs for the two new facilities that opened during FY09 and the two which are expected to be substantially complete by the end of the current fiscal year; and
- 3) Achieves the above with a moderate increase in the property tax levy in spite of a projected \$8.7 million reduction in State Aid, 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."

The FY10 Adopted Budget reflects the State Aid amounts contained in the Governor's Proposed Budget released in January. This results in a State Aid decrease of \$8.7 million. At the time of Budget adoption, the Proposed FY10 Senate Budget is yet to be released and it is anticipated that this will include a different figure for State Aid from both the Governor's Proposed Budget, as well as the recently released House of Representatives Proposed Budget. A reconciliation of State Aid figures contained in the Senate, House and Governor's Proposed Budgets will take place in June.

The spending plan for the Operating and Capital budget, as adopted, including non-budget items such as overlay reserve, calls for a total FY10 property tax levy of \$270,199,590, a \$15,254,015 or a 5.98 % increase. It should be noted that if no reduction had been made to General Aid (Additional Assistance and Lottery Aid) of \$6.6 million, the estimated property tax levy increase would only be 3.4% in FY10. The actual tax levy will be determined in September 2009, when the City Council votes on the City Manager's property tax and classification recommendations.

The FY10 Budget does not include additional revenues from statewide increases to Meals and Hotel/Motel Tax, which was also included in the Governor's FY10 Proposed State Budget. This additional revenue was not used because it is unclear whether there is legislative support for this proposal, and if approved, when it would be implemented and realized by the City.

It is anticipated that the City will be able to use these and other increases in non property tax revenues, such as parking fund revenue, debt stabilization, free cash or other revenues at a higher level than that which is included in the FY10 budget during the property tax rate setting process to reduce property tax levy increases. Because of the policies followed by the City Council, the City has been able to accumulate significant reserve balances, including free cash, and has an excess levy capacity of \$92.7 million, which will allow the City the flexibility to proceed cautiously. While the current economic situation is not desirable, over the years the City has developed a financial plan which will allow us to deal with this current financial situation.

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. 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. In fact, over the last four years, on average, 80% of residential property owners have seen a reduction, no increase or an increase of less than \$100 in their tax bill. In the past four fiscal years, we have been able to produce budgets that have reflected an average annual increase of 3.4% in the property tax levy.

As I have noted to the City Council, I believe that we are in a difficult period for both the FY10 Budget cycle, as well as for FY11. While we have been able to absorb operating and programmatic costs associated with our new facilities, cover increased salary, fringe benefit and debt service costs and absorb significant State Aid reductions in FY10, we will need to continue to work to identify cost reduction opportunities and non-property tax revenue increases early in the new fiscal year to get ready for the FY11 Budget.

The FY10 proposed Capital Budget totals \$44,650,780, an increase of \$16,084,165 or 56.3% over the previous year. The largest change in the FY10 Capital Budget is the increase for Sewer Reconstruction Projects from \$10,230,000 to \$36,061,655, of which \$14,290,000 will be financed through bond proceeds and funded from sewer service charge revenues. The FY10 Capital Budget contains only one property tax supported

bonded project, the Yerxa Road Underpass Construction Project (final phase) for \$1,000,000, which is a decrease from \$7,700,000 in FY09. The FY10 Pay-As-You-Go Capital Budget (funded from property taxes and free cash) of \$1.0 million reflects a decrease of \$1.2 million. A full description of the FY10 – FY14 Plan can be found in Section V of this document.

In keeping with the practice of recent years, the FY10 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY09 and FY10. Department heads have carefully reviewed their budget narratives, accomplishments, goals and performance measures and have made 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 City Council and City Administration continue to operate with the same basic principles/lessons which have allowed the City to weather difficult economic times in the past. These principles include: 1) understanding that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) being realistic in our expectations both in good and bad economic times, which has resulted in our being able to manage our resources wisely, and; 3) developing effective short and long term financial, economic and programmatic planning strategies.

Because of sound financial practices of this and previous City Councils and our continued strong financial condition, we have been able, in this Budget, to maintain both City and School services, provide operating and programmatic support for the new facilities we have opened in FY09 and will open in FY10, address City Council Goals and Objectives and continue to support a very ambitious public investment program. This is highlighted by the new Main Library Project and West Cambridge Youth and Community Center, which are nearing completion and the Public Safety Facility and War Memorial Recreation Center which opened this fiscal year. The CRLS renovation project is under way to complete this impressive list.

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 in keeping with our conservative approach to budget expansion.

In addition, because of our long-term planning, Cambridge has the flexibility to respond to this period of economic decline and uncertainty better than most communities. The City Council has been wise to increase the balance in the City's Debt Stabilization Fund in FY08 and FY09 with an \$8 million dollar appropriation each year from Free Cash. The balance in the Debt Stabilization Fund is projected to be \$21.1 million as of June 30, 2009. 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 School Stabilization Fund, which is projected to have a balance of \$9.1 million as of June 30, 2009, which will be used to partially fund the War Memorial renovation project.

Our sound financial practices have left the City with substantial reserves including \$91.8 million in Free Cash, \$92.7 million in excess levy capacity, \$12.2 million in Parking Fund balances, \$7.5 million in Water Fund balances and balances in other reserve accounts. As part of our planning, this Budget strategically uses these reserves to lessen the increase of the property tax levy. While the above factors are important, as we navigate through these difficult economic times, we also need to continue to expand our non-property tax revenues.

Because of the level of fiscal uncertainties, the development of the FY10 Budget has been difficult. This will also be the case for FY11. The Commonwealth and the federal government remain vital financial partners in the delivery of our services. The significant reductions in the current level of state support has made it difficult for the City to absorb without impacting the property tax levy, even with limited growth in our budget. While we expect to receive some federal dollars as a results of the recently enacted American Recovery and Reinvestment Act of 2009, we need to be careful to spend them wisely and understand that this federal assistance in not permanent. However, as the projected federal budget deficit continues to grow to unprecedented levels, at some point there will be a need to reduce federal spending, which will impact us through a reduction in direct federal grants or a reduction in federal through state grant programs. The City will also need to address the impact of potential increase in our unfunded pension liability, which has been impacted by the decline in the Stock Market as well as the unfunded obligation related to Other Post Employment Benefits (OPEB) - GASB 45. These are some of the issues the City will be facing over the next few years.

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. 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. While Cambridge is not insulated from current economic realities, we have positioned ourselves well to respond to these challenges in order to preserve the high level of municipal services which residents have come to expect, as well as meet the needs of our infrastructure. 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.

I believe we have responded to the City Council's Goal of producing an FY10 Budget, which reflects a 2% increase and a moderate growth in the property tax levy. The growth in the property tax levy has been significantly impacted by dramatic reductions in State Aid. However, the FY10 Budget maintains city and school services, addresses City Council Goals and Objectives, and supports programmatic and operational costs for the new facilities. 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 working through these difficult economic times.

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

# SUMMARY: OPERATING BUDGET (all funds)

| FY08<br>ACTUAL       | FY09<br>PROJECTED    | PROGRAM EXPENDITURES                | FY10<br>BUDGET       |
|----------------------|----------------------|-------------------------------------|----------------------|
| \$37,114,990         | \$37,803,650         | General Government                  | \$45,627,180         |
| 89,844,750           | 96,216,355           | Public Safety                       | 97,169,260           |
| 85,583,420           | 95,476,765           | Community Maintenance & Development | 97,019,690           |
| 24,312,845           | 26,247,530           | Human Resource Development          | 28,232,600           |
| 124,430,590          | 129,232,880          | Education                           | 133,563,880          |
| 39,567,180           | 42,365,795           | Intergovernmental                   | 42,600,240           |
| <u>\$400,853,775</u> | <u>\$427,342,975</u> |                                     | <u>\$444,212,850</u> |

| FINANCING PLAN | FY10<br>BUDGET |
|----------------|----------------|
|----------------|----------------|

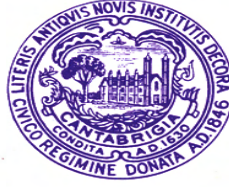
|                           |                      |
|---------------------------|----------------------|
| Taxes                     | \$292,871,625        |
| Licenses & Permits        | 5,958,620            |
| Fines & Forfeits          | 8,985,080            |
| Charges for Service       | 69,987,350           |
| Intergovernmental Revenue | 42,925,885           |
| Miscellaneous Revenue     | 23,484,290           |
|                           | <u>\$444,212,850</u> |



# SUMMARY: CAPITAL BUDGET

| PROGRAM EXPENDITURES                | FY10<br>BUDGET      |
|-------------------------------------|---------------------|
| General Government                  | \$375,000           |
| Public Safety                       | 130,000             |
| Community Maintenance & Development | 43,775,780          |
| Human Resource Development          | 170,000             |
| Education                           | <u>200,000</u>      |
|                                     | <b>\$44,650,780</b> |

| FINANCING PLAN                         | FY10<br>BUDGET      |
|--|---------------------|
| Property Taxes                         | \$500,000           |
| Free Cash                              | 500,000             |
| Parking Fund                           | 775,000             |
| Sewer Service Charge                   | 600,000             |
| Water Service Charge                   | 1,000,000           |
| Water Fund Balance                     | 500,000             |
| Block Grant                            | 1,579,740           |
| Chapter 90                             | 1,914,385           |
| Street Preservation Offset Fund (SPOF) | 800,000             |
| MWRA Grant                             | 21,171,655          |
| Bond Proceeds                          | 15,290,000          |
| Golf Course Fees                       | <u>20,000</u>       |
|  | <b>\$44,650,780</b> |



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

*Robert W. Healy, City Manager*

*Richard C. Rossi, Deputy City Manager*

# SUBMITTED BUDGET MESSAGE

April 27, 2009

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

I herewith submit for your consideration the proposed FY10 Operating and Capital Budgets for the City of Cambridge, as well as the proposed FY11 - 14 Capital Plan.

The proposed Operating Budget of \$444,212,850 represents an increase of \$8,840,730, or 2%, over the FY09 adjusted budget. The budget increase is largely attributable to a 2.5% cost of salary increases for employees, a 3.1% increase in employee health insurance, a 3.0% increase in employee pension costs, a 6.1% increase in Massachusetts Water Resource Authority assessments, and a property-tax supported debt service increase of 9.8%. In addition, the Operating Budget reflects a net decrease of 3 full-time positions, while including the addition of 6 positions related to the opening of the new Main Library and West Cambridge Community and Youth Center. Overall, the City has reduced 27 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, which provides stability and reinvestment in our community that is important during these difficult times. This fact should not be lost, given the current economic climate and the fiscal challenges facing many cities and towns in the Commonwealth;
- 2) Provides full funding to support programmatic and operational costs for the two new facilities that opened during FY09 and the two which are expected to be substantially complete by the end of the current fiscal year; and
- 3) Achieves the above with a moderate increase in the property tax levy in spite of a projected \$8.7 million reduction in State Aid, 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."

# SUMMARY: OPERATING BUDGET (all funds)

| FY08<br>ACTUAL       | FY09<br>PROJECTED    | PROGRAM EXPENDITURES                | FY10<br>BUDGET       |
|----------------------|----------------------|-------------------------------------|----------------------|
| \$37,114,990         | \$37,803,650         | General Government                  | \$45,627,180         |
| 89,844,750           | 96,216,355           | Public Safety                       | 97,169,260           |
| 85,583,420           | 95,476,765           | Community Maintenance & Development | 97,019,690           |
| 24,312,845           | 26,247,530           | Human Resource Development          | 28,232,600           |
| 124,430,590          | 129,232,880          | Education                           | 133,563,880          |
| 39,567,180           | 42,365,795           | Intergovernmental                   | 42,600,240           |
| <u>\$400,853,775</u> | <u>\$427,342,975</u> |                                     | <u>\$444,212,850</u> |

| FINANCING PLAN | FY10<br>BUDGET |
|----------------|----------------|
|----------------|----------------|

|                           |                      |
|---------------------------|----------------------|
| Taxes                     | \$292,871,625        |
| Licenses & Permits        | 5,958,620            |
| Fines & Forfeits          | 8,985,080            |
| Charges for Service       | 69,987,350           |
| Intergovernmental Revenue | 42,925,885           |
| Miscellaneous Revenue     | 23,484,290           |
|                           | <u>\$444,212,850</u> |

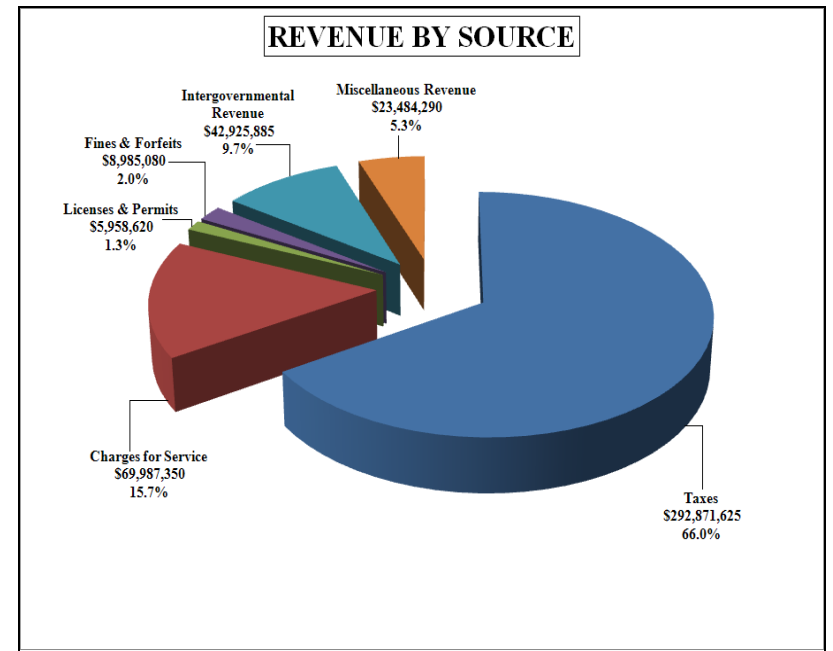
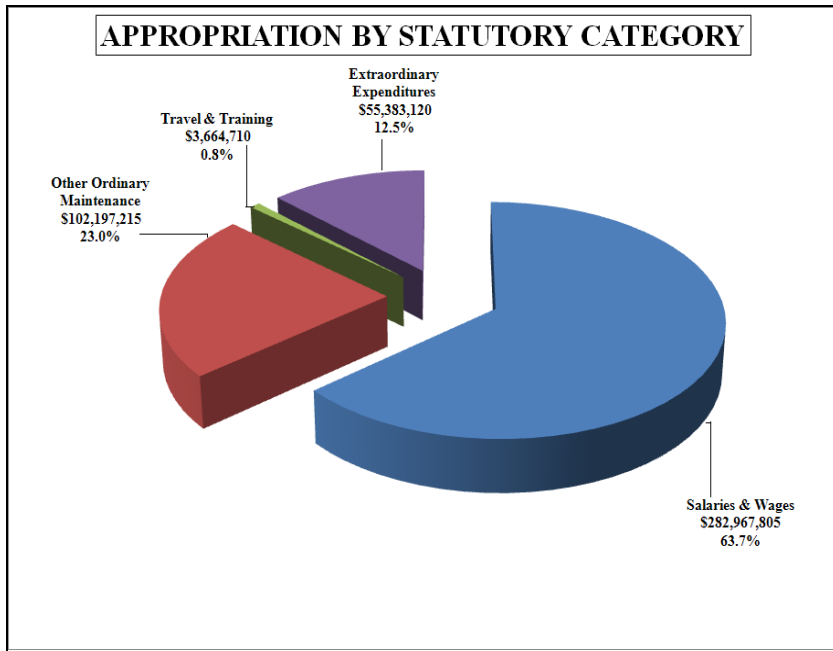
# SUMMARY: CAPITAL BUDGET

| <b>PROGRAM EXPENDITURES</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------------|------------------------|
|-----------------------------|------------------------|

|                                     |                     |
|-------------------------------------|---------------------|
| General Government                  | \$375,000           |
| Public Safety                       | 130,000             |
| Community Maintenance & Development | 43,775,780          |
| Human Resource Development          | 170,000             |
| Education                           | <u>200,000</u>      |
|                                     | <b>\$44,650,780</b> |

| <b>FINANCING PLAN</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------|------------------------|
|-----------------------|------------------------|

|  |                     |
|--|---------------------|
| Property Taxes                         | \$500,000           |
| Free Cash                              | 500,000             |
| Parking Fund                           | 775,000             |
| Sewer Service Charge                   | 600,000             |
| Water Service Charge                   | 1,000,000           |
| Water Fund Balance                     | 500,000             |
| Block Grant                            | 1,579,740           |
| Chapter 90                             | 1,914,385           |
| Street Preservation Offset Fund (SPOF) | 800,000             |
| MWRA Grant                             | 21,171,655          |
| Bond Proceeds                          | 15,290,000          |
| Golf Course Fees                       | <u>20,000</u>       |
|  | <b>\$44,650,780</b> |



## TOTAL OPERATING BUDGET \$444,212,850

The FY10 Submitted Budget uses the State Aid amounts contained in Governor’s Proposed Budget released in January and results in a State Aid reduction of \$8.7 million. The recently released House of Representatives’ Budget developed by the Ways and Means Committee calls for an additional reduction of \$2.9 million in State Aid from the Governor’s Budget, which includes elimination of the Police Career Incentive item. The Senate has not released its Budget Proposal yet, which I am sure will contain a different figure for State Aid. The reconciliation of these Budget Proposals will take place over the next several weeks.

The spending plan for the Operating and Capital Budget, as submitted, including non-budget items such as overlay reserve, calls for a total FY10 property tax levy of \$270,199,590, a \$15,254,015 or a 5.98% increase. It should be noted that if there was not a reduction to the General Aid category (Additional Assistance and Lottery Aid) of \$6.6 million, our estimated property tax levy increase would only be 3.4% in FY10.

I believe the prudent course of action is to wait to see what emerges from the State Budget process. The actual tax levy is determined in September 2009, when the City Council votes on the City Manager’s property tax and classification recommendations. It is anticipated that the City will be able to use increased non-property tax revenues, such as parking fund revenue, debt stabilization, free cash or other revenues, at a higher level than

what is included in the FY10 Budget, once actual FY09 receipts and final state aid figures are known. Because of the policies followed by the City Council, the City has been able to accumulate significant reserve balances, including free cash, and has an excess levy capacity of \$92.7 million, which will allow the City the flexibility to proceed cautiously. While the current economic situation is not desirable, over the years the City has developed a financial plan which will allow us to deal with this current financial situation.

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. 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. In fact, over the last four years, on average, 80% of residential property owners have seen a reduction, no increase or an increase of less than \$100 in their tax bill.

As I have noted to the City Council, I believe that we are in a difficult period for both the FY10 Budget cycle, as well as for FY11. While we have been able to absorb operating and programmatic costs associated with our new facilities, cover increased salary, fringe benefit and debt service costs and absorb significant State Aid reductions in FY10, we will need to continue to work to identify cost reduction opportunities and non-property tax revenue increases early in the new fiscal year to get ready for the FY11 Budget.

### **Budget Process**

The FY10 Budget Process began in early Fall 2008, as it became apparent that state revenues were falling below estimates and more than likely, that mid-year cuts in State Aid to cities and towns would be made in the current fiscal year, which would carryover into FY10 based on the worsening economy.

Initially, the City Manager and senior staff met with Department Heads of the largest departments to review current year revenues and expenditures and to discuss and plan strategies to reduce costs for FY09 and FY10. This exercise was important as it impressed upon these Department Heads that the FY10 Budget Process would be different from those in the recent past. This meant recognizing that operating budgets would need to be reduced, including positions in part to deal with reduced State Aid, building permit and other non-property tax revenues but also to absorb increased operating and programmatic costs related to the new facilities which were to be completed by the end of FY09.

After these initial group meetings, these Department Heads were asked to develop specific revenue and expenditure recommendations to be reviewed individually with the City Manager and senior staff before formal budget hearings were convened to review departmental budget submissions. This process allowed the City Manager to provide feedback early in the process on suggestions for potential recommendations before they were fully developed.

While the FY10 Budget maintains the current level of services and covers increased costs associated with the new facilities, with a modest increase in the property tax levy, savings were required to be identified. As noted, the FY10 Budget contains a net reduction of 3 full-time positions. The Departments which reflect position reductions are as follows: Finance (3); Police (2); License Commission (1); Emergency Management (1); Emergency Communications (1); Public Works (1); Water (3) and; Community Development (1). The Departments which

reflect position additions are as follows: Traffic, Parking and Transportation (1); Library (4); and Human Services (5). In addition, net savings and reductions were realized in Other Ordinary Maintenance accounts in the following Departments: General Services (\$104,930); Public Celebrations (\$25,000); Public Works (\$68,180); Community Development (\$212,755); and Historical Commission (\$31,000).

A similar process was used in the review of unexpended Capital Budget balances, as an enhancement to our prior practice. Prior to the start of the Capital Budget process, the City Manager met with City Department Heads to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding in FY10 for ongoing projects. Also, a review of existing projects funded from property taxes and free cash was conducted at the same time to explore opportunities for reducing or delaying FY10 requests. As a result, the amount of revenues from property taxes and free cash was reduced by \$700,000 and \$500,000, respectively, in the FY10 Capital Budget, which is contained in Section V of this document.

### **Supporting New Facilities**

In FY09, the City celebrated the opening of the following facilities in December 2008: The new state-of-the-art Public Safety Facility, which houses the Police and Emergency Communications Departments and the renovated War Memorial Recreation Center, which is featured on the Budget Cover. It is anticipated that 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 will be completed by the end of the current fiscal year as well as the Main Library major renovation and expansion project. The new Main Library will total approximately 100,000 square feet and will feature a Cambridge History room, Children's Room, Young Adults Room and a computer training room, as well as performance and meeting spaces. Also, the phased renovations to the Cambridge Rindge and Latin School (CRLS) is under way. The citizens of Cambridge will benefit from these new facilities for decades to come.

In anticipation of the opening the new Main Library early in FY10, the Budget includes funding for five additional staff positions as well as increased programmatic and facilities expenditures necessary for the operation of this considerably larger building.

These five new positions were created but not funded in the FY09 Budget, but are 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. A Facilities Manager position has been created but not funded in FY10 but will be funded in FY11 and is offset by the reduction of a vacant Building Maintenance position in FY09. Also, in Fall 2009, selected branch libraries are scheduled to be closed one day a week, on a rotating basis.

In order to promote cost efficiencies in the operations of the new facility, several measures are scheduled to be implemented which include a patron self-checkout, purchasing the majority of library materials pre-processed and acquiring software to manage time limits and printing use on public access computers. In addition, funds to cover increased operating costs to support programmatic and facility operations have been included in the FY10 Budget and total \$557,270. This increased funding includes: \$10,500 to support the pre-processing of books and \$10,000 for software maintenance; \$19,850 for additional computer software licenses, including increased Minuteman Network fees; \$3,500 for computer hardware maintenance; \$13,000 for programming to support public lectures, author presentations and children's events in new performance spaces; and

\$24,500 for additional computer supplies and paper. In addition, \$280,500 for additional energy costs associated with the expanded facility has been included as well as \$149,500 for building maintenance items. The acquisitions budget has been increased by \$67,320 to comply with the Massachusetts Board of Library Commissioners standards.

Full funding for a Youth Center Director at the West Cambridge Youth and Community Center has been included, which was partially funded in FY09 to coincide with the opening of the new facility. This in addition to part-time staff increases will bring staffing levels comparable to those at other youth centers. Also, funding has been provided for energy and maintenance costs for this facility.

Full funding of a Crime Analyst III position has been included in the Police Budget, which was partially funded in FY09, in order to provide better data to police officers and the public on patterns of crime. In addition, the FY10 Budget includes \$100,000 in funding to support the building operations of the new public safety facility, which the City occupied in December 2008, as well as a Facility Manager position. These were offset by a reduction of four vacant Police Officer positions totaling \$431,000. Four positions were added in FY09 to create a dedicated full-time Explosive Ordnance Unit (EOU). Although the EOU will not be a full-time assignment, Explosive Ordnance services will still be staffed by specially trained police officers.

### **Public Investment (Capital) Budget**

The FY10 proposed Capital Budget totals \$44,650,780, an increase of \$16,084,165 or 56.3% over the previous year. The largest change in the FY10 Capital Budget is the increase for Sewer Reconstruction Projects from \$10,230,000 to \$36,061,655, of which \$14,290,000 will be financed through bond proceeds and funded from sewer service charge revenues. The FY10 Capital Budget contains only one property tax supported bonded project, the Yerxa Road Underpass Construction Project (final phase) for \$1,000,000, which is a decrease from \$7,700,000 in FY09. The FY10 Pay-As-You-Go Capital Budget (funded from property taxes and free cash) of \$1.0 million reflects a decrease of \$1.2 million. A full description of the FY10 –FY14 Plan can be found in Section V of this document.

### **Property Tax Levy and Reserves**

In the past four fiscal years, we have been able to produce budgets that have reflected an average annual increase of 3.4% in the property tax levy. In FY09, this resulted in having approximately 85.3% 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.

The spending plan for the Operating and Capital Budgets, as submitted, including non-budget items such as overlay reserve, calls for a total FY10 property tax levy of \$270,199,590, a \$15,254,015 or a 5.98% increase. This percentage increase is below the 6.8% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in February 2009.

As noted above, 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 residential/commercial mix.



The FY10 Budget continues to use its reserves and other non-property tax revenue to reduce the increase in the property tax levy in the following ways:

- The FY10 Budget includes the use of \$8.0 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 \$8,500,000 is being used from "Free Cash" in the FY10 Budget; \$2,000,000 in the Operating Budget, \$500,000 in the Capital Budget and \$6,000,000 to lower the tax levy increase. This is a \$500,000 reduction from FY09 in recognition of a decline in some revenue surpluses.
- The FY10 Budget includes the use of \$500,000 from Water Fund Balance in the Capital Budget to fund the Concord Avenue/Brookline Street Water Main Replacement Projects, as well as \$750,000 to reduce the water rate.
- The Parking Fund Revenues are providing an additional \$1,037,455 to support the Operating Budgets of various departments.
- The Health Claims Trust Fund is providing \$6,750,000, an increase of \$1,250,000, to support the Operating Budget.
- The FY10 Budget uses \$2.8 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 Recreation Center.

### **State Aid**

A summary of the current State Aid situation was discussed earlier in the section.

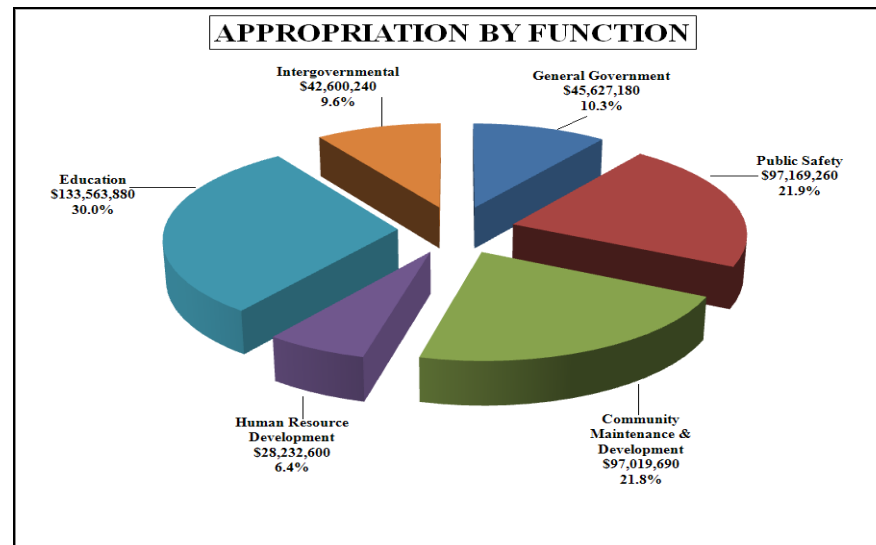
Local aid refers primarily to distributions from the Commonwealth to municipal general revenue for Chapter 70 education aid, additional assistance and lottery aid. In the Governor's and House of Representatives' Budget Proposals, additional assistance and lottery aid have been combined and renamed "General Aid." The amount of these funds to be distributed is listed on each community's cherry sheet along with other, Commonwealth programs such as library aid, veterans' benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were removed when a new authority (School Building Authority) was created to administer the program from the State Department of Education.

In FY09, the City was scheduled to receive \$26,737,300 in Additional Assistance and Lottery Aid. This amount was reduced mid-year by \$2,605,450 due to the projected State revenue shortfall. FY09 School Aid/Chapter 70 was \$9,316,695 and was not reduced as part of the mid-year reduction process. The revised total of these three revenues is \$33,448,545 or 7.7% of the FY09 Adopted Budget.

FY10 State Aid revenue to the City is based on the Governor’s FY10 State Budget released in January 2009. The City estimates receiving \$6,643,345 less in FY10 than it did in FY09 (budget to budget) for these major local aid categories, for a total of \$29,410,650 and represents 6.6% of the total FY10 Operating Budget. However, there are additional net decreases in other State Aid categories equaling \$2,022,600, which brings the total decrease to \$8,665,945 for FY10. These additional reductions include \$519,645 less in Police Career Incentive and \$1,556,310 less for Charter School Tuition Reimbursements.

The FY10 Budget does not use \$3,037,940 in additional revenue from a statewide 1% increase in the Meals and Hotel/Motel Tax, which was also included in the Governor’s FY10 State Budget as a way to mitigate other State Aid reductions. This additional revenue is not used because it is unclear if there is legislative support for this proposal, as well as the uncertainty about timing of the implementation of the increased rates, if they are approved, and when revenues would be realized and received by the City. If the proposal is adopted, revenues from this source would be used at the time of setting the property tax rate in the Fall. As noted, the House of Representatives’ Budget Proposal reduces “General Aid” by an additional \$2.0 million from the Governor’s Budget and \$.9 million in Police Career Incentive Reimbursements, which eliminates the total reimbursement. The City received \$1.4 million in Police Career Incentive Reimbursements in FY09. This additional \$2.9 million reduction is not included in the Submitted Budget. The Senate Budget Proposal will more than likely include a different State Aid amount for municipalities. The reconciliation of these Budget Proposals regarding State Aid reductions will take place over the next several weeks.

In keeping with the practice of recent years, the proposed FY10 Budget closely links the operating and capital expenditure plans with priorities established by the City Council for FY10 and FY11. 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 and objectives. While I encourage readers to review each department’s budget in detail, the following section highlights the proposed spending plan to implement City Council priorities.



## **INTEGRATING CITY COUNCIL PRIORITIES WITH THE PROPOSED BUDGET**

Since 1996, the City Council has conducted an in-depth biennial process to develop and produce its Goals for the City. Since 2000, the process has included a statistically valid telephone survey of the opinion of Cambridge residents with regard to City services and City government. The process also includes an opportunity for Cambridge citizens to gather to voice their concerns and opinions about what the City Council should focus on in setting its goals. This year, the Government Operations and Rules Committee hosted a “World Café” - an interactive conversational format that allowed diverse and creative points of view about Cambridge’s needs to emerge - as the public comment opportunity of the process. The enthusiastic reaction of the participants has persuaded the City Council that the World Café should be repeated as an annual City event to foster community. The City Council used the information from the survey and the World Café in a two-session facilitated discussion hosted by the Government Operations Committee. This year, the City Council focused on ensuring that each of their broad, visionary, multi-year objectives were delineated by SMART shorter terms goals (Specific, Measurable, Attainable, Results-oriented and Time-bound). The Goals listed below were adopted by the City Council on February 2, 2009 and reflect the priorities of the City Council for fiscal years 2010 and 2011. The Council Objectives and 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.

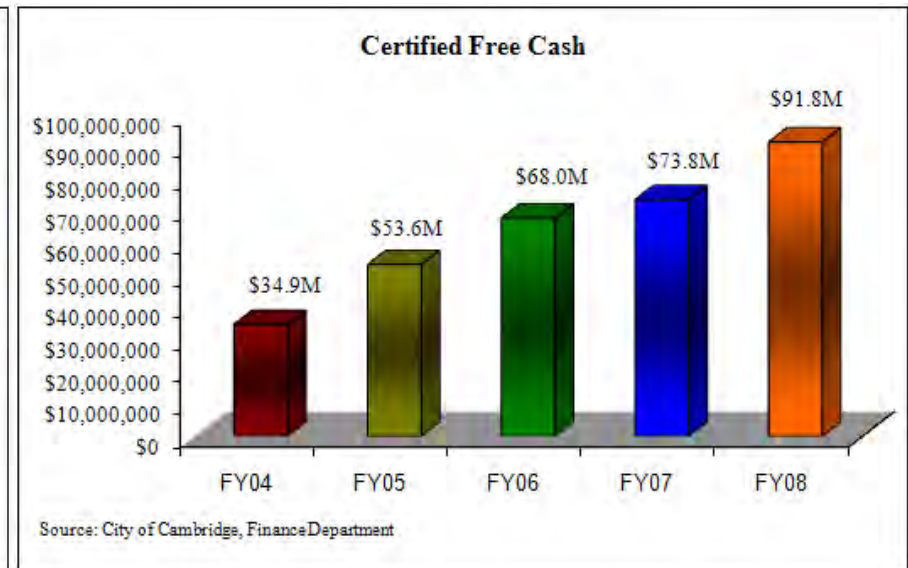
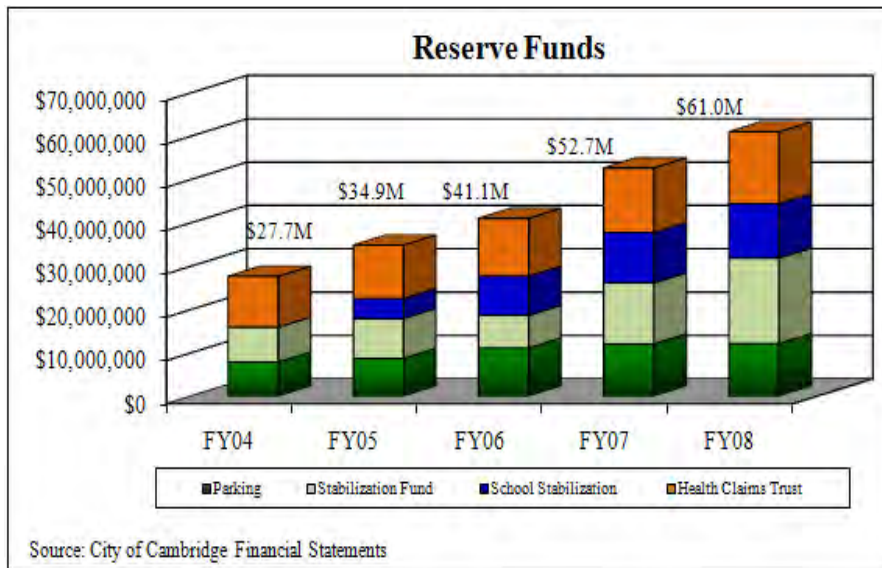
As part of the City Council’s goal setting process last year, it articulated its Mission Statement as follows:

*“The City of Cambridge is dedicated to improving the quality of life for everyone in our community in an environment of excellence while maintaining a strong fiscal position including awareness of the impact on taxpayers.”*

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

The FY10 Budget reflects a 2% increase, the lowest in several years. Despite the increased costs related to health and pension costs, debt service and salary increases and significant decreases in State Aid, the FY10 Budget reflects a modest property tax levy increase of 5.98% while maintaining City services and providing for improvements to our infrastructure. The impact of the decrease in State Aid is the major factor creating the disparity between the percentage of budget increase and percentage of property levy increase. This percentage increase is below the 6.8% increase that was included in our five-year financial projections that were presented to the major credit rating agencies in February 2009. As noted, the final property tax levy amount will not be determined until the City Council votes on the City Manager’s property tax and classification recommendations in September 2009.

The City’s excess tax levy capacity, an extremely important indication of the City’s financial health, is \$92.7 million. 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. As noted in the previous section, the FY09 Budget utilizes the City’s reserves as part of its fiscal planning strategy. The following charts reflect the City’s Reserve Fund and Free Cash balances for the past five years.



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 FY10 and FY11 in a responsible manner 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 FY10 and FY12, the projected annual tax supported debt service will increase by a total of \$4.4 million (before the use of the Debt Stabilization Fund), which reflects the borrowing costs for the major construction projects which have been completed or will be completed shortly plus CRLS renovation projects. Without the use of the Debt Stabilization Fund in FY10, the cost of property tax supported debt would be \$8 million higher (\$28 million vs. \$20 million). 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 requiring Proposition 2<sup>1/2</sup> overrides for Operating Budgets and/or for Debt Exclusions in order to fund capital projects.

The achievement of a lower property tax levy increase than projected was emphasized early in the budget process with the issuance of strict budget guidelines to City Department Heads for the development of the Operating and Capital Budgets. 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. As noted, this year the process included sessions with the largest departments very early in the process to identify reduction or cost savings opportunities.

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 FY10. 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. It should be noted that the \$76.3 million budgeted in Other Ordinary Maintenance accounts, when adjusted for increases related to the opening of our new facilities and for assessments by the MWRA and the State, is approximately \$200,000 less than FY09.

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 2.2% in FY10.

The Capital Pay-As-You-Go Budget (capital requests funded from property taxes and free cash) for FY10 is \$1,000,000, a reduction from \$2,200,000 budgeted in FY09. 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 FY09. All requests that exceeded the FY09 amount were required to be designated as “supplemental requests.” Departments that did not receive a Pay-As-You-Go appropriation in FY09 could submit an FY10 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 FY10-13 plan, was restricted. As noted, additional meetings were conducted earlier in the process to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding in FY10 for ongoing projects.

In conjunction with the sale of \$47.4 million in bonds in March 2009, the City of Cambridge continued to be one of approximately 24 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 3.58%. It should be noted that the interest rate received by Cambridge is approximately a third of a percentage point lower than the interest rate received in comparison to other bond sales conducted that day by other Triple A communities and approximately two-thirds of a percentage point lower than communities with the next highest rating grade. This difference is attributable to the credit markets favorable view of Cambridge as a very secure credit during this time of our nation’s economic crisis and the fiscal distress of most US local governments.

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, positioning the city to weather uncertain economic conditions more favorably than most similarly-sized cities. Cambridge’s solid financial performance is 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 historically strong commonwealth school building aid. While reductions in aid from the commonwealth are expected to pressure operating budgets in the medium term, Cambridge is expected to maintain a healthy financial position. The city continues to benefit from high financial flexibility and robust reserve levels, which position Cambridge to absorb several years of flat or declining state aid without a significant impact on services provided to its residents.”

In its rating opinion, Fitch Ratings noted that their rating rationale was based on the following: “The long-standing presence of higher education, health care, biotechnology, and life sciences industries creates a stable, well-diversified economy; The city boasts exceptional financial management reflected in consistently strong financial results and reserve levels; and Debt levels are expected to remain manageable, aided by the city’s rapid amortization rate.”

Standard & Poor's reaffirmed its "strong" Financial Management Assessment (FMA) of the City. 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.

- Established a Health Care Task Force, which reviewed health plan costs and opportunities to provide employees with wellness initiatives. This resulted in a recommendation to increase employee reimbursements for weight loss and fitness memberships, as well as achieving \$500,000 in budget savings due to changes in plan design.
- Establishment of a working group to take advantage of accessing entitlement and competitive funds that will become available to the City through the American Recovery and Reinvestment Act of 2009. This includes adhering to the significant reporting, accounting and transparency requirements.
- Every two years, the City performs an Other Post Employment Benefits (OPEB) actuarial study to determine the level of yearly contributions needed to fully fund the City's actuarial accrued liability. The OPEB Steering Committee evaluated bids and recommended the bidder for actuarial services to update the OPEB valuation as of December 31, 2008. The OPEB Steering Committee continues to oversee the implementation of GASB 45, which was included in the June 30, 2008 Comprehensive Annual Financial Report as well as develop funding strategies.
- Continued use of a vacancy committee created 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 open by the committee.
- Every two years, the Cambridge Retirement Board 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 latest study indicated that the City would fully fund its liability by 2013. Obviously, market conditions have changed since the completion of the study.
- In FY08, the City successfully completed the tri-annual Department of Revenue (DOR) certification of real and personal property valuation process. Cambridge successfully completed a "mini" valuation process, which is required in the interim years by the DOR, to provide a statistical validation of values. The next DOR full certification process will take place in FY11.

- The Investment Oversight Committee continued to review cash investments on a quarterly basis. It monitored cash balances to ensure that cash was invested with safety and diversification taking priority over the best rates, due to the instability of the banking and investment sector during Fiscal Year 2009.
- Received, for the 23<sup>rd</sup> consecutive year, the GFOA Award for excellence in preparation of the FY09 Operating and Capital budgets, as well as the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 22<sup>nd</sup> consecutive year.
- Continued to coordinate the development of formal investment, debt service and reserve policies adopted by the City Council. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- Implemented a field audit of personal property accounts to ensure proper recording of business assets for assessment purposes.
- Continued collaboration with other members of the Metropolitan Area Planning Council to execute cooperative bids for recycled paper, road salt, fuel, office products, vehicles and the bike share program to achieve cost savings and strategically expanded the City's role in School Department bids for goods, services and capital projects, in an effort to leverage increased volume for better value.
- Expanded remote electronic deposit of checks to more departments, which has resulted more timely deposit of funds.
- Executed the City's second Project Funding Agreement with the Massachusetts School Building Authority for the CRLS Renovation Project, which yielded a \$28 million reimbursement to the City.
- Entered into a new agreement solid waste disposal services for FY10, which generated approximately \$300,000 in savings.
- Continued review of fee schedules for licenses, permits and charges for services in various departments, which has resulted in proposed increases in these non-property tax revenues.

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.

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

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 \$38.3 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, \$83.1 million has been appropriated/reserved for housing (\$66.5 million), open space (\$8.3 million) and historic preservation (\$8.3 million). FY10 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 which will be available in October 2009. 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 29% of the surcharge levied by each city and town, which is down from the 65% matching rate in FY09.

The Community Preservation Act Committee will be making its recommendations on the use of the FY10 CPA revenues of approximately \$9 million 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 2,900 units of affordable housing since the end of rent control in 1995.

The FY10 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 FY10 Capital Budget contains continued funding for Housing Rehab and Development Programs in the amount of \$1,000,520. 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.

During FY09, the Community Development achieved the following in support of this City Council Goal.

- Completed the sale of more than 40 affordable homeownership units to first-time homebuyers. Units were acquired through the City's first-time homebuyer financial assistance program, the non-profit housing development program and the City's inclusionary housing program. Through these programs, more than 218 families have become homeowners in the past four years.
- Worked with local non-profit housing developers to create 54 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. New projects include a 12-unit building on Pine Street, new construction of 42 units at the former YWCA pool building in Central Square, and the acquisition of scattered-site units for first-time homebuyers through the City's homebuyer programs. Construction began on 24 affordable homeownership units on Harvard Street, and continued on 10 homeownership units at the former



Nightstage property on Main Street. Rehab began on 16 affordable rental units on Harvey Street, while construction was completed on 14 affordable rental units on Concord Avenue in Neighborhood 10 and 6 units of affordable rental housing on Seventh Street in East Cambridge.

- Worked with private developers to create 8 new affordable units through the City's Inclusionary Housing Program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.
- Educated 515 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 95 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, multi-family homeownership, and understanding and repairing credit to prepare for homeownership. Translators to serve speakers of Spanish, Portuguese and Haitian Creole were available on request.

The City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

#### SMART Goals

- **New affordable housing pilot programs which focus on moderate income residents affected by development, including municipal employees.**

The CDD Housing Division will continue to explore ways to address the housing needs of moderate income residents and Cambridge workers, including municipal employees.

- **Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the Planning Board Town/Gown discussions, beginning with the 2010 Town/Gown reports.**

The universities will be asked to include an analysis of existing and proposed housing for staff as part of their Town Gown reports for 2009, which are submitted in December of each year.

- **A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010.**

As part of the Aging in Community Initiative, the Community Development and Human Service Departments will analyze the needs and preferences of elders with respect to expanding options for aging at home, with recommendations to be forthcoming by June 2010. In addition, as described in the Cambridge Housing Authority's recently published "Future of Public Housing" Policy Framework, most elderly public housing residents express a preference for aging in place to being resettled into more institutional settings such as nursing homes. In recognition of this preference, CHA will continue working to provide its elderly residents with the specialized physical and social supportive services required to help them thrive.

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

The proposed FY10 Budget contains a recommended School Budget amount of \$133,563,880, an increase of \$2,859,710 or 2.2% over the current year. In addition, \$200,000 has been budgeted in the Capital Budget to fund the installation of elementary gym divider doors and replace a gym floor. City and School officials worked closely early in the budget process to arrive at the above budget allocation. For additional information on the FY10 School Budget, please go to page IV-372, or visit the Cambridge Public Schools Web page [www.cpsd.us](http://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 and Objective but other ones as well. For example, within the Department of Human Services Programs (DHSP), the FY10 Budget continues to support the following:

- The Childcare and Family Support Services Division, which provides, 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.
- 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.
- The Community Learning Center (CLC) 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 Community Schools Division, which provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups.
- The Cambridge Connections Program (Early Learning Initiative), which provides outreach and literacy related programming to at risk and underserved linguistic and other minority families with young children.
- The Youth Center Division, which 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 and will be enhanced with opening of the new West Cambridge Youth and Community Center. In FY10, full funding for a Youth Center Director is provided for this new facility, which was partially funded in FY09, to coincide with the opening of the new facility, as well as full funding for an Assistant Director of Youth Programs position.

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 City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

SMART Goals

- **By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and “ready to learn.”**

Working with the School Department, the early childhood community and the City Council Human Services Committee, the City will develop a plan to increase the percentage of children entering kindergarten “ready to learn.”

- **A long-term capital assessment of the elementary schools, undertaken in collaboration with the School Committee, in FY10 (in order to prepare school buildings to meet educational needs of the 21<sup>st</sup> century).**

As was the case with the planning for the renovations to the War Memorial Recreation Center and CRLS, the City Manager and the Public Investment Committee will be working with appropriate city and school officials to review the comprehensive school facilities study, which was completed in FY07, to develop a strategy that meets the educational and fiscal goals of the City Council.

- **A long term home for the Community Learning Center by FY12.**

The City Manager’s Office is actively engaged in exploring possible opportunities for siting of a long term home for the Community Learning Center, with the expectation that that process will lead to identifying a viable site.

- ***FOSTER COMMUNITY AND SUPPORT NEIGHBORHOOD VITALITY. SUPPORT OPPORTUNITIES FOR CITIZENS TO PARTICIPATE IN SETTING CITY PRIORITIES AND TO KNOW EACH OTHER WITHIN THEIR NEIGHBORHOODS AND ACROSS THE CITY.***

- ***VALUE AND SUPPORT THE RACIAL, SOCIOECONOMIC, CULTURAL AND RELIGIOUS DIVERSITY OF OUR CITY.***

The proposed FY10 Operating Budget continues to support and maintain the venues and activities 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, a public health network, community schools and the scores of parks and play areas located throughout the city.

In addition, the FY10 Budget contains support for facilities, roadways, sewer and water system improvements and other public investment projects, which also contributes to the preservation and enhancement of neighborhoods. Also, the City has made a major investment in a new state-of-the-art public safety facility to house police and emergency communications operations, as well as major renovations to the Main Library. In addition, the Budget supports a Class 1 rated Fire Department with neighborhood fire stations and an accredited ambulance service.

As you review the listing of annual neighborhood events listed below, its broad scope represents our commitment to the fostering of community and neighborhood vitality.

Another way 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, Russell Field Complex, William G. Maher Park, Jill Brown-Rhone Park at Lafayette Square, Father Callanan Playground at the Tobin School, Trolley Square Plaza and Greene-Rose Heritage Park.

Construction has begun on the new 34,000 square foot City park on Memorial Drive at Western Avenue, with completion anticipated in early 2010. Construction is under way to renovate the Cambridge Common Playground, Clement Morgan Park and to construct a fenced off-leash dog run at Danehy Park.

The City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

- An allotment of \$100,000 contained in the FY10 Capital Budget to provide funding for fence replacement at Danehy Park and the replacement of drainage structures at St. Peter's Field.
- An allocation of \$475,000 from Parking Fund revenues will be used to fund parking garage and parking lot repairs as well as traffic signal repairs and upgrades.
- The Capital Budget contains \$2,714,385 for street and sidewalk reconstruction at various locations throughout the city. In addition, \$300,000 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.
- An increase of \$29,870 for veterans' benefits based on the FY09 projected costs and estimated FY10 increases, is included in the FY10 Veterans' Budget. The veterans' benefits budget is \$545,070 with this increase, a \$129,870 increase from the original FY09 Budget. It is anticipated that the state will reimburse the City for a portion of these cost increases.

The City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

#### SMART Goals

- **An annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the City and its priorities.**

In developing their biannual goals, the City Council works through an in depth process to ascertain the concerns and opinions of citizens and to develop those concerns and interests into measurable goals and objectives. Since 2000, this process has included a statistically valid telephone survey of Cambridge residents with regard to City services and City government as well as an opportunity to gather together to voice their opinions about what the City Council should focus on in setting its goals. In 2008, the Council's Government Operations and Rules Committee hosted a World Café – an interactive conversational format that allowed diverse and creative viewpoints about Cambridge's needs to emerge - as the public comment opportunity. As an outgrowth of the facilitated discussions at the World Café, the City Council delineated SMART (Specific, Measurable, Attainable, Results-oriented and Time Bound) shorter term goals to accomplish their visionary objectives. The Council intends to repeat the World Café effort annually, to capture the common sense of the citizenry in addressing the City's priorities.

➤ **Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g., block parties).**

The City sponsors, supports, permits and enables a wide range of neighborhood events that foster community. These events include outdoor and indoor special events, neighborhood meetings to discuss public safety or infrastructure improvements, and workshops that bring people together on specific topics. Among these are:

**Special events:** The City permits approximately 75 **outdoor** special events during the year, many sponsored by Business Associations, nonprofits and private organizations. In addition, the Traffic Department issues approximately 50 permits for block parties per year. The outdoor annual events include: Area IV Pride Day; ArtsCentral; Back to School Festival Area IV; Cambridge Arts Council events including the Summer in the City concerts; Cambridge Bicycle Ride; Cambridge Community Chorus; Cambridge River Festival; Caribbean Carnival; City Dance Party; CityRun Road Race; Danehy Park Family Day; Domestic Violence Candlelight Vigil; DHSP outdoor Family/Community Movie Events; DPW Road Show; Family Fun Days; Fresh Pond Day; Green Streets Initiative Walk/Ride Days; Hoops N' Health; Mayfair; National Night Out; Oktoberfest; Patriot's, Memorial and Veterans' Day observances; Saints Cosmas and Damian Feast; Santa Lucia Feast; Taste of Cambridge; Water Week and Shop Inman by Moonlight.

Many City supported **indoor** events occur annually including: Area IV Health Fair; Business Links; Cambridge Arts Council Gallery events; Cambridge Science Festival; Caring For Babies Forum; Family Literacy Fun Day; City Scholarship Award Ceremony; DHSP indoor Family/Community Movie Events; Employee's Committee on Diversity's Black History Month events; Fresh Pond Stewardship Awards; Go Green Month; Holocaust Memorial; Leadsafe Prevention Week; Men's Health Breakfast and National Fair Housing event.

In addition, there are a wide range of annual events coordinated by the Office of the Mayor, which include: Back To School community events; Black History Month; Boys Group Event; Boy Scout kickoff Breakfast; CPS Graduations; CRLS Tolerance Education event; December Holiday Party; EID Muslim celebration of the end of Ramadan; Gay Pride Celebration; GLBT Town Meeting; Haitian Flag Day; Harvard and MIT Senior Picnics; Italian Heritage Month; Latino History Month; Mayor's Cup Youth Baseball Tournament; Mayor's Girls Group Graduation; Mayor's State of the City Event; National Public Health Week reception; Police Auxiliary Dinner; Saint Patrick's Day; School Receptions with family liaisons and teachers; Senior Town Meeting; and Women's History Month.

Other community building events include: Block Parties at Moore and Frisoli Youth Centers; Blood Drive at Frisoli Youth Center; 5 events through Center for Families (including 3 family dances); Haunted House at Frisoli Youth Center and Halloween Neighborhood events at

most Community Schools; Outdoor youth basketball leagues; and Charity and Youth Golf Tournaments. In addition, the Community Schools are celebrating their 40<sup>th</sup> anniversary in 2010 and they expect to host neighborhood events in some areas to celebrate.

**Public Safety:** Neighborhood Sergeants meetings are held at least twice a year in each of the City's 13 neighborhoods. More meetings are held as needs or interests require.

**Infrastructure Improvements/Other:** The Department of Public Works (DPW), as part of upcoming sewer and drainage improvements in the Whittemore Avenue area, has begun to gather information from residents about their priorities and preferences for associated surface improvements through neighborhood-wide surveys and public meetings. The DPW anticipates a similar level of citizen engagement during other sewer and drainage improvements in the areas of Huron Avenue between Fresh Pond Parkway and Lakeview Avenue, and along Western Avenue.

The Community Development Department (CDD) holds park planning community meetings as part of the process in designing park renovations. Recent meetings were held on the Cambridge Common Playground and Clement Morgan Playground. Many of CDD's ongoing activities also build and foster community, including: Monthly First Time Homebuyer Workshops; a Series of Business Development Workshops (September through May); ongoing Neighborhood Studies; and the work of the Bicycle, Pedestrian and Climate Action Committees.

➤ **A pilot "Get to Know Your Neighbor" campaign in 4 neighborhoods by June 30, 2010.**

The Police Department in collaboration with the Department of Human Services, Cambridge Housing Authority, Margaret Fuller House and the North Cambridge Crime Task Force are coordinating an initiative to foster community and re-energize neighborhood vitality through community outreach and activities focused especially on several housing developments in Area IV and North Cambridge. In addition, City departments will collaborate with neighborhood organizations to identify other neighborhoods where "Know Your Neighbor" campaigns could be developed.

➤ **A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010.**

The use of our public sidewalks offers many opportunities to help increase and improve neighborhood vitality for our residents, businesses and visitors. As a way to help meet our goal of fostering community, the City Manager will appoint a task force comprised of City staff, business leaders and citizens to make recommendations and create an implementation plan to increase the use of our sidewalks in ways to meet our goals. The report will be made available to the City Council for their input and policy guidance for the future by the end of FY10.

The City's Five Year Street and Sidewalk Plan places a priority on widening sidewalks and increasing the number of traffic calming devices, in order to support improved sidewalk activity and neighborhood vitality throughout the city. These projects will enliven sidewalk activity while enabling better access for all citizens.

The License Commission continues to meet with neighborhood and business groups regarding all applications for additional sidewalk patios, on both public and private property, with and without alcohol service. To date, the City Manager has approved 13 alcohol service restaurants to lease public space adjacent to their restaurants. Sidewalk dining has been positively received by Cambridge businesses, residents and

visitors for its revitalizing of the streetscape and the opportunity it provides to enjoy the good weather, while dining at one of Cambridge's many fine restaurants.

- **A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes).**

During FY10, the Community Development and Human Service Departments will develop a plan for Aging in the Community, building upon the work already under way with the existing network of elder services providers, aging in place organizations and the Cambridge Housing Authority. The City will expand its outreach to neighborhood groups on ways to enhance Aging in the Community, with an emphasis on housing options, support services, the retail environment and the design of open space.

- **Annual report to the City Council on affirmative action adherence leading to a Plan (with measureable goals) to increase racial and cultural diversity in City employment. First report by the end of June 30, 2010.**

The City's Affirmative Action Office (AAO) works diligently to maintain the level of employees with protected status in proportion to their representation in the city's labor market. The AAO follows a variety of 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. As part of this effort, the AAO works with departments to determine measurable affirmative action goals for hiring people with protected status; this analysis will take labor market statistics and the anticipated number of vacancies for a three year period beginning with January 2010 through December 2013 into consideration. The Affirmative Action Director will assist departments in recruiting and hiring processes to ensure a diverse pool of qualified applicants. The Affirmative Action Director, in cooperation with the Affirmative Action Advisory Committee (AAAC) and the Personnel Department, has begun assisting and advising those departments that reflect under-utilization in any of the eight (8) EEO-4 categories. The first report will be issued by the end of FY10.

- **An increased level of recruitment and opportunities for membership on boards and commissions.**

The City publicizes vacancies on Boards and Commissions through distribution of news releases to the Cambridge Chronicle, Boston Metro, CCTV and City TV 8. Vacancy notices are also posted on the City's Website and Common Ground Intranet site. Departments responsible for staffing some of the Commissions and Boards may also publicize through additional distribution lists. The City Manager will emphasize this recruitment effort to all Department Heads and monitor for compliance with this goal.

- ***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. A good example of this commitment is the Cambridge Employee GreenSense program, an interdepartmental work group engaging 70 "Energy Champions" to promote energy-efficient practices in their departments. The first quarterly tip issued to all employees as part of this program encouraged individuals to turn off unnecessary lights and equipment, which resulted in reducing electricity use by 10% from the same period last year -- saving enough electricity to power 13 homes for one year. In addition, the Cambridge Energy Alliance, a ground-breaking effort to carry out

massive energy conservation in homes and businesses, is now providing services to all sectors of the community. Creating the Alliance was a joint project of the City and the Kendall Foundation. Also, municipal green building projects are under way or have been completed at the Public Safety Facility, War Memorial Recreation Center, West Cambridge Youth and Community Center, new Main Library and CRLS.

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

- Planted 450 new trees, including 150 trees that were installed during sidewalk improvement projects.
- Received the National Arbor Day Foundation's Tree City USA award for the 16<sup>th</sup> consecutive year, as well as the Foundation's more prestigious Growth Award in recognition of the past year's STRATUM analysis which used a sampling of the street tree inventory, and improvements to the tree planting program's public information effort (such as post-planting tree care door hangers and posting the annual street tree planting list online).
- Distributed 700 large recycling totes to 6-12 unit multi-family buildings. Previously, only 13+ unit buildings were eligible under the Refuse & Litter Ordinance.
- Collected over 40,000 pounds of food waste at the Recycling Drop-off Center. Launched a school-based organics recycling pilot program at the King Open School.
- Enhanced the energy efficiency of public building heating and cooling systems by installing a new boiler plant and Direct Digital Controls (DDC) at the Coffon Building, new energy saving classroom thermostats at the Area IV Day Care, new split AC systems in the Area IV Day Care kitchen and North Cambridge Senior Center, a new AC system at the IT data center in the Lombardi Building, and by replacing 6 existing stand alone AC units with ENERGY STAR® rated units.
- Installed an ENERGY STAR® rated, white, reflective roof and high efficiency AC unit on the Frazier Building at 147 Hampshire Street.
- Completed the Hydroelectric Feasibility Study utilizing a \$40,000 grant from the Massachusetts Technology Collaborative.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Successfully transitioned City and School Departments from bottled water and coolers to an environmentally preferred, bottle free reverse osmosis water system.
- The Cambridge Clean Air Cab Policy was successfully launched, whereby the License Commission initiated a program for any cab owner who switched a traditional taxicab vehicle to a hybrid vehicle to be granted \$15,000, if they were one of the first six vehicles to convert. The first \$5,000 of each grant was provided by a Whole Foods Market Grant and the \$10,000 balance was from the City of Cambridge Grant Program. Five additional cabs were replaced, beyond the original six and owners, were given \$10,000 grants from the City for switching to hybrid vehicles. The License Commission also auctioned off a new accessible van medallion and a hybrid medallion to fund the grants and other programs.



- Completed 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 a problem begins, in order to minimize a high water bill and conserve water.
- Implemented the City's Green Fleets Program to encourage the purchase of more energy efficient vehicles, which has resulted in a 30% improvement in vehicle fuel efficiency.
- The Budget supports the purchase of 10% of City's electrical load from renewable sources.
- Obtained Clean Energy Choice funds to install photovoltaic systems at two City facilities.
- The Budget supports a variety of projects to encourage sustainability modes of transportation, including large infrastructure projects, traffic calming and bicycle facility installation, among others. Bicycle ridership is up 100% since 2002.
- Received a grant to establish the first "social marketing" program in the eastern U.S. to provide comprehensive information and activities to encourage residents to switch from driving to walking, biking or taking transit.
- Ridership on the EZRide, the City- and business-supported shuttle service, continued to increase, climbing 25% over 2007 totals, with daily ridership numbers exceeding 1,600 passengers. Continued to assist businesses with developing transportation demand management programs.
- \$15,000 is contained in the Capital Budget for Energy Studies and Improvements. This funding will be used to continue energy efficiency studies and upgrades.
- Funds have been included in the FY10 Capital Budget to continue the reconstruction of the City's sewer and surface drainage system in the amount of \$36,061,655. 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 Agassiz neighborhoods, sewer separation work in the Alewife watershed, as well as in Harvard Square. In addition, \$1.5 million has been included in the Capital Budget for water system improvements and for the Concord Avenue/Brookline Street Water Main Replacement Projects.

The City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

#### SMART Goals

##### ➤ **Green Jobs recommendations developed by January 1, 2010.**

Working with the Green Jobs Task Force, the Community Development and Human Services Departments will forward recommendations on a green jobs program by January 1, 2010.

➤ **500 newly planted city trees per year by June 30, 2010.**

The City will meet the City Council goals of planting 500 new street trees by June 30, 2010 through scheduled contract planting and by maximizing tree placement opportunities through our street and sidewalk reconstruction program.

➤ **A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues.**

Following the work of the Green Building/Zoning Task Force, which includes business representatives, neighborhood residents, a Planning Board member and participants from the universities, the Community Development Department will forward recommendations for City Council consideration on wind power, green building standards, solar systems and ways to remove zoning impediments to more energy efficient practices.

➤ **Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstruction.**

The Department of Public Works, as part of their planning process for street improvements, and in order to maintain adequate sidewalk width as part of sidewalk reconstruction, will place additional emphasis on back-of-sidewalk opportunities, where street trees can be planted on private property within 20 feet of the sidewalk, at no cost to homeowners. Moreover, in order to better protect our urban forest, the city has adopted more stringent tree protection requirements as part of all construction projects.

● ***PROMOTE 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.

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 Economic Development Division of the Community Development Department 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 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 the Mayor and various City departments to convene a Green Jobs Task Force, charged with researching and developing a green collar jobs program.
- Held Business Links event, which matched small businesses with larger businesses for expanded business development opportunities.
- Through the Retail Best Practices Program, assisted 43 Cambridge retailers and provided 15 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 5 additional businesses.
- Provided assistance to 98 existing Cambridge business owners and potential entrepreneurs through educational workshops including “Steps to Starting Your Own Business,” “Record Keeping for Small Business” 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, 18 Cambridge residents have upgraded their skills, in preparation for jobs in the local health care and bio-medical sectors.
- Developed a citywide Retail Plan, articulating the City’s goals and strategies for supporting its six commercial districts.
- Participated in the world’s largest biotechnology conference, “Bio2009,” held in Atlanta, to attract additional life sciences companies to Cambridge.

The City continues to sponsor within the Capital Budget the Façade Improvement Matching Grant Program (\$100,000). A total of \$229,220 is included in the Capital Budget to support a wide range of economic development workshops and programs that include: the Retail Best Practices Program (\$40,000), Biomedical Careers Program (\$63,000), small business workshops (\$49,000) and \$77,220 to support a new green jobs training program. The City Council Objectives and Goals statements contain the following goals, which will be addressed during FY10.

#### SMART Goals

- **A report to the City Council’s Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010.**

The Economic Development Division of CDD will evaluate the successful nightlife campaigns of three U.S. communities and prepare a report for City Council discussion by June 2010.

➤ **A set of zoning initiatives and negotiation to sustain and expand ground floor retail.**

During FY10, the Community Planning Division of CDD will work with the Planning Board to develop zoning recommendations on ways to sustain and expand successful ground floor retail.

➤ **All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix.**

Neighborhood studies completed in FY10 will include an inventory of retail, a discussion of the desired retail, and a strategy to achieve that mix.

## **OUTLOOK AND CONCLUSION**

The City Council and City Administration continue to operate with the same basic principles/lessons which have allowed the City to weather difficult economic times in the past. These principles include: 1) understanding that failure to make difficult decisions today will lead to even more difficult decisions in the future; 2) being realistic in our expectations both in good and bad economic times, which has resulted in us being able to manage our resources wisely, and; 3) developing effective short and long term financial, economic and programmatic planning strategies.

Because of sound financial practices of this and previous City Councils and our continued strong financial condition, we have been able, in this Budget, to maintain both City and School services, provide operating and programmatic support for the new facilities we have opened in FY09 and will open in FY10, address City Council Goals and Objectives and continue to support a very ambitious public investment program. This is highlighted by the new Main Library Project and West Cambridge Youth and Community Center, which are nearing completion and the Public Safety Facility and War Memorial Recreation Center which opened this fiscal year. The CRLS renovation project is under way to complete this impressive list.

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 in keeping with our conservative approach to budget expansion.

In addition, because of our long-term planning, Cambridge has the flexibility to respond to this period of economic decline and uncertainty better than most communities. The City Council has been wise to increase the balance in the City's Debt Stabilization Fund in FY08 and FY09 with an \$8 million dollar appropriation each year from Free Cash. The balance in the Debt Stabilization Fund is projected to be \$21.1 million as of June 30, 2009. 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 School Stabilization Fund, which is projected to have a balance of \$9.1 million as of June 30, 2009, which will be used to partially fund the War Memorial renovation project.

Our sound financial practices have left the City with substantial reserves including \$91.8 million in Free Cash, \$92.7 million in excess levy capacity, \$12.2 million in Parking Fund balances, \$7.5 million in Water Fund balances and balances in other reserve accounts. As part of our planning, this Budget strategically uses these reserves to lessen the increase of the property tax levy. While the above factors are important, as we navigate through these difficult economic times, we also need to continue to expand our non-property tax revenues.

Because of the level of fiscal uncertainties, the development of the FY10 Budget has been difficult. This will also be the case for FY11. The Commonwealth and the federal government remain vital financial partners in the delivery of our services. The significant reductions in the current level of state support has made it difficult for the City to absorb without impacting the property tax levy, even with limited growth in our budget. While we expect to receive some federal dollars as a results of the recently enacted American Recovery and Reinvestment Act of 2009, we need to be careful to spend them wisely and understand that this federal assistance in not permanent. However, as the projected federal budget deficit continues to grow to unprecedented levels, at some point there will be a need to reduce federal spending, which will impact us through a reduction in direct federal grants or a reduction in federal through state grant programs. The City will also need to address the impact of potential increase in our unfunded pension liability, which has been impacted by the decline in the Stock Market as well as the unfunded obligation related to Other Post Employment Benefits (OPEB) - GASB 45. These are some of the issues the City will be facing over the next few years.

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. 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. While Cambridge is not insulated from current economic realities, we have positioned ourselves well to respond to these challenges in order to preserve the high level of municipal services which residents have come to expect, as well as meet the needs of our infrastructure. 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.

I believe we have responded to the City Council's Goal of producing an FY10 Budget, which reflects a 2% increase and a moderate growth in the property tax levy. The growth in the property tax levy has been significantly impacted by dramatic reductions in State Aid. However, the FY10 Budget maintains city and school services, addresses City Council Goals and Objectives, and supports programmatic and operational costs for the new facilities. 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 working through these difficult economic times.

Very truly yours,

A handwritten signature in black ink, appearing to read "Robert W. Healy", written in a cursive style.

Robert W. Healy  
City Manager

# BUDGET CALENDAR

|   |   |  |  |
|---|---|--|--|
| <b>November 2008</b>                                      | Preliminary budget meetings between City Manager, finance staff and heads of the largest Departments.   | <b>January 26, 2009<br/>through<br/>March 13, 2009</b> | Formal department presentations to the City Manager  |
| <b>December 10, 2008</b>                                  | Issuance of FY09-10 City Council Goals.<br>Briefing on FY10 budget guidelines and schedule with City Manager and Department Heads.<br>Distribution of budget notebook and materials to Departments.<br>Meeting of departmental finance personnel with budget staff. | <b>March 13, 2009<br/>through<br/>March 30, 2009</b>   | City Manager and Budget staffs conduct final review of departmental budgets and supplemental requests.                                   |
| <b>December 8, 2008<br/>through<br/>December 22, 2008</b> | All personnel analysis sheets reviewed for accuracy.<br>All corrections placed on the personnel analysis sheets.<br>All personnel analysis sheets returned to the Budget Office.  | <b>April 27, 2009</b>                                  | Submission of the City Manager's Budget to the City Council.   |
|   |   | <b>April 30, 2009<br/>through<br/>May 14, 2009</b>     | Dates for public hearing on FY10 Budget.<br>Department benchmarks updated as of 3/31/09.   |
|   |   | <b>May 18, 2009</b>                                    | Projected Budget Adopted by City Council.  |
|   |   | <b>June 10, 2009</b>                                   | Deadline for City Council adoption of the Budget.  |
|   |   | <b>June 30, 2009</b>                                   | City Manager's transmittal of chart of accounts and allotment plan (based on departmental work-plans) to the City Auditor for execution. |
| <b>January 12, 2009</b>                                   | Deadline for budget submission to the City Manager.<br>Department benchmarks updated as of 12/31/08.  | <b>July 1, 2009</b>                                    | Begin execution of FY10 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 FY10 was initiated in November 2008. 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 FY10, 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 FY10 budget cycle was on the further integration of City Council goals and objectives with departmental goals and performance measures. This is the 14th 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 FY10 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.

Prior to meeting with all department heads and fiscal personnel, the City Manager and finance staff met with the heads of the largest departments to review current year revenues and expenditures in anticipation of mid-year cuts in State Aid that would carry over into FY10 and make recommendations to achieve cost reductions and revenue enhancements. The primary objective of these meetings was to emphasize that the FY10

budget process would be different from those of recent years. Additional follow-up meetings were held prior to departmental budget hearings. Also, a similar process was used to identify available capital balances to determine whether they could be reallocated to other areas, or were sufficient to provide funding in FY10 for ongoing projects. After these meetings were held, the City Manager convened the annual citywide 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, taking into consideration recommendations derived from the sessions with the heads of the largest departments. The City Manager emphasized the need to reduce the growth in budgets by eliminating positions and identifying other cost reductions so that the following fixed cost increases may be absorbed without having an adverse effect on the total budget: COLA, Pensions and Health Insurance costs can increase as required; and 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 FY10. The City Manager's guidelines also included the following: 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 FY10 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 FY10 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 12, 2009.

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 FY10 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 FY10 Budget to the City Council on April 27, 2009.

From May 1 – May 18, the City Council will hold a series of public hearings to solicit citizen participation regarding departmental budget requests. The City Council has the jurisdiction to make reductions, but cannot increase the proposed budget without the consent of the City Manager. Following submission of the budget, the City Council has 45 days in which to act (June 10.) The City Council adopted the FY10 Budget on May 18, 2009. The Annual Budget for FY10 becomes effective July 1, 2009.

## **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 weekend 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.

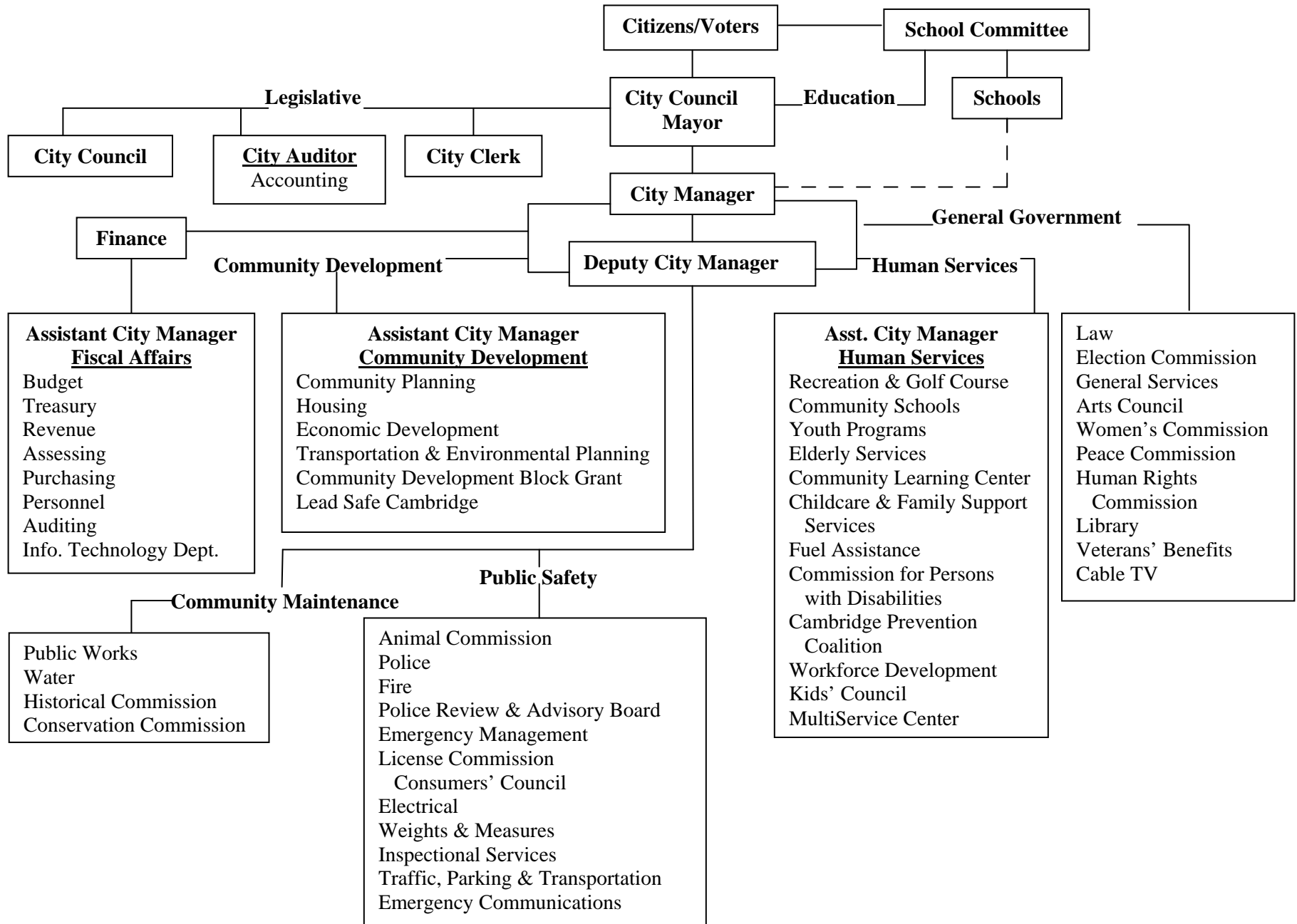
CHAPTER 44, SECTION 33B. TRANSFER OF APPROPRIATIONS; RESTRICTIONS. On recommendation of the mayor, the city council may, by majority vote, transfer any

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. A balanced budget is a basic budgetary constraint intended to ensure that a government does not spend beyond its means and its use of resources for operating purposes does not exceed available resources over a defined budget period.

**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 sold. 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 the 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.

**FY08 Actual.** FY08 actual numbers provided by departments based on the departments internal tracking methods.

**FY09 Budget.** Numbers stated in the FY10 budget document as the FY09 proposed figure for the performance measure. An "n/a" indicates a new measure or one previously not budgeted.

**FY09 Projected.** Estimate of what will be achieved in FY09 based on year-to-date performance.

**FY10 Proposed.** Estimated FY10 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 fiscal year is identified by the year in which it ends. Example: July 1, 2009 to June 30, 2010 is FY10.

**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 limitations.

**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 a 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 of tax 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 FY09 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   |
| Direct Digital Control  | DDC   |
| 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<br>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    |
| Minority Student Achievement Network                  | MSAN     |
| Middle School Partnership                             | MSP      |

|  |       |
|--|-------|
| 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 and Advocating 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<br>U.S. Department of Veterans Affairs | VA         |
| Veterans of Foreign Wars   | VFW        |
| Volunteers In Police Service                                       | VIP'S      |
| Voice over Internet Protocol                                       | VoIP       |
| Wireless Fidelity  | WiFi       |
| Young Men's Christian Association                                  | YMCA       |

# A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

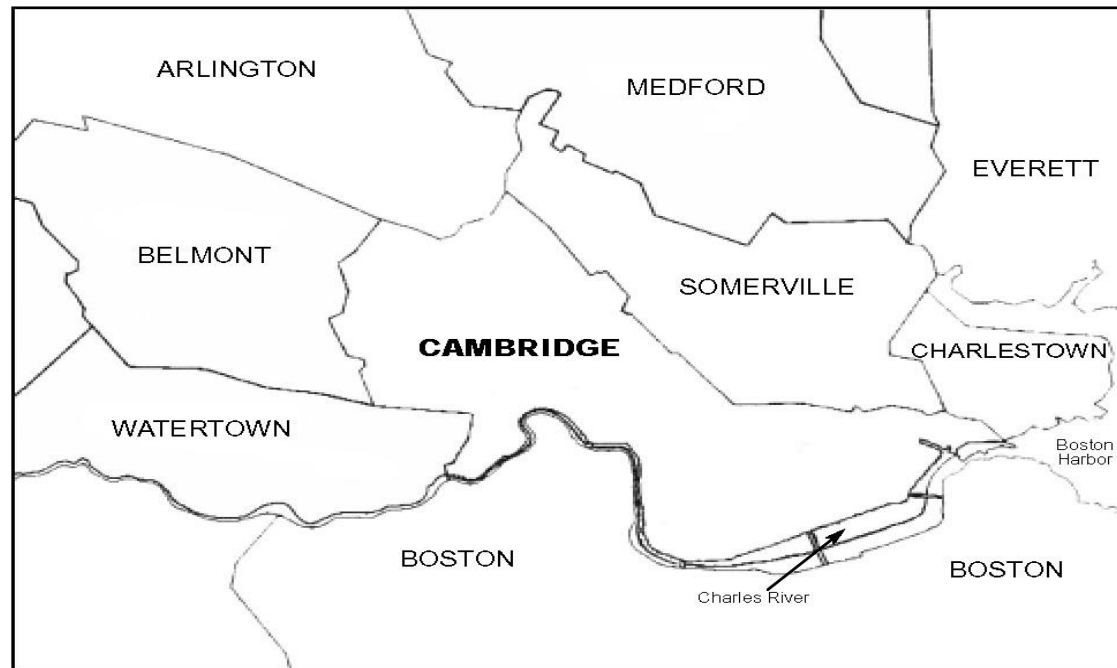
The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston, and occupies a land area of 6.26 square miles. The City is bordered by the Towns of Watertown and Belmont on the west and by the Town of Arlington and the City of Somerville on the north. 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 denser (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 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) Novartis Institute, (6) Biogen IDEC, (7) Cambridge Health Alliance, (8) Genzyme Corporation, (9) Federal Government and (10) Draper Laboratory. (Source: Cambridge Community Development Department and cited employers, 2008).
- 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%        |
| <b>TOTAL</b>                     | <b>100%</b> | <b>100%</b> | <b>100%</b> |
| 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    | \$656,800    | 3,752        |
| Two family    | \$654,900    | 2,693        |
| Three family  | \$742,300    | 1,346        |
| Condominium   | \$363,050    | 12,515       |

(Source: City of Cambridge as of 01/01/08)

## GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 4/21/2009) 58,848  
 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, 2008)

| Rank | Name of Employer          | Nature of Business     | Number of 2008 Employees |
|------|---------------------------|------------------------|--------------------------|
| 1.   | Harvard University        | Education              | 11,315                   |
| 2.   | MIT                       | Education              | 7,820                    |
| 3.   | City of Cambridge         | Government             | 2,820                    |
| 4.   | Mt. Auburn Hospital       | Medical                | 1,969                    |
| 5.   | Novartis Institute        | Biotechnology          | 1,629                    |
| 6.   | Biogen Idec               | Biotechnology          | 1,596                    |
| 7.   | Cambridge Health Alliance | Medical                | 1,413                    |
| 8.   | Genzyme Corporation       | Biotechnology          | 1,391                    |
| 9.   | Federal Government        | Government             | 1,286                    |
| 10.  | Draper Laboratory         | Research & Development | 1,175                    |

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 2007 the City's employment ratio was 106 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 2.3%.

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

### Percentage Distribution of Jobs by Sector

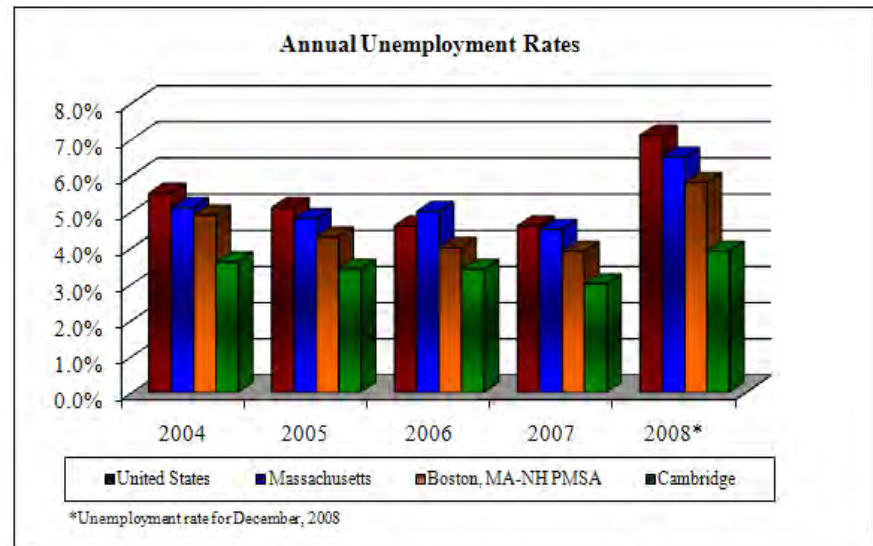
|                                    | 2006           |             | 2007           |             |
|------------------------------------|----------------|-------------|----------------|-------------|
| Trade, Transportation & Utilities  | 9,902          | 9.4%        | 10,009         | 9.3%        |
| Construction                       | 1,744          | 1.7%        | 1,186          | 1.1%        |
| Manufacturing                      | 3,503          | 3.3%        | 3,996          | 3.7%        |
| Information                        | 4,676          | 4.4%        | 4,277          | 4.0%        |
| Financial Activities               | 2,566          | 2.4%        | 2,618          | 2.4%        |
| Professional and Business Services | 26,628         | 25.3%       | 28,723         | 26.7%       |
| Education and Health Services      | 36,416         | 34.6%       | 36,948         | 34.3%       |
| Leisure and Hospitality            | 9,007          | 8.6%        | 8,971          | 8.3%        |
| Other Services                     | 2,188          | 2.1%        | 2,314          | 2.1%        |
| Government                         | 8,662          | 8.2%        | 8,688          | 8.1%        |
| <b>TOTAL</b>                       | <b>105,292</b> | <b>100%</b> | <b>107,730</b> | <b>100%</b> |

Source: Mass Department of Workforce Development

### Per Capita Personal Income

|                      | 2002     | 2003     | 2004     | 2005     | 2006     |
|----------------------|----------|----------|----------|----------|----------|
| United States        | \$30,281 | \$31,504 | \$33,123 | \$34,757 | \$36,714 |
| Massachusetts        | 38,862   | 39,449   | 41,444   | 43,612   | 46,299   |
| Boston MSA           | 42,285   | 42,794   | 44,988   | 47,491   | 50,542   |
| Cambridge*           | 46,897   | 47,138   | 49,210   | 51,996   | 55,555   |
| Cambridge as % of MA | 120.7%   | 119.5%   | 118.7%   | 119.2%   | 120.0%   |
| Cambridge as % of US | 154.9%   | 149.6%   | 148.6%   | 149.6%   | 151.3%   |

\*Cambridge-Newton-Framingham, MA Metropolitan Division  
Source: US Department of Commerce, Bureau of Economic Analysis, Per capita personal income; most recent, available information.  
Note: 2002-2005 figures have all been adjusted since last year



The graph to the right illustrates that the City of Cambridge continues to enjoy a lower unemployment rate than the Boston PMSA, the State of Massachusetts and the United States. The unadjusted rate as of December 2008 was 3.9% for Cambridge, 5.8% for the Metro area, 6.5 % for the State and 7.1% for the United States.

# TAX FACTS

## ASSESSMENTS ( In Millions)

| Fiscal Year | Real Property | Personal Property | Total      |
|-------------|---------------|-------------------|------------|
| 2009        | \$23,107.9    | \$768.2           | \$23,876.1 |
| 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   |

## TAX RATES

| Fiscal Year | Commercial Industrial | Residential | Full Value |
|-------------|-----------------------|-------------|------------|
| 2009        | \$17.97               | \$7.56      | \$9.76     |
| 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      |

## CITY LEVIES

| Fiscal Year | Total Levy    |
|-------------|---------------|
| 2009        | \$254,945,578 |
| 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   |

## TOP TEN TAXPAYERS FISCAL 2009

| Owner                              | Nature of Business | Assessed Valuation     | Amount of Taxes     | % of Total Tax Levy |
|------------------------------------|--------------------|------------------------|---------------------|---------------------|
| Mass. Institute of Technology      | Education          | \$1,553,864,300        | \$26,370,942        | 10.34%              |
| BioMed Realty Trust                | Commercial         | 743,656,100            | 13,274,602          | 5.21                |
| Boston Properties                  | Commercial         | 606,212,500            | 10,893,639          | 4.27                |
| Equity Partners                    | Commercial         | 286,590,100            | 4,807,200           | 1.89                |
| Pres. & Fellows of Harvard College | Education          | 376,320,500            | 4,723,282           | 1.85                |
| New England Development            | Commercial         | 220,150,700            | 3,956,109           | 1.55                |
| Novartis Pharmaceuticals           | Commercial         | 203,936,300            | 3,664,735           | 1.44                |
| PREEF American Reit II Corp.       | Commercial         | 200,973,900            | 3,611,501           | 1.42                |
| RB Kendall Fee LLC                 | Commercial         | 191,942,500            | 3,425,270           | 1.34                |
| Alexandria Real Estate             | Commercial         | 141,599,100            | 2,543,009           | 1.00                |
|                                    |                    | <u>\$4,525,246,000</u> | <u>\$77,270,289</u> | <u>30.31%</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, 2008.

|  | <b>Revenues</b>   | <b>Expenditures</b> |
|--|-------------------|---------------------|
| As reported on a budgetary basis             | \$375,847,881     | \$383,399,772       |
| Adjustments:                                 |                   |                     |
| Revenues to modified accrual basis           | 8,607,348         | -                   |
| Expenditure, encumbrances, and accruals, net | -                 | (5,702,178)         |
| Reclassification of premium on debt issuance | <u>(411,360)</u>  | <u>-</u>            |
| As reported on a GAAP basis                  | 384,043,869       | 377,697,594         |
| Premium on bond issuance                     | 411,360           | -                   |
| Interfund Transfers                          | <u>16,882,130</u> | <u>8,781,700</u>    |
| As shown on Page II-52                       | \$401,337,359     | \$386,479,294       |

# 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. Standard and Poor's again confirmed its Financial Management Assessment (FMA) of the City of "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, "The city continues to benefit from high financial flexibility and robust reserve levels, which position Cambridge to absorb several years of flat or declining state aid without a significant impact on its residents. Cambridge's strong management team has historically followed prudent fiscal strategy and beginning in fiscal 2008 has formally adopted fiscal policies in its annual budget." Fitch Ratings noted "Debt levels should remain manageable, aided by the city's rapid amortization rate."

One of the primary reasons that the City is held in high regard by the financial community is its 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 cities across the nation with the highest rating awarded by Moody's Investors Service.

|           | <b>Per Capita Assessed Valuation</b> | <b>Unreserved Fund Balance as % of Revenues</b> | <b>Total Fund Balance as % of Revenues</b> | <b>Gross Direct Debt as % of Assessed Valuation</b> |
|-----------|--------------------------------------|---|--|---|
| Median    | \$226,144                            | 24.41%  | 33.78%                                     | 1.78%   |
| Cambridge | \$232,265                            | 36.06%  | 40.19%                                     | 1.34%   |

Source: Moody's Investors Service 2008 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.

|                                 | <b>FY06</b>   | <b>FY07</b>   | <b>FY08</b>   | <b>FY09</b>   | <b>FY10</b>   |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|
| Excess Levy Capacity (1)        | \$65,088,067  | \$73,658,042  | \$88,242,928  | \$92,660,761  | \$90,850,000  |
| General Fund Balance (2)        | \$136,673,783 | \$152,660,659 | \$167,518,724 | \$168,757,519 | \$168,757,519 |
| Free Cash (3)                   | \$68,010,377  | \$73,785,122  | \$91,754,033  | \$80,000,000  | \$80,000,000  |
| Rapidity of Debt Retirement (4) | 81.8%         | 81.8%         | 79.4%         | 77.6%         | 78.0%         |

- 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 FY06-09 are actual amounts and FY10 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 FY06-08 are actual amounts and those shown for FY09-10 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 c.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 establish 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, Budget Director 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 the appropriate Section, which have executed master repurchase agreements with the City.

## **VI. INVESTMENT GUIDELINES**

All investments must be made in securities authorized by MGLA c.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 listed in 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, trust company or banking company an amount exceeding sixty per cent of the capital surplus of such bank, trust company or banking company unless satisfactory security is given to it by such bank, 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 the 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, market valuations, maturities and commentary on economic conditions, shall be provided with each report.

## **VIII. 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 arrangement, pool or money market fund specified in the 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:

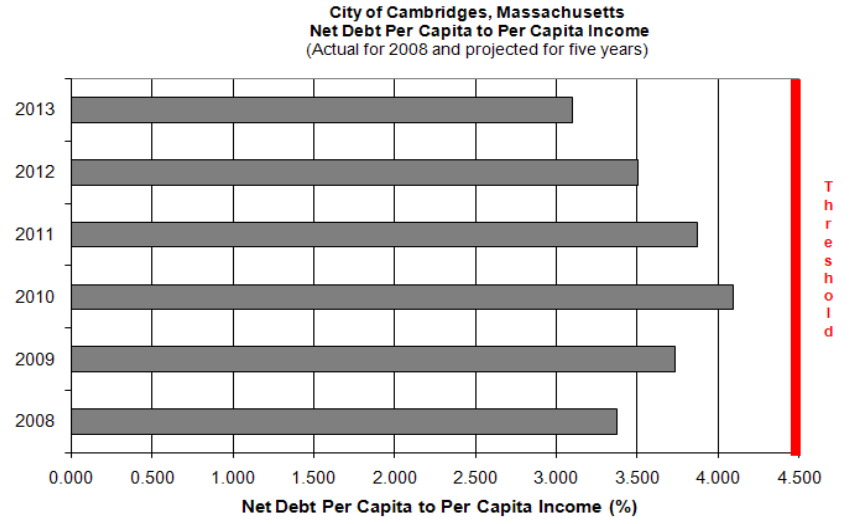
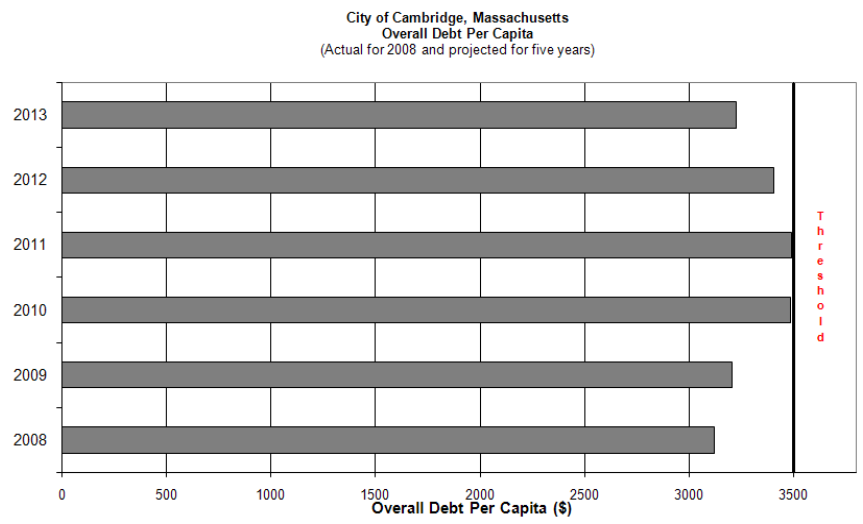
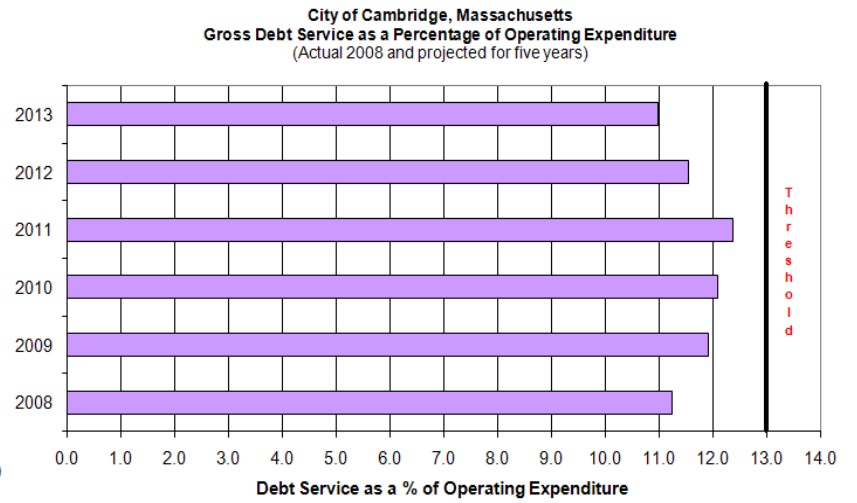
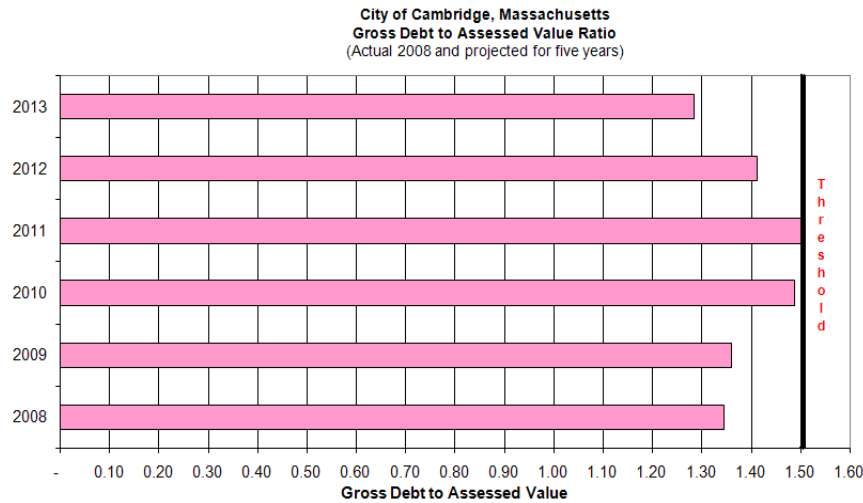
- A. The City shall not issue debt obligations or use debt proceeds to finance current operations of the City.
- B. The City will utilize debt obligations only for acquisition, construction or remodeling of capital improvement projects that cannot be funded from current revenue sources or in such cases 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.



## DEBT RATIOS

| Population <sup>1</sup> | Assessed Value <sup>2</sup> | Net Direct Debt <sup>3</sup> | Ratio of Net Direct<br>Debt to Assessed<br>Value | Net Direct Debt Per<br>Capita |
|-------------------------|-----------------------------|------------------------------|--|-------------------------------|
| 101,355                 | \$ 23,541,195,566           | \$ 195,628,142               | 0.8%   | \$1,930                       |

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

<sup>2</sup> The assessed value reflects full market value as of January 1, 2007.

<sup>3</sup> The net direct debt is as of June 30, 2008.

### 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, 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), 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

|   |                                 |
|---|---------------------------------|
| <b>Equalized Valuation as of January 1, 2008</b>                          | <b><u>\$ 26,124,313,400</u></b> |
| <b>Debt Limit (5% of Equalized Valuation)</b>                             | <b><u>\$ 1,306,215,670</u></b>  |
| Total Outstanding Debt as of June 30, 2009                                | \$ 324,746,716                  |
| Total Authorized / Unissued Debt as of June 30, 2009                      | <u>113,879,251</u>              |
| <b>Total Outstanding Debt Plus Total Authorized / Unissued Debt</b>       | <b><u>\$ 438,625,967</u></b>    |
| Amount of Outstanding Debt Outside the Debt Limit                         | \$ 35,770,861                   |
| Amount of Authorized / Unissued Debt Outside the Debt Limit               | <u>-</u>                        |
| <b>Outstanding Debt plus Authorized / Unissued Outside the Debt Limit</b> | <b><u>\$ 35,770,861</u></b>     |
| Total Outstanding Debt Plus Total Authorized / Unissued Debt              | \$ 438,625,967                  |
| Less: Outstanding Debt plus Authorized / Unissued Outside the Debt Limit  | <u>35,770,861</u>               |
| <b>Debt Subject to the Debt Limit</b>                                     | <b><u>\$ 402,855,106</u></b>    |
| Debt Limit (5% of Equalized Valuation)                                    | <u>1,306,215,670</u>            |
| <b>Remaining Borrowing Capacity Under Debt Limit</b>                      | <b><u>\$903,360,564</u></b>     |

#### FY10 DEBT DISTRIBUTION

|              | Debt Payment               | Interest                    | Required<br>Appropriation* |
|--------------|----------------------------|-----------------------------|----------------------------|
| City         | \$32,775,576               | \$10,300,889                | \$43,076,465               |
| School       | 2,512,167                  | 283,601                     | 2,795,768                  |
| Water        | <u>6,347,529</u>           | <u>1,445,572</u>            | <u>7,793,101</u>           |
| <b>Total</b> | <b><u>\$41,635,272</u></b> | <b><u>\$ 12,030,062</u></b> | <b><u>\$53,665,334</u></b> |

Notes: \* **General Fund Debt Service, page IV-289, 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 <sup>1</sup> Debt | Debt Payment | Interest     | Required Appropriation |
|-------------|-------------------------|--------------|--------------|------------------------|
| 2009-10     | \$324,746,716           | \$41,635,272 | \$12,030,062 | \$53,665,334           |
| 2010-11     | 283,111,444             | 38,641,427   | 10,529,947   | 49,171,374             |
| 2011-12     | 244,470,017             | 32,141,621   | 9,203,622    | 41,345,243             |
| 2012-13     | 212,328,396             | 28,888,404   | 8,101,135    | 36,989,539             |
| 2013-14     | 183,439,992             | 25,692,774   | 7,057,401    | 32,750,175             |
| 2014-15     | 157,747,218             | 23,182,218   | 6,104,187    | 29,286,405             |
| 2015-16     | 134,565,000             | 19,300,000   | 5,242,072    | 24,542,072             |
| 2016-17     | 115,265,000             | 17,645,000   | 4,524,872    | 22,169,872             |
| 2017-18     | 97,620,000              | 16,125,000   | 3,854,622    | 19,979,622             |
| 2018-19     | 81,495,000              | 11,670,000   | 3,244,096    | 14,914,096             |
| 2019-20     | 69,825,000              | 9,030,000    | 2,812,146    | 11,842,146             |
| 2020-21     | 60,795,000              | 8,570,000    | 2,467,895    | 11,037,895             |
| 2021-22     | 52,225,000              | 8,570,000    | 2,132,631    | 10,702,631             |
| 2022-23     | 43,655,000              | 8,570,000    | 1,791,664    | 10,361,664             |
| 2023-24     | 35,085,000              | 8,570,000    | 1,450,169    | 10,020,169             |
| 2024-25     | 26,515,000              | 8,135,000    | 1,101,194    | 9,236,194              |
| 2025-26     | 18,380,000              | 7,435,000    | 766,888      | 8,201,888              |
| 2026-27     | 10,945,000              | 4,885,000    | 458,050      | 5,343,050              |
| 2027-28     | 6,060,000               | 4,035,000    | 257,588      | 4,292,588              |
| 2028-29     | 2,025,000               | 2,025,000    | 88,594       | 2,113,594              |

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:

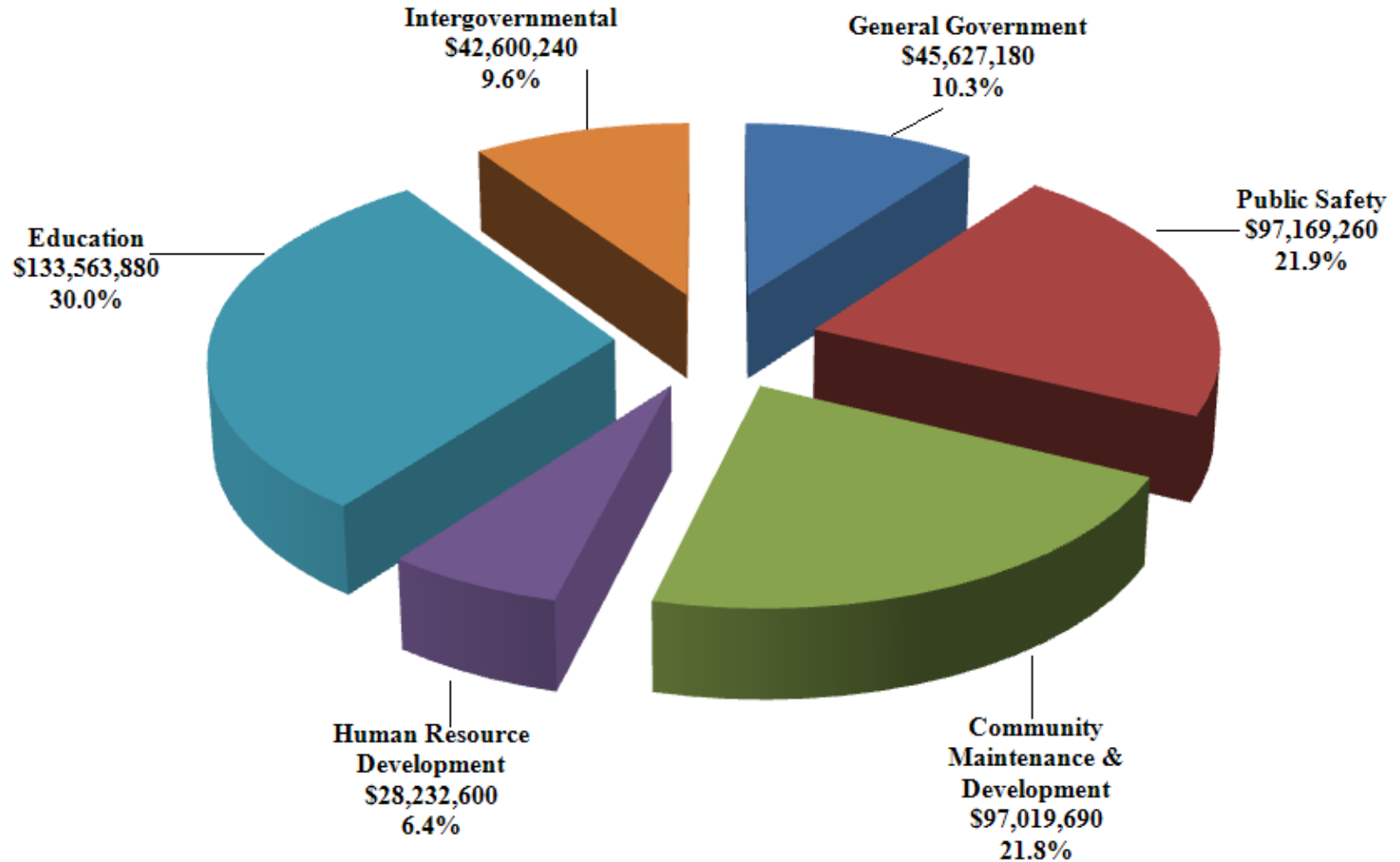
An unreserved/undesignated General Fund (GAAP) balance as of June 30 of each year equal to or greater than 15% of the ensuing fiscal year's operating revenue; and total general fund balance as of June 30 of each year equal to or greater than 25% of the ensuing fiscal year's operating revenue.

## **III. 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.

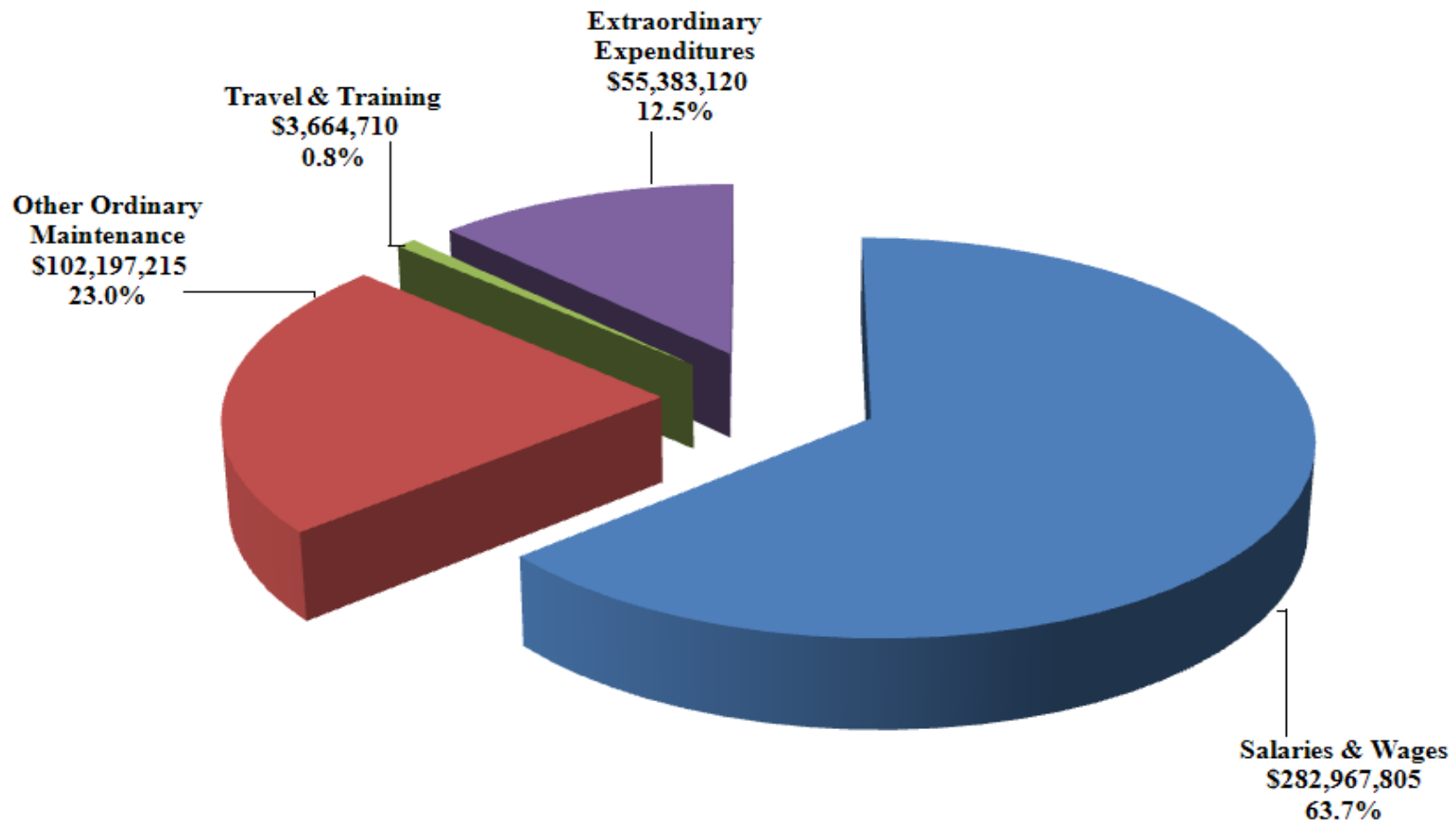
This policy shall be reviewed during the City's Annual Budget and Public Investment Program process.

# APPROPRIATION BY FUNCTION



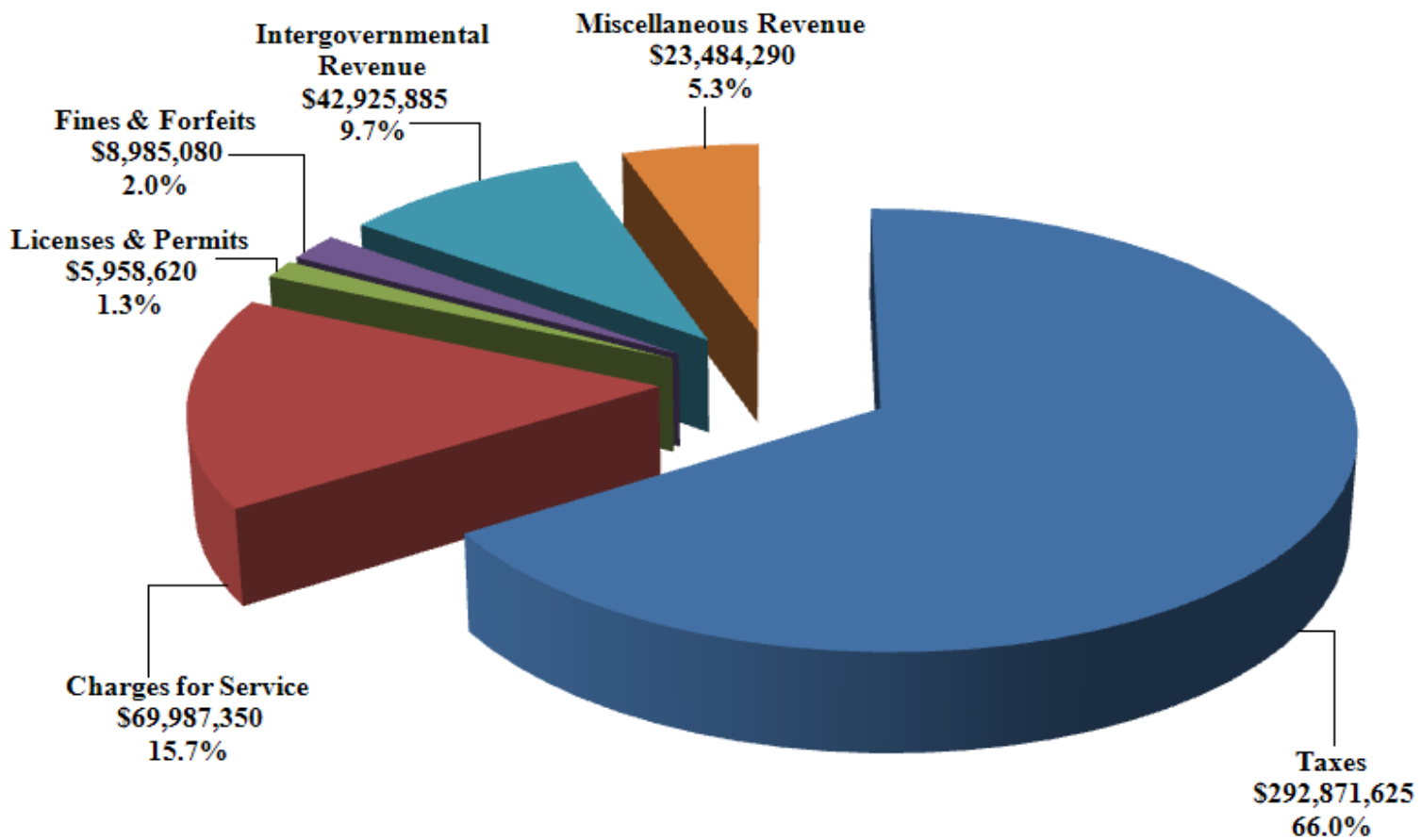
**TOTAL OPERATING BUDGET \$444,212,850**

## APPROPRIATION BY STATUTORY CATEGORY



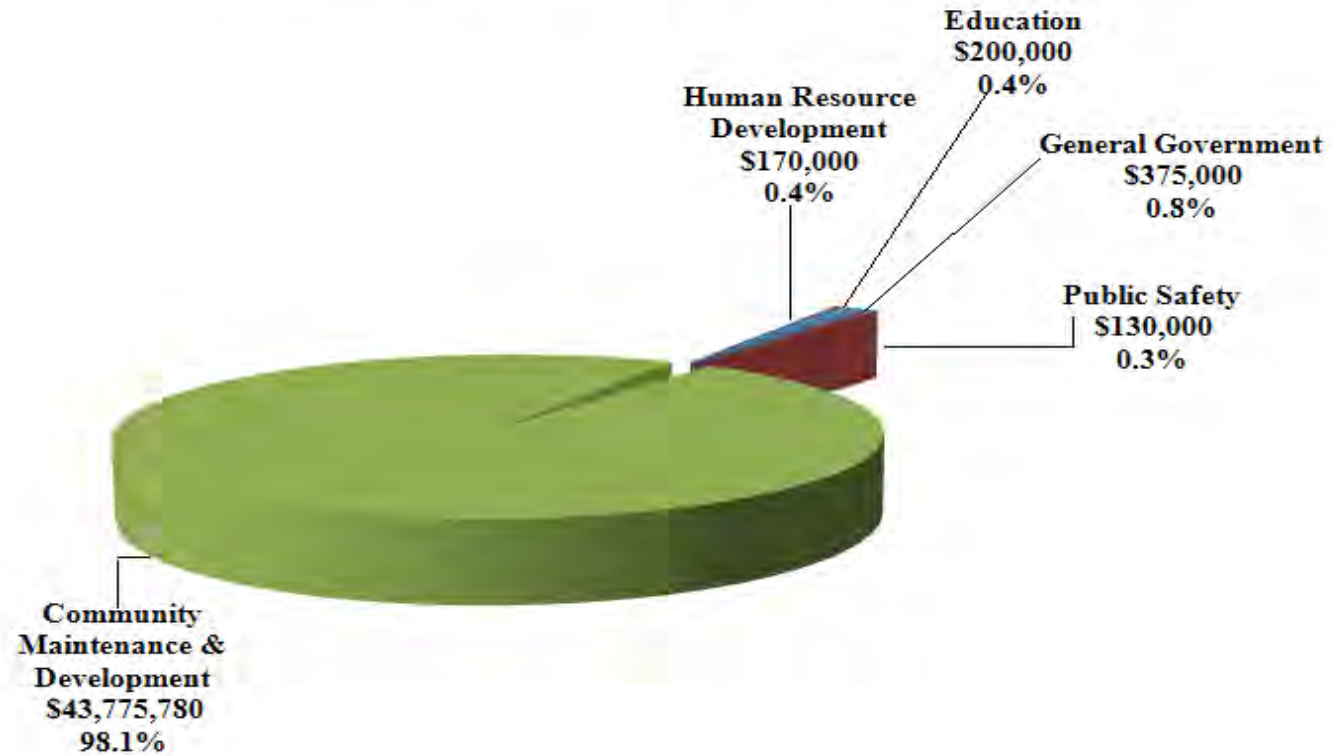
**TOTAL OPERATING BUDGET \$444,212,850**

# REVENUE BY SOURCE



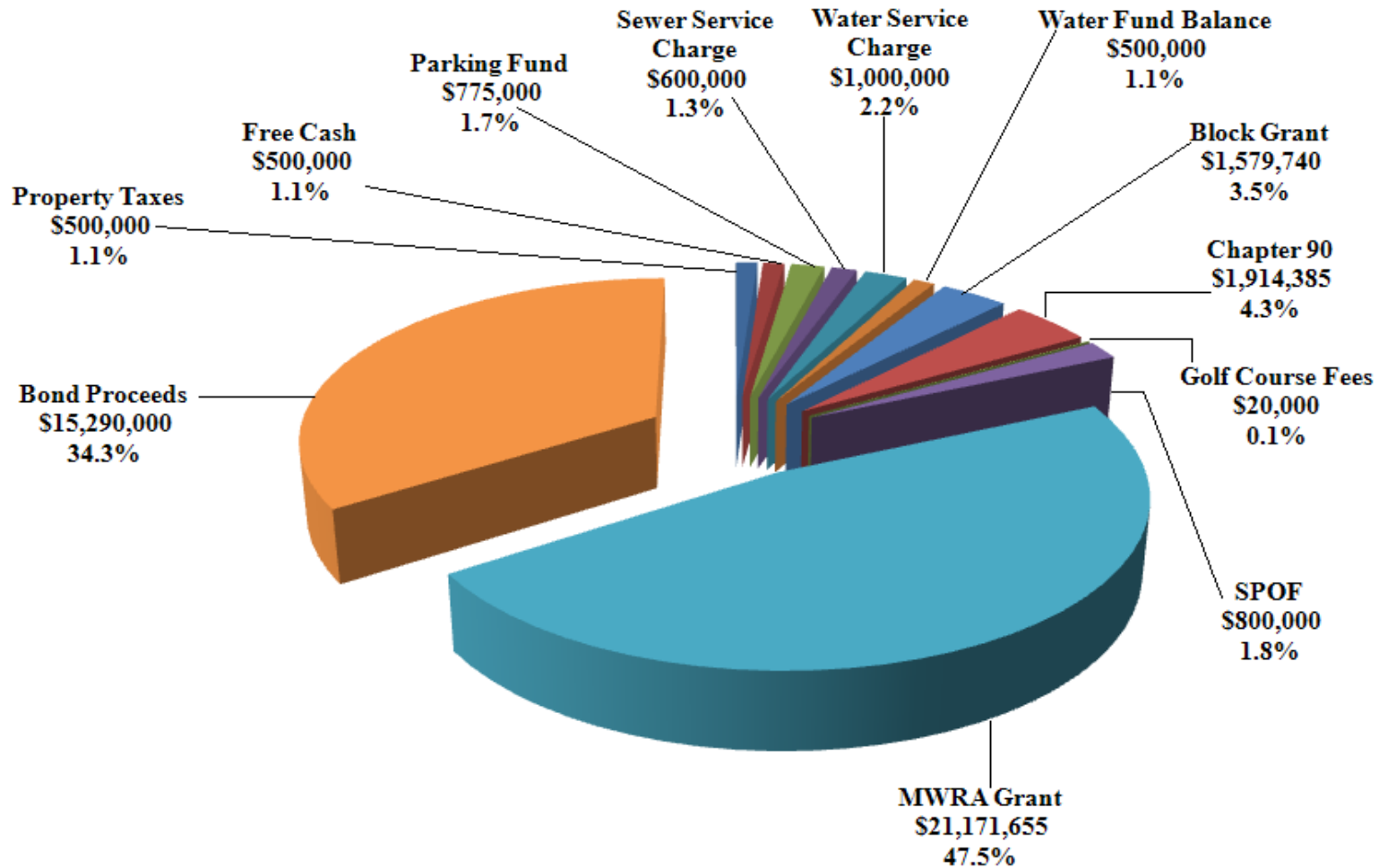
**TOTAL OPERATING BUDGET \$444,212,850**

# PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2010



**TOTAL CAPITAL BUDGET \$44,650,780**

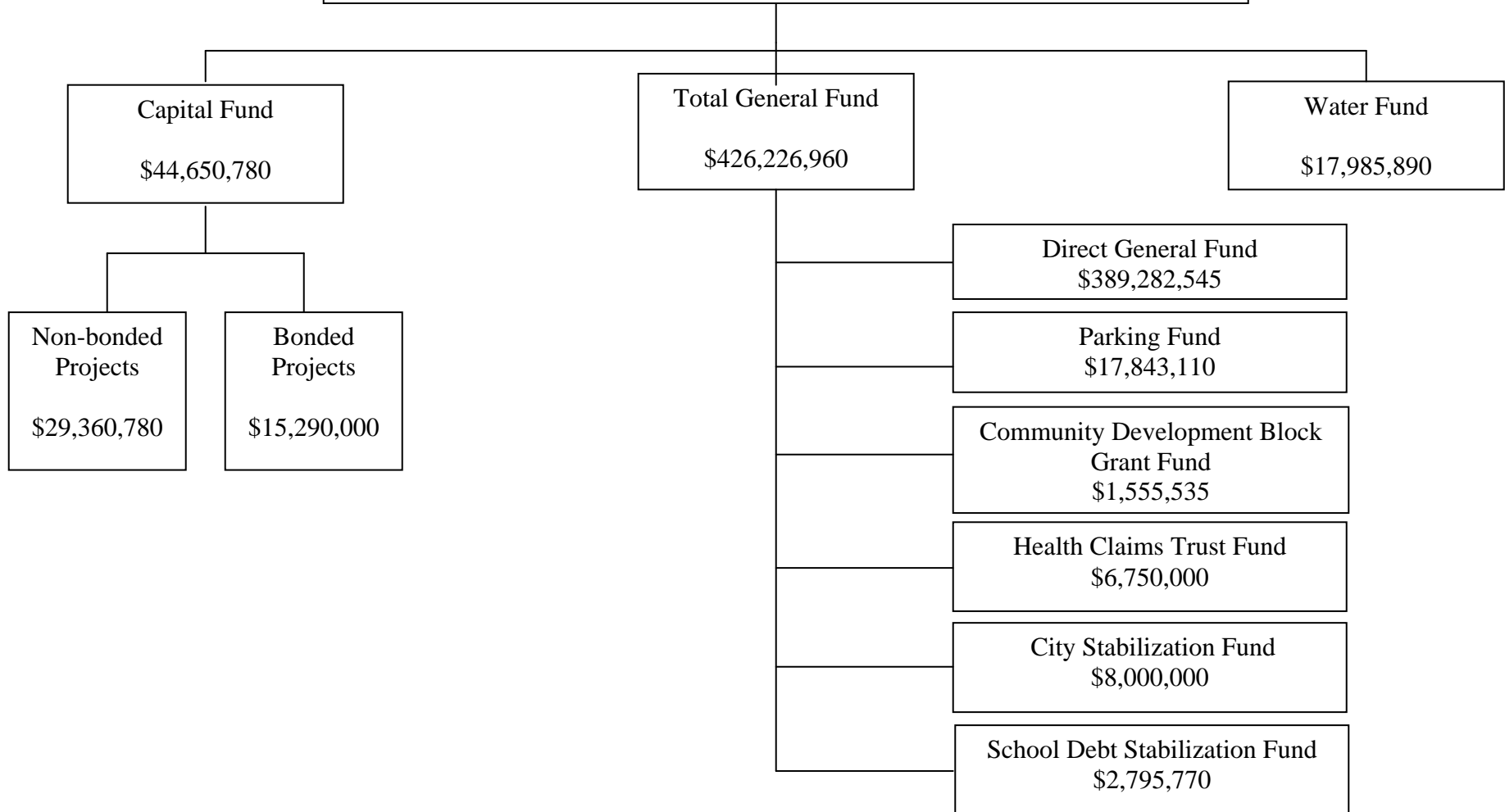
# PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2010



**TOTAL CAPITAL BUDGET \$44,650,780**

**TOTAL FY 2010 CITY BUDGET  
APPROPRIATED FUNDS**

|                      |                   |
|----------------------|-------------------|
| - Total General Fund | \$426,226,960     |
| - Water Fund         | 17,985,890        |
| - Capital Fund       | <u>44,650,780</u> |
| Total:               | \$488,863,630     |





# GENERAL FUND

**TOTAL \$429,426,700**

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 \$429,426,700, (which is the City Appropriation of \$444,212,850 less the Water Fund appropriation of \$17,985,890), with an additional \$3,199,740 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$3,199,740 is the City Public Investment Appropriation of \$29,360,780 less \$1,914,385 in Chapter 90, \$21,171,655 from MWRA Grants, \$775,000 in Parking Fund revenue, \$1,000,000 in Water Service Charges, \$500,000 from the Water Fund Balance, and \$800,000 from the Street Preservation Offset Fund (SPOF).

**Salaries & Wages**  
\$ 276,873,085

**Other Ordinary Maintenance**  
\$ 98,240,005

**Travel & Training**  
\$ 3,633,855

**Extraordinary Expenditures**  
\$ 50,679,755

**Taxes**  
\$ 293,371,625

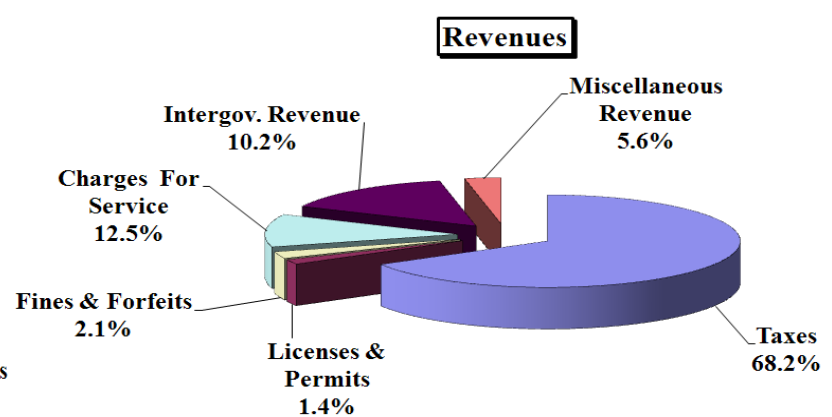
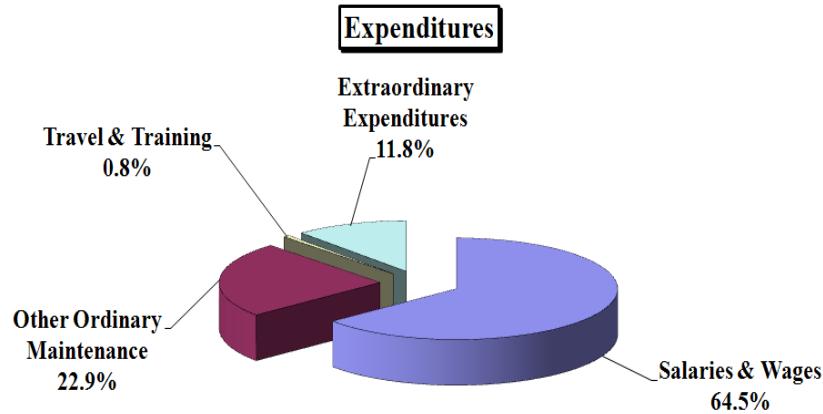
**Licenses & Permits**  
\$ 5,958,620

**Fines & Forfeits**  
\$ 8,985,080

**Charges For Service**  
\$ 53,501,115

**Intergovernmental Revenue**  
\$ 43,625,970

**Miscellaneous Revenue**  
\$ 23,984,290



# GENERAL FUND THREE YEAR HISTORY

| Expenditure Category               | FY08 <sup>1</sup>    | FY09 <sup>2</sup>    | FY10 <sup>3</sup>    |
|------------------------------------|----------------------|----------------------|----------------------|
| Salaries and Wages                 | \$256,344,575        | \$270,079,250        | \$276,873,085        |
| Other Ordinary Maintenance         | 93,302,120           | 97,207,495           | 98,240,005           |
| Travel & Training                  | 3,729,720            | 3,772,020            | 3,633,855            |
| Extraordinary Expenditures         | 46,385,175           | 50,442,825           | 50,679,755           |
| <b>TOTAL BUDGETED EXPENDITURES</b> | <b>\$399,761,590</b> | <b>\$421,501,590</b> | <b>\$429,426,700</b> |
| Revenue Category                   | FY08 <sup>1</sup>    | FY09 <sup>2</sup>    | FY10 <sup>3</sup>    |
| Taxes                              | \$266,700,525        | \$279,293,435        | \$293,371,625        |
| Licenses & Permits                 | 6,100,700            | 6,536,100            | 5,958,620            |
| Fines & Forfeits                   | 9,160,200            | 9,961,325            | 8,985,080            |
| Charges For Service                | 48,002,215           | 50,007,655           | 53,501,115           |
| Intergovernmental Revenue          | 55,344,355           | 52,450,635           | 43,625,970           |
| Miscellaneous Revenue              | 14,453,595           | 23,252,440           | 23,984,290           |
| <b>TOTAL BUDGETED REVENUES</b>     | <b>\$399,761,590</b> | <b>\$421,501,590</b> | <b>\$429,426,700</b> |

<sup>1</sup> 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.

<sup>2</sup> 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).

<sup>3</sup> The total FY10 General Fund appropriation is \$429,426,700 (which is the City Appropriation of \$444,212,850 less the Water Fund appropriation of \$17,985,890), with an additional \$3,199,740 in General Fund revenues raised to support a wide range of projects in the Public Investment Fund. The \$3,199,740 is the City Public Investment Appropriation of \$29,360,780 less \$1,914,385 in Chapter 90, \$21,171,655 from MWRA Grants, \$775,000 in Parking Fund revenue, \$1,000,000 in Water Service Charges, \$500,000 from the Water Fund Balance, and \$800,000 from the Street Preservation Offset Fund (SPOF).

# WATER FUND

**TOTAL \$19,485,890**

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 FY10 Operating Budget appropriation is \$17,985,890. In addition, Water Fund revenues are raised and transferred to the Public Investment Fund (\$1,500,000 to cover improvements to the water system).

**Salaries & Wages**  
\$ 6,094,720

**Other Ordinary Maintenance**  
\$ 3,957,210

**Travel & Training**  
\$ 30,855

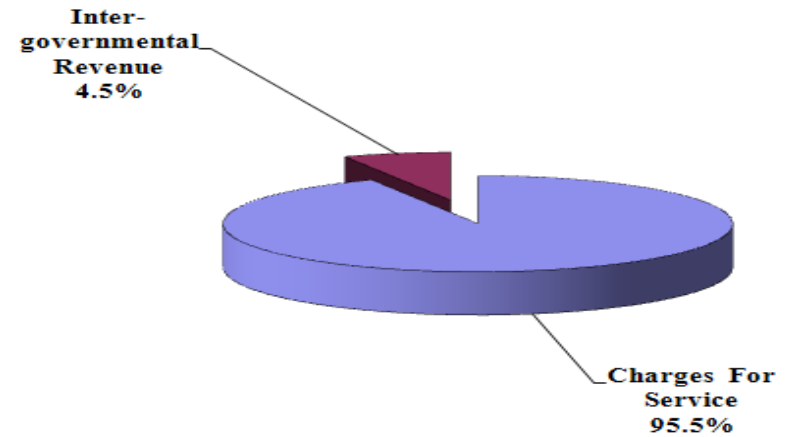
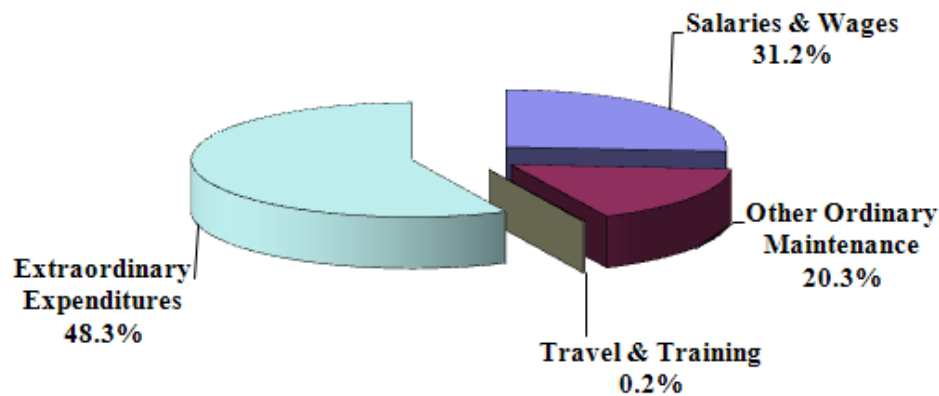
**Extraordinary Expenditures**  
\$ 9,403,105

**Charges for Service**  
\$ 18,606,235

**Intergovernmental Revenue**  
\$ 879,655

## 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.

| <b>Expenditure Category</b>        | <b>FY08<sup>1</sup></b> | <b>FY09<sup>2</sup></b> | <b>FY10<sup>3</sup></b> |
|------------------------------------|-------------------------|-------------------------|-------------------------|
| Salaries and Wages                 | \$5,647,455             | \$5,904,865             | \$6,094,720             |
| Other Ordinary Maintenance         | 3,803,930               | 3,911,900               | 3,957,210               |
| Travel & Training                  | 28,855                  | 30,855                  | 30,855                  |
| Extraordinary Expenditures         | 9,418,445               | 10,151,005              | 9,403,105               |
| <b>TOTAL BUDGETED EXPENDITURES</b> | <b>\$18,898,685</b>     | <b>\$19,998,625</b>     | <b>\$19,485,890</b>     |
| <b>Revenue Category</b>            | <b>FY08<sup>2</sup></b> | <b>FY09<sup>3</sup></b> | <b>FY10<sup>3</sup></b> |
| Charges For Service                | \$17,885,425            | \$19,041,005            | \$18,606,235            |
| Intergovernmental Revenue          | 1,013,260               | 957,620                 | 879,655                 |
| <b>TOTAL BUDGETED REVENUES</b>     | <b>\$18,898,685</b>     | <b>\$19,998,625</b>     | <b>\$19,485,890</b>     |

<sup>1</sup> The total FY08 appropriation is \$18,898,685, including Water Fund revenues raised and transferred to the Public Investment Fund (\$1,000,000 to cover improvements to the water system).

<sup>2</sup> The total FY09 appropriation is \$19,998,625, including Water Fund revenues raised and transferred to the Public Investment Fund (\$2,000,000 to cover improvements to the water system).

<sup>3</sup> The total FY10 Appropriation is \$19,485,890, including Water Fund revenues raised and transferred to the Public Investment Fund (\$1,500,000 to cover improvements to the water system).

# PARKING FUND

**TOTAL \$18,618,110**

The Parking Fund is used to record revenue from meter permits, meter collection, resident parking stickers, parking lots and garages, parking fines and interest earnings. These revenues support a wide range of programs in accordance with Chapter 844 of the General Laws. With limited tax revenues, the Parking Fund is a critical source of City revenue, providing funds to 13 budgets including an allocation to capital. It should be noted that no expenditures are charged directly to the Parking Fund; instead transfers are made from the Parking Fund to the General Fund and Public Investment Fund to cover related expenditures. The allocation of \$18,618,110 in Parking Fund revenues in the FY10 Budget is as follows: transfer to General Fund (\$17,843,110) and the Public Investment Fund (\$775,000). \$9,886,180 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$7,956,930 will offset salary costs for other City departments (\$7,358,365), cover state assessments (\$457,940), and pay debt service on street reconstruction projects (\$140,625).

**Salaries & Wages**  
\$ 13,886,105

**Other Ordinary Maintenance**  
\$ 3,742,980

**Travel & Training**  
\$ 23,400

**Extraordinary Expenditures**  
\$ 965,625

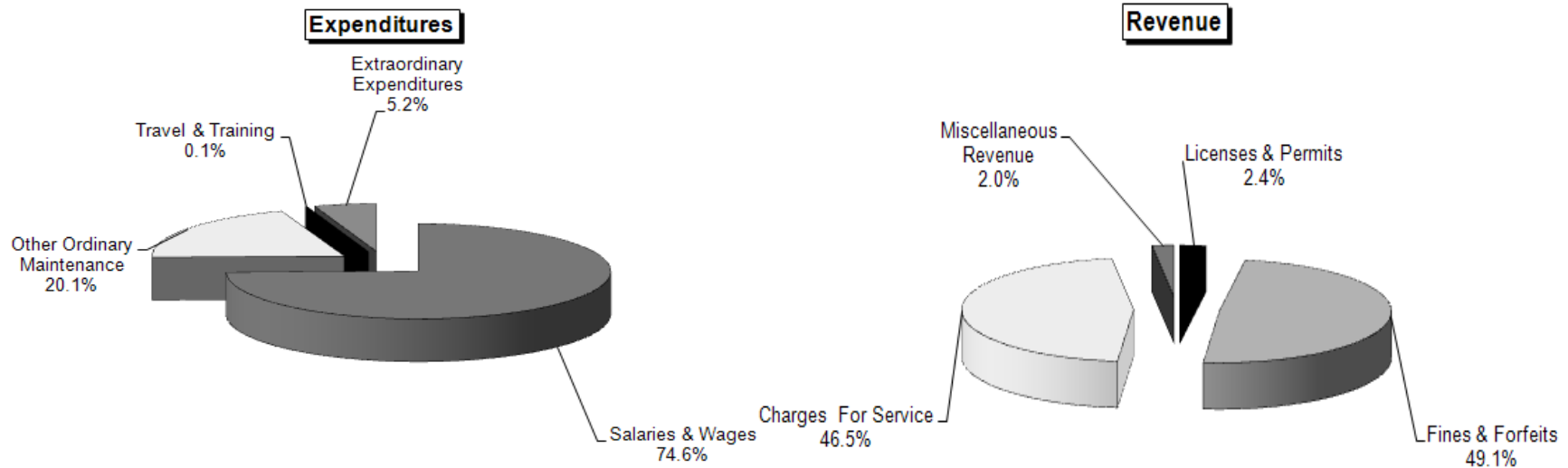
**Licenses & Permits**  
\$ 450,000

**Fines & Forfeits**  
\$ 9,135,830

**Charges for Service**  
\$ 8,652,280

**Miscellaneous Revenue**  
\$ 380,000

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.

| <b>Expenditure Category</b>        | <b>FY08<sup>1</sup></b> | <b>FY09<sup>2</sup></b> | <b>FY10<sup>3</sup></b> |
|------------------------------------|-------------------------|-------------------------|-------------------------|
| Salaries and Wages                 | \$12,139,510            | \$12,504,275            | \$13,886,105            |
| Other Ordinary Maintenance         | 3,819,100               | 3,778,180               | 3,742,980               |
| Travel & Training                  | 19,400                  | 23,400                  | 23,400                  |
| Extraordinary Expenditures         | 2,612,190               | 2,871,720               | 965,625                 |
| <b>TOTAL BUDGETED EXPENDITURES</b> | <b>\$18,590,200</b>     | <b>\$19,177,575</b>     | <b>\$18,618,110</b>     |
| <br>                               |                         |                         |                         |
| <b>Revenue Category</b>            | <b>FY08<sup>2</sup></b> | <b>FY09<sup>2</sup></b> | <b>FY10<sup>3</sup></b> |
| Licenses & Permits                 | \$425,000               | \$600,000               | \$450,000               |
| Fines & Forfeits                   | 9,440,200               | 10,255,575              | 9,135,830               |
| Charges For Service                | 6,510,000               | 6,017,000               | 8,652,280               |
| Miscellaneous Revenue              | 2,215,000               | 2,305,000               | 380,000                 |
| <b>TOTAL BUDGETED REVENUES</b>     | <b>\$18,590,200</b>     | <b>\$19,177,575</b>     | <b>\$18,618,110</b>     |

<sup>1</sup> 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).

<sup>2</sup> 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.

<sup>3</sup> The allocation of \$18,618,110 in Parking Fund revenues in the FY10 Budget is as follows: transfer to General Fund (\$17,843,110) and the Public Investment Fund (\$775,000). \$9,886,180 of the General Fund transfer is used for the Traffic, Parking and Transportation Department and the remaining \$7,956,930 will offset salary costs for other City departments (\$7,358,365), cover state assessments (\$457,940), and pay debt service on street reconstruction projects (\$140,625).

# 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 FY10 budget. The fund balances that are shown as of June 30, 2008 are from the City's FY08 Comprehensive Annual Financial Report (CAFR) while fund balances as of June 30, 2009 and June 30, 2010 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 made in 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 was increased to \$7,000,000. \$8,000,000 is included in the FY10 Budget, to offset a portion of the tax-supported debt service from the March 2009 bond issue. It is expected that the transfer will remain at approximately the same level in FY11 and will decrease in future fiscal years.

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 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.

It is important to note that, in the following chart, the amounts shown for the General Fund for July 1, 2007, June 30, 2008 and July 1, 2008 include the balances of the Health Claims Trust Fund, City Stabilization Fund, School Debt Stabilization Fund and Internal Service Fund. Since these balances are included in the General Fund total in the FY08 CAFR, it is appropriate to include them in this chart.

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

# GENERAL, WATER, AND CAPITAL FUNDS FY08-10

| <b>FY10 Budget</b>  |                   |                     | <b>FY10</b>                          | <b>FY09</b>                             | <b>FY08</b>                          |
|---------------------|-------------------|---------------------|--------------------------------------|---|--------------------------------------|
| <b>General Fund</b> | <b>Water Fund</b> | <b>Capital Fund</b> | <b>Budget<br/>All Fund<br/>Types</b> | <b>Projected<br/>All Fund<br/>Types</b> | <b>Actual<br/>All Fund<br/>Types</b> |

Revenues and Other Financing Sources:

|                           |                      |                     |                     |                      |                      |                      |
|---------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| Property Taxes            | \$273,066,015        | -                   | \$500,000           | \$273,566,015        | \$257,146,725        | \$238,747,275        |
| Payments in Lieu of Taxes | 4,950,000            | -                   | -                   | 4,950,000            | 4,850,000            | 7,318,567            |
| Hotel / Motel Excise Tax  | 6,490,000            | -                   | -                   | 6,490,000            | 6,750,000            | 6,862,581            |
| Motor Vehicle Excise      | 6,065,610            | -                   | -                   | 6,065,610            | 6,300,000            | 6,649,769            |
| Intergovernmental         | 31,265,635           | -                   | -                   | 31,265,635           | 37,326,130           | 47,575,390           |
| Sewer Use                 | 36,683,880           | -                   | 600,000             | 37,283,880           | 34,235,000           | 36,874,045           |
| Water Use                 | 684,930              | \$17,106,235        | 1,500,000           | 19,291,165           | 16,900,000           | 19,763,070           |
| Investment Income         | 3,170,000            | -                   | -                   | 3,170,000            | 4,250,000            | 9,295,172            |
| Bond Proceeds             | -                    | -                   | 15,290,000          | 15,290,000           | 16,330,000           | 71,601,220           |
| Miscellaneous Revenues    | 63,850,890           | 879,655             | 26,760,780          | 91,491,325           | 73,295,305           | 77,218,101           |
| <b>Total Revenues</b>     | <b>\$426,226,960</b> | <b>\$17,985,890</b> | <b>\$44,650,780</b> | <b>\$488,863,630</b> | <b>\$457,383,160</b> | <b>\$521,905,190</b> |

Expenditures and Other Financing Uses:

Current:

|                                     |                      |                     |                     |                      |                      |                      |
|-------------------------------------|----------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| General Government                  | \$45,427,180         | -                   | -                   | \$45,427,180         | \$37,653,650         | \$32,571,741         |
| Public Safety                       | 97,169,260           | -                   | -                   | 97,169,260           | 96,216,355           | 89,514,125           |
| Community Maintenance & Development | 35,740,130           | \$17,985,890        | -                   | 53,726,020           | 55,265,305           | 48,420,574           |
| Human Resource Development          | 28,232,600           | -                   | -                   | 28,232,600           | 26,247,530           | 23,943,570           |
| Education                           | 133,563,880          | -                   | -                   | 133,563,880          | 129,232,880          | 124,531,085          |
| Judgments and Claims                | 200,000              | -                   | -                   | 200,000              | 150,000              | 114,641              |
| Intergovernmental                   | 42,600,240           | -                   | -                   | 42,600,240           | 42,365,795           | 39,567,157           |
| Capital Outlays                     | -                    | -                   | \$44,650,780        | 44,650,780           | 28,566,615           | 96,673,105           |
| Other Financing Uses                | -                    | -                   | -                   | -                    | 1,682,585            | 8,781,700            |
| Debt Service                        |                      |                     |                     |                      |                      |                      |
| Principal                           | 32,775,580           | -                   | -                   | 32,775,580           | 30,202,890           | 25,381,700           |
| Interest                            | 10,300,890           | -                   | -                   | 10,300,890           | 9,791,370            | 8,538,991            |
| Fees                                | 217,200              | -                   | -                   | 217,200              | 217,200              | 203,514              |
| <b>Total Expenditures</b>           | <b>\$426,226,960</b> | <b>\$17,985,890</b> | <b>\$44,650,780</b> | <b>\$488,863,630</b> | <b>\$457,592,175</b> | <b>\$498,241,903</b> |



| General Fund | Water Fund | Capital Fund | Total |
|--------------|------------|--------------|-------|
|--------------|------------|--------------|-------|

**Fund Balances (Actuals for FY08 and Projections for FY09-10)**

**FY08**

|   |               |               |              |               |
|---|---------------|---------------|--------------|---------------|
| Beginning Balances (July 1, 2007) (Actuals)   | \$152,660,659 | \$96,528,596  | \$87,098,510 | \$336,287,765 |
| FY08 Revenues (Including Transfers In)  | 401,337,359   | 19,763,070    | 100,804,761  | 521,905,190   |
| FY08 Expenditures (Including Transfers Out)   | 386,479,294   | 15,089,504    | 96,673,105   | 498,241,903   |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | 14,858,065    | 4,673,566     | 4,131,656    | 23,663,287    |
| Ending Balances (June 30, 2008) (Actuals)   | \$167,518,724 | \$101,202,162 | \$91,230,166 | \$359,951,052 |

**FY09**

|   |               |               |              |               |
|---|---------------|---------------|--------------|---------------|
| Beginning Balances (July 1, 2008) (Actuals)   | \$167,518,724 | \$101,202,162 | \$91,230,166 | \$359,951,052 |
| FY09 Revenues   | 410,373,925   | 18,442,620    | 28,566,615   | 457,383,160   |
| FY09 Expenditures   | 409,135,130   | 19,890,430    | 28,566,615   | 457,592,175   |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | 1,238,795     | (1,447,810)   | -            | (209,015)     |
| Ending Balances June 30, 2009 (Projected)   | \$168,757,519 | \$99,754,352  | \$91,230,166 | \$359,742,037 |

**FY10**

|   |               |              |              |               |
|---|---------------|--------------|--------------|---------------|
| Beginning Balances (July 1, 2009) (Projected)   | \$168,757,519 | \$99,754,352 | \$91,230,166 | \$359,742,037 |
| FY10 Revenues   | 426,226,960   | 17,985,890   | 44,650,780   | 488,863,630   |
| FY10 Expenditures   | 426,226,960   | 17,985,890   | 44,650,780   | 488,863,630   |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | -             | -            | -            | -             |
| Ending Balances June 30, 2010 (Projected)   | \$168,757,519 | \$99,754,352 | \$91,230,166 | \$359,742,037 |

# 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 to \$5,500,000 in FY09. The transfer from this fund in FY10 will be \$6,750,000, which is the largest allocation for health care costs since this fund was established in 1985.

## 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 made during FY08. The fund balance at the end of FY08 increased to \$19.7 million primarily due 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 \$618,712, produced a fund balance of approximately \$19,701,650 at the end of FY08. An additional \$8,000,000 was added from Free Cash in FY09 in order to partially offset a large increase in tax-supported debt in FY09. The transfer from the Stabilization Fund to the General Fund was increased to \$7,000,000, with the FY10 transfer further increased to \$8,000,000. 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 for which 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 is being used to 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 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 and a total of \$2,795,770 has been included in the FY10 Budget.

| Health Claims<br>Trust Fund | City<br>Stabilization Fund | School Debt<br>Stabilization Fund |
|-----------------------------|----------------------------|-----------------------------------|
|-----------------------------|----------------------------|-----------------------------------|

Fund Balances (Actuals for FY08 and Projections for FY09-10)

**FY08**

|   |              |              |              |
|---|--------------|--------------|--------------|
| Beginning Balances (July 1, 2007) (Actuals)   | \$14,923,333 | \$14,082,938 | \$11,600,399 |
| FY08 Revenues   | 6,622,061    | 8,618,712    | 990,960      |
| FY08 Expenditures   | 5,000,000    | 3,000,000    | -            |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | 1,622,061    | 5,618,712    | 990,960      |
| Ending Balances (June 30, 2008) (Actuals)   | \$16,545,394 | \$19,701,650 | \$12,591,359 |

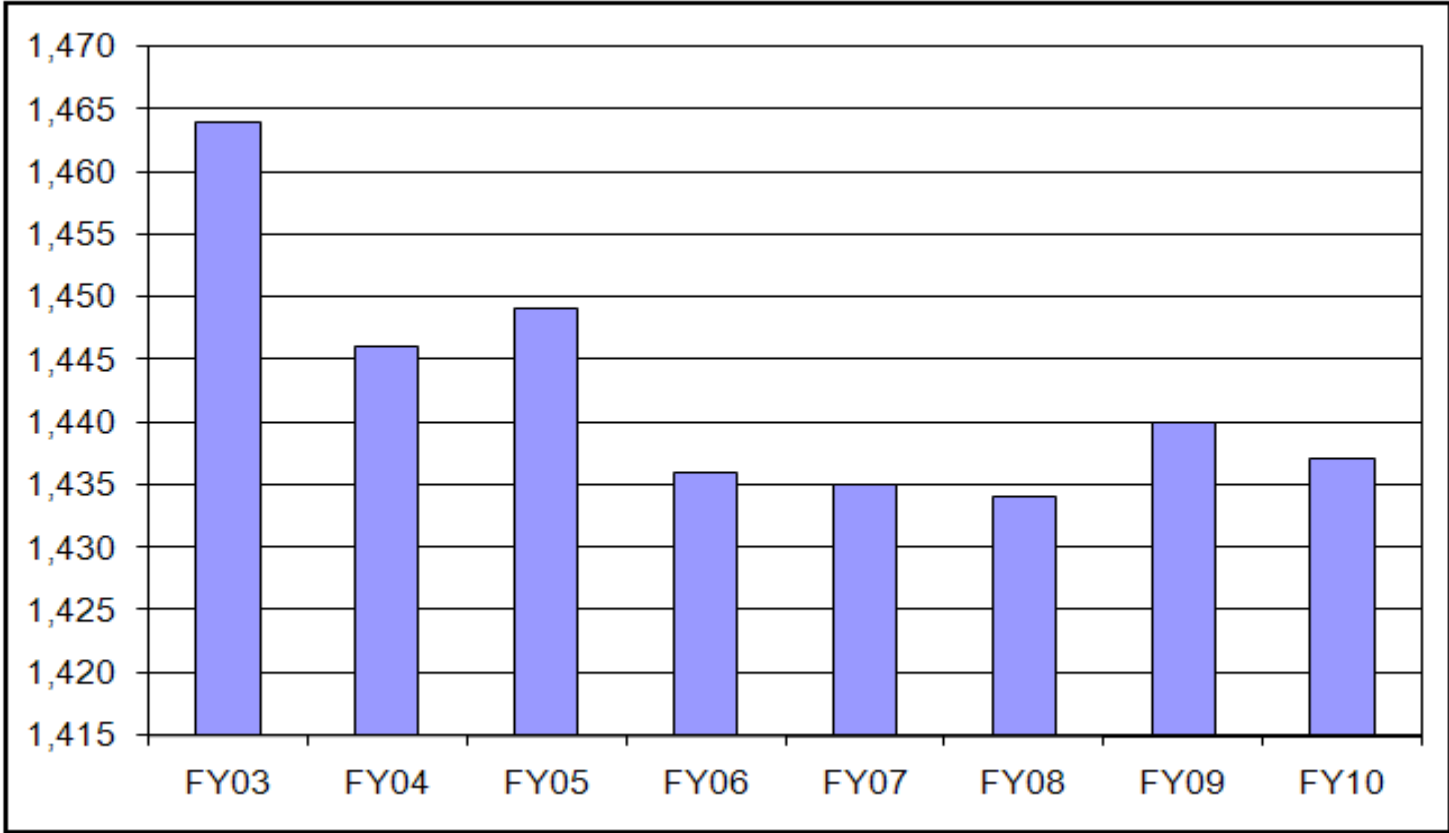
**FY09**

|   |              |              |              |
|---|--------------|--------------|--------------|
| Beginning Balances (July 1, 2008) (Actuals)   | \$16,545,394 | \$19,701,650 | \$12,591,359 |
| FY09 Revenues   | 6,750,000    | 8,400,000    | 285,000      |
| FY09 Expenditures   | 5,500,000    | 7,000,000    | 2,919,340    |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | 1,250,000    | 1,400,000    | (2,634,340)  |
| Ending Balances June 30, 2009 (Projected)   | \$17,795,394 | \$21,101,650 | \$9,957,019  |

**FY10**

|   |              |              |             |
|---|--------------|--------------|-------------|
| Beginning Balances (July 1, 2009) (Projected)   | \$17,795,394 | \$21,101,650 | \$9,957,019 |
| FY10 Revenues   | 6,750,000    | 250,000      | 125,000     |
| FY10 Expenditures   | 6,750,000    | 8,000,000    | 2,795,770   |
| Excess (Deficiency) of Revenues (Including Transfers In)<br>Over Expenditures (Including Transfers Out) | -            | (7,750,000)  | (2,670,770) |
| Ending Balances June 30, 2010 (Projected)   | \$17,795,394 | \$13,351,650 | \$7,286,249 |

**POSITION LIST COMPARISON**  
**Excluding Schools**



|      |       |
|------|-------|
| FY03 | 1,464 |
| FY04 | 1,446 |
| FY05 | 1,449 |
| FY06 | 1,436 |
| FY07 | 1,435 |
| FY08 | 1,434 |
| FY09 | 1,440 |
| FY10 | 1,437 |

**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 open by the committee. This review, in conjunction with the budget process, has yielded a net reduction of 27 positions since FY03.

| <b>POSITION LIST</b> | <b>FY08<br/>Staff<br/>Pos.</b> | <b>FY09<br/>Staff<br/>Pos.</b> | <b>FY10<br/>Staff<br/>Pos.</b> | <b>FY 09-10<br/>Variance<br/>+/-</b> |
|----------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------------|
|----------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------------|

**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        | -        |
| Education Advisor                             | 1        | 1        | 1        | -        |
| Deputy Assistant                              | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                                  | <b>5</b> | <b>5</b> | <b>5</b> | <b>-</b> |

**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        | -        |
| <b>TOTAL</b>                            | <b>9</b> | <b>9</b> | <b>9</b> | <b>-</b> |

**CITY COUNCIL**

|                                     |          |          |          |          |
|-------------------------------------|----------|----------|----------|----------|
| Exec. Assistant to the City Council | 1        | 1        | 1        | -        |
| Administrative Assistant            | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                        | <b>2</b> | <b>2</b> | <b>2</b> | <b>-</b> |

**CITY CLERK**

|                                 |           |           |           |          |
|---------------------------------|-----------|-----------|-----------|----------|
| City Clerk                      | 1         | 1         | 1         | -        |
| Deputy City Clerk               | 1         | 1         | 1         | -        |
| Operations Manager              | 1         | 1         | 1         | -        |
| Senior Clerk & Stenographer     | 5         | 5         | 3         | (2)      |
| Principal Clerk                 | 0         | 0         | 2         | 2        |
| Administrative Asst./City Clerk | 2         | 2         | 2         | -        |
| <b>TOTAL</b>                    | <b>10</b> | <b>10</b> | <b>10</b> | <b>-</b> |

|  | <b>FY08<br/>Staff<br/>Pos.</b> | <b>FY09<br/>Staff<br/>Pos.</b> | <b>FY10<br/>Staff<br/>Pos.</b> | <b>FY 09-10<br/>Variance<br/>+/-</b> |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------------|
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------------|

**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         | 2         | 2         | -        |
| Senior Clerk & Typist          | 1         | 0         | 0         | -        |
| Office Manager                 | 1         | 1         | 1         | -        |
| <b>TOTAL</b>                   | <b>11</b> | <b>11</b> | <b>11</b> | <b>-</b> |

**FINANCE/ADMINISTRATION**

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

**FINANCE/BUDGET**

|                                |          |          |          |          |
|--------------------------------|----------|----------|----------|----------|
| Bud Dir./Deputy Finance Dir.   | 1        | 1        | 1        | -        |
| Capital Project Fiscal Manager | 1        | 1        | 1        | -        |
| Budget Analyst III             | 1        | 1        | 0        | (1)      |
| Principal Budget Analyst       | 1        | 1        | 2        | 1        |
| <b>TOTAL</b>                   | <b>4</b> | <b>4</b> | <b>4</b> | <b>-</b> |

**FINANCE/PERSONNEL**

|                                |           |           |           |            |
|--------------------------------|-----------|-----------|-----------|------------|
| Personnel Director             | 1         | 1         | 1         | -          |
| Manager/Employee Relations     | 1         | 0         | 1         | 1          |
| Manager/Employment Services    | 1         | 1         | 0         | (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         | 1         | 0         | (1)        |
| <b>TOTAL</b>                   | <b>13</b> | <b>13</b> | <b>12</b> | <b>(1)</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**FINANCE/ASSESSORS**

|  |           |           |           |            |
|--|-----------|-----------|-----------|------------|
| Director of Assessment                     | 1         | 1         | 1         | -          |
| Deputy Director/Principal Assessor         | 1         | 1         | 0         | (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                         | 1         | 1         | 1         | -          |
| <b>TOTAL</b>                               | <b>15</b> | <b>15</b> | <b>14</b> | <b>(1)</b> |

**FINANCE/PURCHASING**

|                                   |          |          |          |            |
|-----------------------------------|----------|----------|----------|------------|
| Purchasing Agent                  | 1        | 1        | 1        | -          |
| Assistant Purchasing Agent        | 1        | 1        | 1        | -          |
| Mngr. Of Construction Procurement | 1        | 1        | 1        | -          |
| Buyer                             | 2        | 2        | 1        | (1)        |
| Administrative Assistant          | 1        | 1        | 1        | -          |
| Assistant Buyers                  | 2        | 2        | 2        | -          |
| <b>TOTAL</b>                      | <b>8</b> | <b>8</b> | <b>7</b> | <b>(1)</b> |

**FINANCE/AUDITING**

|  |          |          |          |          |
|--|----------|----------|----------|----------|
| City Auditor                             | 1        | 1        | 1        | -        |
| Mngr. Financial Reporting Control        | 1        | 1        | 0        | (1)      |
| Senior Fin. Reporting & Internal Control | 0        | 0        | 1        | 1        |
| Field Auditor                            | 1        | 0        | 0        | -        |
| Account Clerk                            | 2        | 2        | 2        | -        |
| General Ledger Accountant                | 1        | 1        | 1        | -        |
| Financial Analyst                        | 1        | 1        | 1        | -        |
| Administrative Assistant                 | 1        | 1        | 1        | -        |
| Auditing Analyst                         | 0        | 1        | 1        | -        |
| <b>TOTAL</b>                             | <b>8</b> | <b>8</b> | <b>8</b> | <b>-</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**FINANCE/REVENUE**

|                                      |          |          |          |          |
|--------------------------------------|----------|----------|----------|----------|
| Dir. Of Financial Systems/Operations | 1        | 1        | 1        | -        |
| Manager of Collections               | 1        | 1        | 1        | -        |
| Account Clerk                        | 1        | 0        | 0        | -        |
| Administrative Assistant/Cash Mgmt.  | 1        | 1        | 1        | -        |
| Administrative Assistant             | 2        | 1        | 1        | -        |
| Cutomer Services Supervisor          | 2        | 2        | 2        | -        |
| Cashier Coordinator                  | 0        | 1        | 1        | -        |
| Senior Account Clerk                 | 0        | 1        | 1        | -        |
| <b>TOTAL</b>                         | <b>8</b> | <b>8</b> | <b>8</b> | <b>-</b> |

**FINANCE/TREASURY**

|                      |          |          |          |          |
|----------------------|----------|----------|----------|----------|
| Director of Payroll  | 1        | 1        | 1        | -        |
| Cash Manager         | 1        | 1        | 1        | -        |
| Senior Account Clerk | 2        | 2        | 2        | -        |
| Fiscal Manager       | 1        | 1        | 0        | (1)      |
| Project/Cash Manager | 0        | 0        | 1        | 1        |
| <b>TOTAL</b>         | <b>5</b> | <b>5</b> | <b>5</b> | <b>-</b> |

**FINANCE/ITD**

|                                   |           |           |           |          |
|-----------------------------------|-----------|-----------|-----------|----------|
| Chief Information Officer         | 1         | 1         | 1         | -        |
| Deputy Director                   | 1         | 1         | 1         | -        |
| Sr. Programmer/System Analyst     | 1         | 1         | 1         | -        |
| Information Systems Specialist II | 1         | 1         | 4         | 3        |
| GIS Project Manager               | 1         | 1         | 1         | -        |
| System Administrator              | 1         | 1         | 1         | -        |
| IT Network Engineer               | 1         | 1         | 1         | -        |
| GIS Specialist                    | 1         | 1         | 1         | -        |
| Information Systems Specialist I  | 4         | 4         | 0         | (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         | -        |
| VoIP Engineer                     | 0         | 0         | 1         | 1        |
| <b>TOTAL</b>                      | <b>20</b> | <b>20</b> | <b>20</b> | <b>-</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**GENERAL SERVICES/TELEPHONE**

|                       |          |          |          |          |
|-----------------------|----------|----------|----------|----------|
| Telephone Operator II | 1        | 0        | 0        | -        |
| <b>TOTAL</b>          | <b>1</b> | <b>0</b> | <b>0</b> | <b>-</b> |

**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        | 1        | 1        | -        |
| <b>TOTAL</b>                        | <b>5</b> | <b>4</b> | <b>4</b> | <b>-</b> |

**ELECTION**

|                          |          |          |          |          |
|--------------------------|----------|----------|----------|----------|
| Commissioner             | 4        | 4        | 4        | -        |
| Executive Director       | 1        | 1        | 1        | -        |
| Operations Manager       | 1        | 1        | 1        | -        |
| Administrative Assistant | 1        | 0        | 0        | -        |
| Senior Clerk & Typist    | 1        | 1        | 1        | -        |
| Assistant Director       | 0        | 0        | 0        | -        |
| <b>TOTAL</b>             | <b>8</b> | <b>7</b> | <b>7</b> | <b>-</b> |

**PUBLIC CELEBRATIONS**

|                                |          |          |          |          |
|--------------------------------|----------|----------|----------|----------|
| Executive Director             | 1        | 1        | 1        | -        |
| Dir. of Public Arts Program    | 1        | 1        | 1        | -        |
| Public Arts Administrator      | 1        | 1        | 1        | -        |
| Arts Administrator             | 1        | 0        | 0        | -        |
| Events Producer/Comm Arts Dir. | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                   | <b>5</b> | <b>4</b> | <b>4</b> | <b>-</b> |

**PUBLIC SAFETY**

**ANIMAL COMMISSION**

|                        |          |          |          |          |
|------------------------|----------|----------|----------|----------|
| Director               | 1        | 1        | 1        | -        |
| Animal Control Officer | 2        | 2        | 2        | -        |
| <b>TOTAL</b>           | <b>3</b> | <b>3</b> | <b>3</b> | <b>-</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**FIRE**

|                              |            |            |            |          |
|------------------------------|------------|------------|------------|----------|
| Chief                        | 1          | 1          | 1          | -        |
| Deputy Chief                 | 12         | 12         | 13         | 1        |
| Captain                      | 18         | 18         | 17         | (1)      |
| Lieutenant                   | 51         | 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          | 0          | (1)      |
| Budget Analyst               | 1          | 1          | 1          | -        |
| Fiscal Manager               | 0          | 0          | 1          | 1        |
| Info. System Specialist      | 1          | 1          | 1          | -        |
| <b>TOTAL</b>                 | <b>284</b> | <b>284</b> | <b>284</b> | <b>-</b> |

**POLICE**

|                                       |     |     |     |     |
|---------------------------------------|-----|-----|-----|-----|
| Commissioner                          | 1   | 1   | 1   | -   |
| Superintendent                        | 2   | 2   | 2   | -   |
| Deputy Superintendent                 | 6   | 6   | 6   | -   |
| Captain                               | 1   | 0   | 0   | -   |
| Lieutenant                            | 14  | 15  | 15  | -   |
| Sergeant                              | 34  | 34  | 34  | -   |
| Police Officer                        | 215 | 219 | 215 | (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   | 1   | (1) |
| Account Clerk                         | 2   | 2   | 2   | -   |
| Senior Clerk & Typist                 | 2   | 2   | 2   | -   |
| Clerk/Clerical Aide                   | 2   | 2   | 2   | -   |
| Training Coordinator                  | 1   | 1   | 1   | -   |
| Property Clerk/Armorer                | 2   | 2   | 2   | -   |
| Domestic Violence/Program Asst.       | 1   | 1   | 1   | -   |
| Information Systems Manager           | 1   | 1   | 1   | -   |
| Crime Analyst III                     | 1   | 1   | 2   | 1   |
| Automotive Mechanic                   | 2   | 2   | 2   | -   |
| Fleet Manager                         | 1   | 1   | 1   | -   |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**POLICE (cont.)**

|                                |            |            |            |            |
|--------------------------------|------------|------------|------------|------------|
| Identification Unit Manager    | 1          | 1          | 1          | -          |
| Strategic Analysis Coordinator | 1          | 1          | 1          | -          |
| Personnel & Budget Analyst     | 1          | 1          | 1          | -          |
| Information Systems Specialist | 1          | 2          | 2          | -          |
| Motor Equipment Repair Helper  | 1          | 1          | 1          | -          |
| ID Technician                  | 0          | 1          | 1          | -          |
| Facility Manager               | 0          | 0          | 1          | 1          |
| Payroll Co-ordinator           | 0          | 0          | 1          | 1          |
| <b>TOTAL</b>                   | <b>307</b> | <b>313</b> | <b>311</b> | <b>(2)</b> |

**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         | -        |
| Project Manager                               | 0         | 0         | 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         | -        |
| <b>TOTAL</b>                                  | <b>80</b> | <b>80</b> | <b>81</b> | <b>1</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**POLICE REVIEW & ADVISORY BOARD**

|                               |          |          |          |          |
|-------------------------------|----------|----------|----------|----------|
| Investigator/Outreach Liaison | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                  | <b>1</b> | <b>1</b> | <b>1</b> | <b>-</b> |

**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         | 0         | 0         | -        |
| 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         | 0         | 0         | -        |
| Clerk                                 | 0         | 2         | 2         | -        |
| <b>TOTAL</b>                          | <b>27</b> | <b>27</b> | <b>27</b> | <b>-</b> |

**LICENSE COMMISSION**

|                              |          |          |          |            |
|------------------------------|----------|----------|----------|------------|
| Chairperson                  | 1        | 1        | 1        | -          |
| Dir/Consumer Commission      | 1        | 1        | 1        | -          |
| Chief Licensing Investigator | 1        | 1        | 1        | -          |
| Senior Clerk & Typist        | 1        | 0        | 0        | -          |
| Administrative Assistant     | 3        | 4        | 3        | (1)        |
| Executive Secretary          | 1        | 1        | 1        | -          |
| Executive Assistant          | 1        | 1        | 1        | -          |
| <b>TOTAL</b>                 | <b>9</b> | <b>9</b> | <b>8</b> | <b>(1)</b> |

**WEIGHTS & MEASURES**

|                              |          |          |          |          |
|------------------------------|----------|----------|----------|----------|
| Sealer of Weights & Measures | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                 | <b>1</b> | <b>1</b> | <b>1</b> | <b>-</b> |



|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**ELECTRICAL**

|                            |           |           |           |          |
|----------------------------|-----------|-----------|-----------|----------|
| City Electrician           | 1         | 1         | 1         | -        |
| Assistant City Electrician | 1         | 1         | 1         | -        |
| Administrative Assistant   | 1         | 1         | 1         | -        |
| Signal Maintainer          | 1         | 1         | 1         | -        |
| Electrician Coordinator    | 0         | 0         | 1         | 1        |
| Electrician                | 9         | 9         | 8         | (1)      |
| Deputy City Electrician    | 1         | 1         | 1         | -        |
| <b>TOTAL</b>               | <b>14</b> | <b>14</b> | <b>14</b> | <b>-</b> |

**EMERGENCY MANAGEMENT**

|                               |          |          |          |            |
|-------------------------------|----------|----------|----------|------------|
| Emergency Management Director | 1        | 1        | 0        | (1)        |
| Administrative Assistant      | 1        | 1        | 1        | -          |
| <b>TOTAL</b>                  | <b>2</b> | <b>2</b> | <b>1</b> | <b>(1)</b> |

**EMERGENCY COMMUNICATIONS**

|                                      |           |           |           |            |
|--------------------------------------|-----------|-----------|-----------|------------|
| Emergency Communications Dir.        | 1         | 1         | 1         | -          |
| Chief Supervisor/Emergency           | 1         | 1         | 1         | -          |
| Communication Supervisor             | 6         | 6         | 6         | -          |
| Fire Alarm Operator                  | 4         | 4         | 3         | (1)        |
| 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         | -          |
| <b>TOTAL</b>                         | <b>39</b> | <b>39</b> | <b>38</b> | <b>(1)</b> |

**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 | 0 | 0 | - |
| Office Manager                       | 1 | 1 | 1 | - |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**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                   | 22 | 22 | 22 | -   |
| Laborer                              | 56 | 54 | 54 | -   |
| Skilled Laborer                      | 39 | 40 | 39 | (1) |
| MEO III                              | 2  | 2  | 2  | -   |
| Public Works Supervisor              | 9  | 9  | 8  | (1) |
| Construction Utility Inspector       | 2  | 2  | 2  | -   |
| Superintendent of Streets            | 1  | 1  | 1  | -   |
| Administrative Assistant Permits     | 1  | 1  | 1  | -   |
| Compliance Officer                   | 2  | 2  | 2  | -   |
| MEO II                               | 7  | 7  | 7  | -   |
| MEO I                                | 4  | 4  | 4  | -   |
| MEO IIA                              | 11 | 15 | 15 | -   |
| Refuse & Parks Inspector             | 1  | 1  | 1  | -   |
| Superintendent of Solid Waste        | 1  | 1  | 1  | -   |
| Supervisor of Solid Waste            | 0  | 0  | 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  | -   |
| 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  | -   |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**PUBLIC WORKS (cont.)**

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

**WATER**

|                                  |   |   |   |     |
|----------------------------------|---|---|---|-----|
| Managing Director                | 1 | 1 | 1 | -   |
| Senior Clerk & Typist            | 2 | 2 | 1 | (1) |
| Administrative Assistant         | 1 | 0 | 0 | -   |
| Water Appl. System Administrator | 1 | 0 | 0 | -   |
| Business Manager                 | 1 | 0 | 0 | -   |
| Assistant Business Manager       | 1 | 1 | 1 | -   |
| Meter Technician                 | 3 | 3 | 2 | (1) |
| Meter Technician Supervisor      | 0 | 0 | 1 | 1   |
| Working Foreperson               | 4 | 4 | 5 | 1   |
| Water Utility Field Inspector    | 1 | 0 | 0 | -   |
| Manager of Engr. & Program Dev.  | 1 | 1 | 1 | -   |
| Engineer/Water                   | 1 | 1 | 1 | -   |
| Facilities Manager               | 1 | 1 | 1 | -   |
| Cross Connection Inspector       | 3 | 3 | 3 | -   |
| Cross Connection Supervisor      | 1 | 1 | 1 | -   |
| Reservation Site Supervisor      | 1 | 1 | 1 | -   |
| Ranger                           | 1 | 1 | 0 | (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     | 7 | 7 | 6 | (1) |
| Team Leader System Operator      | 4 | 4 | 4 | -   |
| System Operator                  | 4 | 4 | 4 | -   |
| Instrumentation and Maint. Mngr. | 1 | 1 | 1 | -   |
| Watershed Resource Manager       | 1 | 1 | 1 | -   |
| Water Quality Supervisor         | 2 | 2 | 2 | -   |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/- |
|--|-----------------------|-----------------------|-----------------------|-----------------------------|
|--|-----------------------|-----------------------|-----------------------|-----------------------------|

**WATER (cont.)**

|   |           |           |           |            |
|---|-----------|-----------|-----------|------------|
| Lab Manager                             | 1         | 1         | 1         | -          |
| Production Manager                      | 1         | 1         | 1         | -          |
| Distribution Supervisor                 | 2         | 2         | 2         | -          |
| Manager of Distribution                 | 1         | 1         | 1         | -          |
| 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                      | 1         | 1         | 1         | -          |
| Administrative Billing Assistant        | 0         | 1         | 1         | -          |
| Executive Assistant                     | 0         | 1         | 1         | -          |
| Utility Field Engineer                  | 0         | 1         | 0         | (1)        |
| Manager of Finance and Info. Technology | 0         | 1         | 1         | -          |
| <b>TOTAL</b>                            | <b>63</b> | <b>63</b> | <b>60</b> | <b>(3)</b> |

**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 | 0 | 0 | - |
| 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 | - |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/( -) |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|
|--|-----------------------|-----------------------|-----------------------|--------------------------------|

**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         | 0         | (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/Transporation                | 1         | 1         | 1         | -          |
| Project Planner/ Landscape Architect         | 1         | 1         | 1         | -          |
| Project Administrator/Environmental          | 1         | 1         | 0         | (1)        |
| Associate Planner/Environmental              | 0         | 0         | 1         | 1          |
| Project Manager/Environmental                | 1         | 1         | 1         | -          |
| Fiscal Project Manager                       | 0         | 1         | 1         | -          |
| <b>TOTAL</b>                                 | <b>45</b> | <b>45</b> | <b>44</b> | <b>(1)</b> |

**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        | -        |
| <b>TOTAL</b>               | <b>5</b> | <b>5</b> | <b>5</b> | <b>-</b> |

**CONSERVATION COMMISSION**

|                          |          |          |          |          |
|--------------------------|----------|----------|----------|----------|
| Director of Conservation | 1        | 1        | 1        | -        |
| <b>TOTAL</b>             | <b>1</b> | <b>1</b> | <b>1</b> | <b>-</b> |

**PEACE COMMISSION**

|                    |          |          |          |          |
|--------------------|----------|----------|----------|----------|
| Executive Director | 1        | 1        | 1        | -        |
| <b>TOTAL</b>       | <b>1</b> | <b>1</b> | <b>1</b> | <b>-</b> |

**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        | -        |
| <b>TOTAL</b>                   | <b>6</b> | <b>6</b> | <b>6</b> | <b>-</b> |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/( -) |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|
|--|-----------------------|-----------------------|-----------------------|--------------------------------|

**HUMAN RESOURCE DEVELOPMENT**

**LIBRARY**

|                                |           |           |           |          |
|--------------------------------|-----------|-----------|-----------|----------|
| Director of Libraries          | 1         | 1         | 1         | -        |
| Assistant Director             | 2         | 2         | 2         | -        |
| Senior Librarian               | 8         | 8         | 9         | 1        |
| Administrative Assistant       | 2         | 2         | 2         | -        |
| Staff Librarian                | 14        | 14        | 14        | -        |
| Library Assistant              | 7         | 6         | 6         | -        |
| Associate Librarian            | 5         | 6         | 6         | -        |
| Library Associate              | 4         | 5         | 5         | -        |
| Laborer                        | 1         | 1         | 1         | -        |
| Senior Building Custodian      | 1         | 1         | 1         | -        |
| Building Maintenance Person    | 1         | 1         | 0         | (1)      |
| Building Custodian             | 2         | 2         | 2         | -        |
| Information System Coordinator | 1         | 1         | 1         | -        |
| Branch Manager                 | 6         | 5         | 5         | -        |
| Librarian II                   | 2         | 2         | 2         | -        |
| Literacy Specialist            | 1         | 1         | 1         | -        |
| Library Analyst                | 1         | 1         | 1         | -        |
| Senior Technician              | 1         | 1         | 3         | 2        |
| Senior Substitute              | 0         | 0         | 2         | 2        |
| <b>TOTAL</b>                   | <b>60</b> | <b>60</b> | <b>64</b> | <b>4</b> |

**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 | - |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/-(-) |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|
|--|-----------------------|-----------------------|-----------------------|--------------------------------|

**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  | - |
| Employment Services Coordinator              | 0  | 0  | 1  | 1 |
| Youth Program Director                       | 1  | 1  | 1  | - |
| Division Head/Planning & Dev.<br>Planner     | 1  | 1  | 1  | - |
| Grants Manager/DHSP                          | 0  | 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<br>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  | - |

|  | FY08<br>Staff<br>Pos. | FY09<br>Staff<br>Pos. | FY10<br>Staff<br>Pos. | FY 09-10<br>Variance<br>+/-(-) |
|--|-----------------------|-----------------------|-----------------------|--------------------------------|
|--|-----------------------|-----------------------|-----------------------|--------------------------------|

**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          | 8          | 8          | 9          | 1        |
| Youth Center Director                  | 5          | 5          | 5          | -        |
| Senior Clerk/Receptionist              | 1          | 1          | 1          | -        |
| Asst Director/Youth Programs           | 1          | 1          | 2          | 1        |
| Senior Food Pantry Coordinator         | 1          | 1          | 1          | -        |
| Multiservice Center Assistant          | 1          | 1          | 1          | -        |
| Information Referral Coordinator       | 1          | 1          | 1          | -        |
| Inclusion Specialist                   | 1          | 1          | 1          | -        |
| Transitional Jobs Prog. Co-ordinator   | 0          | 0          | 1          | 1        |
| Case Manager Transitional Jobs Program | 0          | 0          | 1          | 1        |
| Middle School Program Co-ordinator     | 0          | 1          | 1          | -        |
| <b>TOTAL</b>                           | <b>129</b> | <b>130</b> | <b>135</b> | <b>5</b> |

**COMMISSION ON THE STATUS OF WOMEN**

|                                    |          |          |          |          |
|------------------------------------|----------|----------|----------|----------|
| Executive Director                 | 1        | 1        | 1        | -        |
| Project Coordinator/Office Manager | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                       | <b>2</b> | <b>2</b> | <b>2</b> | <b>-</b> |

**HUMAN RIGHTS COMMISSION**

|                                      |          |          |          |          |
|--------------------------------------|----------|----------|----------|----------|
| Executive Director Human Rights/PRAB | 1        | 1        | 1        | -        |
| Project Coordinator/Office Manager   | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                         | <b>2</b> | <b>2</b> | <b>2</b> | <b>-</b> |

**VETERANS' BENEFITS/SERVICES**

|                                    |          |          |          |          |
|------------------------------------|----------|----------|----------|----------|
| Director of Veterans' Services     | 1        | 1        | 1        | -        |
| Deputy Director/Veterans' Services | 1        | 1        | 1        | -        |
| Administrative Assistant           | 1        | 1        | 1        | -        |
| <b>TOTAL</b>                       | <b>3</b> | <b>3</b> | <b>3</b> | <b>-</b> |

|                    |             |             |             |            |
|--------------------|-------------|-------------|-------------|------------|
| <b>GRAND TOTAL</b> | <b>1434</b> | <b>1440</b> | <b>1437</b> | <b>(3)</b> |
|--------------------|-------------|-------------|-------------|------------|

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: OPERATING BUDGET (all funds)

| FY08<br>ACTUAL       | FY09<br>PROJECTED    | PROGRAM EXPENDITURES                | FY10<br>BUDGET       |
|----------------------|----------------------|-------------------------------------|----------------------|
| \$37,114,990         | \$37,803,650         | General Government                  | \$45,627,180         |
| 89,844,750           | 96,216,355           | Public Safety                       | 97,169,260           |
| 85,583,420           | 95,476,765           | Community Maintenance & Development | 97,019,690           |
| 24,312,845           | 26,247,530           | Human Resource Development          | 28,232,600           |
| 124,430,590          | 129,232,880          | Education                           | 133,563,880          |
| 39,567,180           | 42,365,795           | Intergovernmental                   | 42,600,240           |
| <u>\$400,853,775</u> | <u>\$427,342,975</u> |                                     | <u>\$444,212,850</u> |

| FINANCING PLAN            | FY10<br>BUDGET       |
|---------------------------|----------------------|
| Taxes                     | \$292,871,625        |
| Licenses & Permits        | 5,958,620            |
| Fines & Forfeits          | 8,985,080            |
| Charges for Service       | 69,987,350           |
| Intergovernmental Revenue | 42,925,885           |
| Miscellaneous Revenue     | 23,484,290           |
|                           | <u>\$444,212,850</u> |

# SUMMARY: CAPITAL BUDGET

| <b>PROGRAM EXPENDITURES</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------------|------------------------|
|-----------------------------|------------------------|

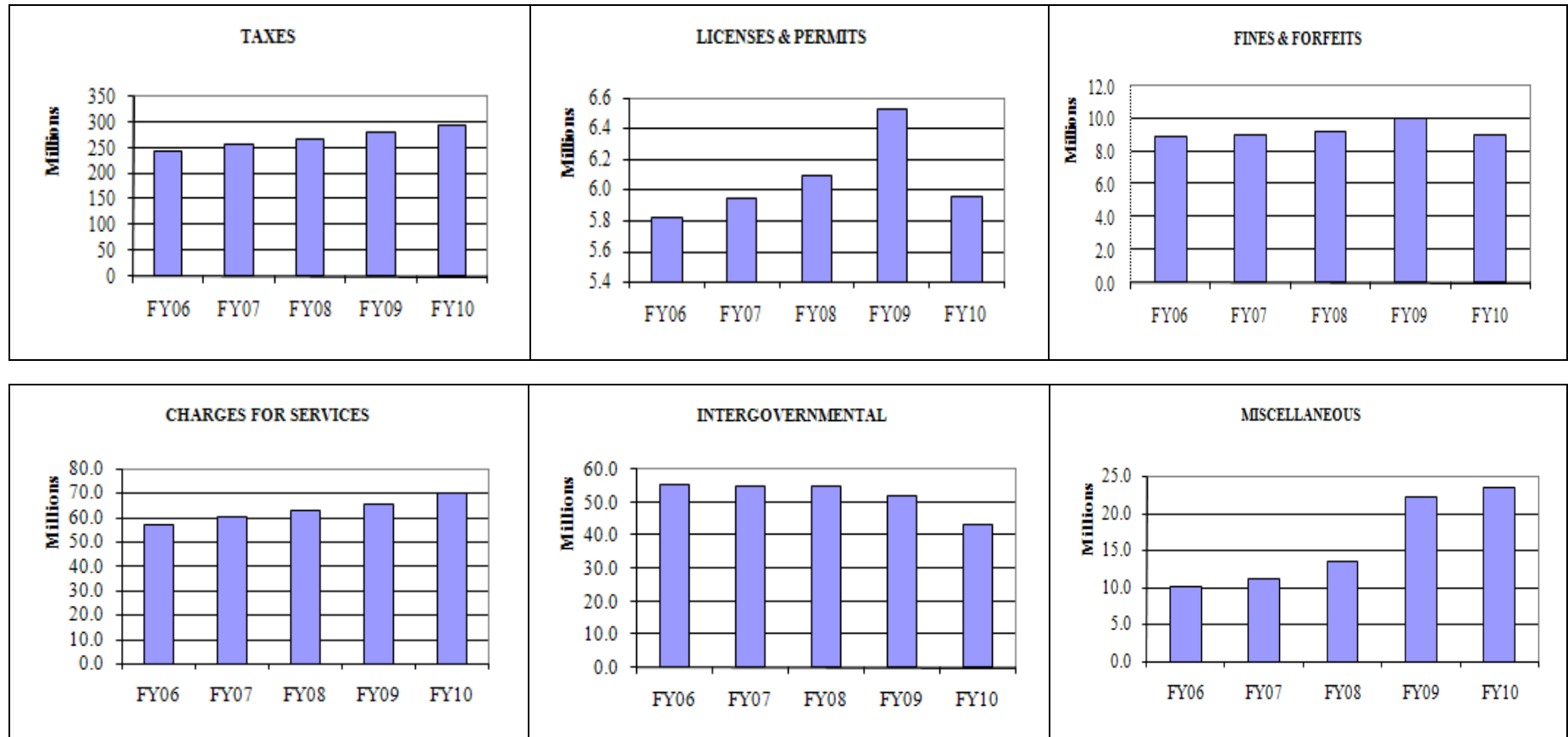
|                                     |                     |
|-------------------------------------|---------------------|
| General Government                  | \$375,000           |
| Public Safety                       | 130,000             |
| Community Maintenance & Development | 43,775,780          |
| Human Resource Development          | 170,000             |
| Education                           | <u>200,000</u>      |
|                                     | <b>\$44,650,780</b> |

| <b>FINANCING PLAN</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------|------------------------|
|-----------------------|------------------------|

|  |                     |
|--|---------------------|
| Property Taxes                         | \$500,000           |
| Free Cash                              | 500,000             |
| Parking Fund                           | 775,000             |
| Sewer Service Charge                   | 600,000             |
| Water Service Charge                   | 1,000,000           |
| Water Fund Balance                     | 500,000             |
| Block Grant                            | 1,579,740           |
| Chapter 90                             | 1,914,385           |
| Street Preservation Offset Fund (SPOF) | 800,000             |
| MWRA Grant                             | 21,171,655          |
| Bond Proceeds                          | 15,290,000          |
| Golf Course Fees                       | <u>20,000</u>       |
|  | <b>\$44,650,780</b> |

## FIVE YEAR BUDGETED REVENUE ANALYSIS

| FISCAL YEAR | TAXES         | LICENSES & PERMITS | FINES & FORFEITS | CHARGES FOR SERVICES | INTER-GOVERNMENTAL | MISCELLANEOUS | TOTAL         |
|-------------|---------------|--------------------|------------------|----------------------|--------------------|---------------|---------------|
| 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 |
| FY10        | \$292,871,625 | \$5,958,620        | \$8,985,080      | \$69,987,350         | \$42,925,885       | \$23,484,290  | \$444,212,850 |





# 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 FY08 Actual, FY09 Projected and FY10 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 \$405,784,860 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 64.3% of total revenues, followed by charges for services (15.2%) and intergovernmental revenue (13.6%).

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 contained increases to these revenue types as part of this ongoing effort, the revenues from which have been realized and used in FY10. Increases proposed in FY10, 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 FY10 Budget.

## REVENUE ASSUMPTIONS AND PROJECTIONS

Overall, the City's practice is to budget revenues conservatively. Revenue projections for FY10 are based on FY08 actual and FY09 projected collections, historical trends and anticipated changes that impact particular revenue. Our practice to conservatively estimate revenues has served us well in this period of economic decline since it is estimated that the City will meet or exceed its FY09 budgeted revenues. However, projecting FY10 revenues has been challenging, since the City is experiencing some volatility in revenues during the second half of the current fiscal year.

The total property tax levy is projected to increase by 5.98% in FY10 or \$15,254,015. Non-property tax revenue is projected to decrease by a net amount of \$5.8 million, primarily due to a projected decrease in State Aid of \$8.7 million using the Governor's Proposed Budget released in January, 2009. The FY10 Budget does not include \$3.0 million in additional State Aid related to a 1% increase in the Meals and Rooms Tax, which was included in the Governor's Budget Proposal. However, the recently released House of Representatives' Budget developed by the Ways and Means Committee calls for an additional reduction of \$2.9 million in State Aid from the Governor's Budget. The Senate has not released its Budget Proposal yet. A reconciliation of these Budget Proposals, regarding State Aid reductions will take place over the next several weeks. It is unclear if increased State revenues will be supported in order to lessen the level of State Aid reductions.

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. For FY09, increases to meter rates, selected parking fines, use of meters, sewer connection and

street permit fees were implemented though the revenues were not used in the FY09 Budget, but are available in FY10. In addition, there are revenue adjustments based on actual increased collections realized in FY09 such health claims trust transfer, debt stabilization transfer, municipal access fee and others.

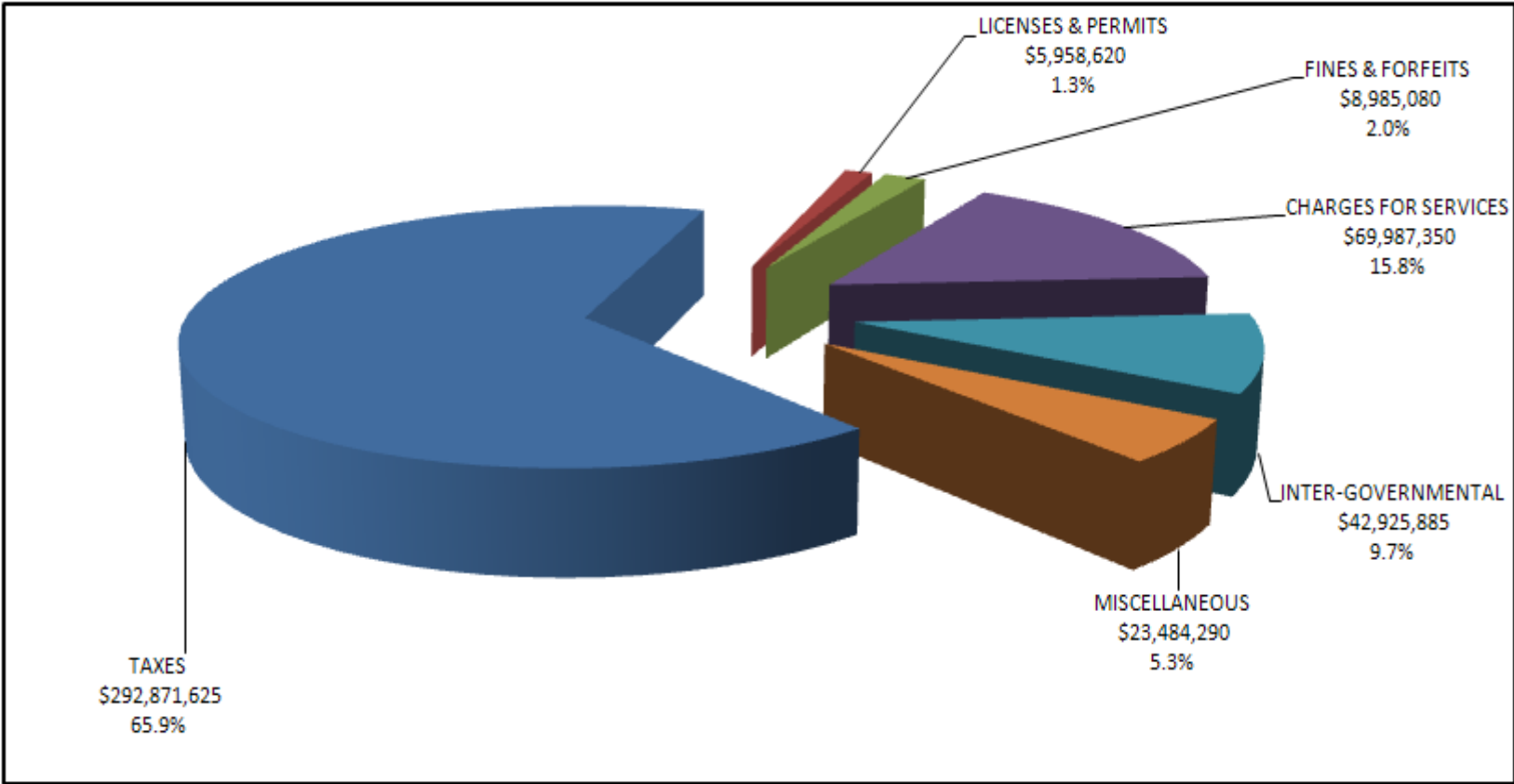
As noted, it is the City’s practice to budget non-property tax revenues conservatively. Therefore, for a majority of the revenues that will see an increase in FY10, the City will carefully review actual revenue collections during the fiscal year to determine if additional revenue can be used as part of the financing plan for the next budget cycle, or used at the time of setting the FY10 property tax rate to reduce the property tax levy. Based on the current economic climate, the latter will more than likely be the case.

The following table summarizes FY10 revenues by category.

| <u>Revenue Category</u> | <u>FY10 Amount</u>   | <u>% of Total</u> |
|-------------------------|----------------------|-------------------|
| Taxes                   | \$292,871,625        | 65.9%             |
| License and Permits     | 5,958,620            | 1.3%              |
| Fines and Forfeits      | 8,985,080            | 2.0%              |
| Charges for Services    | 69,987,350           | 15.8%             |
| Intergovernmental       | 42,925,885           | 9.7%              |
| Miscellaneous           | <u>23,484,290</u>    | <u>5.3%</u>       |
| <b>TOTAL</b>            | <b>\$444,212,850</b> | <b>100%</b>       |

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

# REVENUE BY SOURCE



## **1. TAXES**

Overall, FY10 tax revenues total \$292,871,625. 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, 65.9% of the Operating Budget is funded from this revenue category. Non-property tax revenues, such as the Hotel/Motel Tax, have remained strong in FY09 through the first half of the fiscal year. However, third quarter revenues were down 13% from the previous year but overall receipts are still \$303,000 ahead from last year.

### **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 \$273,066,015 and represent 61.5% of the total general fund operating revenues. When non-budget items such as overlay reserve and other offsets (\$4,633,575) are included, plus \$500,000 for the Capital Budget, the total FY10 projected tax levy is \$278,199,590. 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 FY09. In addition, \$6 million in Free Cash (see Miscellaneous Section below) is being used to reduce the property tax levy increase in FY10, which is the same amount used in FY09 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 \$270,199,590, which is an increase of \$15,254,015 or 5.98%, from FY09. 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 5.98% in FY10, which is less than the 6.8% projected increase for FY10 contained in the City's five-year financial plan. It is our plan and goal 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 may be able to use increased non-property tax revenues, such as parking fund revenue, debt stabilization, other revenues or state aid, at a higher level than what is included in the FY10 Budget once actual FY09 receipts and final state aid figures are known. The FY10 Budget does not use any of the revenues related to the increase in meals and hotel/motel taxes that were contained in the Governor's Budget Proposal, which totals \$3.0 million for Cambridge. Nor does the FY10 Budget include the \$2.9 million of additional reductions in State Aid from the Governor's Budget contained in the House of Representatives Budget Proposal. The Senate Budget Proposal will more than likely include a different State Aid amount for municipalities. A reconciliation of these Budget Proposals, regarding State Aid reductions will take place over the next several weeks. It is unclear if increased State revenues will be supported in order to lessen the level of State Aid reductions.

As noted above, the Public Investment (Capital) Budget uses \$500,000 in property taxes as a revenue source, which is \$700,000 less than the amount used in FY09. The FY10 Budget uses \$8,000,000 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, 2009 is projected to be approximately \$21.1 million.

Real and personal property taxes are based on values assessed as of January 1 each year. By law, all taxable property must be assessed at 100% of fair cash value. Also by law, property taxes must be levied at least 30 days prior to their due date. Once levied, these taxes are recorded as receivables, net of estimated uncollectible balances. 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. Lining 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 FY09 excess levy capacity (difference between the property tax levy limit and actual property tax levy) of approximately \$92.7 million, which is an increase of \$4.4 million from FY08 and a \$48.0 million increase from FY05.

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 \$6,490,000 are included in the FY10 Budget, which is a decrease of \$200,000 from the \$6,690,000 used in the FY09 Budget. Even though the City is projecting to exceed the FY09 budgeted revenue by \$60,000, the reduction in FY10 revenues is prudent based on projected lower occupancy rates and decreased room rates as a result of current economic conditions and no clear indication that an increase in the Rooms Tax will be approved by the State Legislature.

### **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 \$600,000 in FY10 based on projected FY09 revenues and reflects a \$150,000 decrease. 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 \$1.9 million over 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**

The largest participants in the City's Payment In Lieu of Taxes (PILOT) program are Harvard University and the Massachusetts Institute of Technology (MIT).

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 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 by 2.5% per year during the term. The FY10 payment is estimated to be \$1,941,138.

The Harvard University agreement contains an escalation of the base payment by 3% per year. Harvard's base PILOT payment will increase by an additional \$100,000 every 10 years. The FY10 estimated payment is scheduled to be \$2,305,858.

In addition, other institutions such as the Whitehead Institute and Cambridge Housing Authority, as well as several smaller organizations, make in lieu of tax payments annually. Overall, the FY10 budgeted amount is \$4,950,000, which is \$100,000 higher than FY09.

## **2. LICENSE AND PERMITS**

FY10 License and Permit revenue totals \$5,958,620 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 \$2,500,000 in FY10. This is \$375,000 lower than the amount budgeted in FY09 and is based on the slowdown in large building permits beginning in the last quarter of calendar 2008, especially from large institutions such as Harvard University and MIT. Projected revenue for FY09 is estimated to be at least \$3.7 million. The City has traditionally not budgeted higher revenues from this source in order to guard against revenue shortfalls during periods of economic downturn. Based on the current economic uncertainties, the revenue estimate has been reduced to be even more conservative. In addition, several other revenues related to building permit activity, such as gas, wire, plumbing and sprinkler permits have been reduced by \$96,000 in FY10. An increase to building permit fees will be recommended to the City Council but any estimated additional revenues have not been used in the FY10 Budget.

Revenue from Street Obstruction Permits issued by the Traffic, Parking and Transportation Department has been decreased by \$150,000 to \$450,000 in FY10 based on FY09 estimated revenues and a projection of a reduced number of permits requested for tool trucks and dumpsters due to the economic downturn.

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 decreased from \$280,000 to \$240,000 in FY10 to reflect the decline in the number of permits as the result of the slowdown in the economy. However, the permit fee for excavation has been increased from \$75 to \$100 a month and crane permit fees have been increased from \$100 a day to \$200 a day. These fee increases are expected to generate approximately \$50,000 in annual revenues, which are included in the FY10 estimate.

In addition, a \$50 trench permit fee has been instituted as a result of a new state requirement and is expected to generate \$5,000 in additional revenue. Also, a fee to cover the costs for sewer work performed on overtime or weekends at the homeowner's request of \$200 (flat fee) for up to four hours with a \$50 rate for each additional hour has been implemented and is expected to generate \$3,500 annually. A recommended change to sidewalk business use fee from \$25 to \$75 is proposed and is expected to generate \$5,000 in revenue. These additional revenues have not been included in FY10 to allow the City to monitor actual revenue increases for a fiscal year before including them in budgets.

The amount budgeted for Plan Review Permits has been decreased in FY10 from \$110,000 to \$55,000 based on anticipated applications for special permit requests before the Planning Board.

An increase in the license fee for marriage intentions, from \$25 to \$35, will be recommended to the City Council, but the estimated \$12,600 in additional revenues has not been used in the FY10 Budget.

An increase to the animal license fee, from \$10 to \$25 for unspayed or neutered dogs, and \$5 to \$8 for spayed or neutered dogs, will be recommended to the City Council but the estimated \$15,000 in additional revenues has not been used in the FY10 Budget.

### **3. FINES AND FORFEITS**

FY10 revenue from Fines and Forfeits totals \$8,985,080. The largest revenue source for this category is parking fines, which total \$8,360,830 in the FY10 Operating Budget, a decrease of \$994,745 from FY09 budgeted revenues of \$9,355,575. The \$8,360,830 amount does not include \$775,000 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 FY10 to \$9,135,830. Parking fines are reported to the Parking Fund which is also used to record several other traffic and parking related revenues.

The primary cause of the decrease in the use of parking fine revenues is the estimated increase of revenues associated with street meters, which are contained in Parking Fund Usage revenues and are included in the Charges for Services section below.

FY10 parking fine revenues will benefit from an increase in Bus Stop violations from \$30 to \$100 that went into effect in April 2009 for all communities as a result of a change in state law. Projected revenues from this increases is estimated to exceed \$150,000 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 \$69,987,350 or 15.8% 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 FY10 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, 2009 and ending March 31, 2010, water rates reflect a 2.7% increase; sewer rates reflect a 7.9% increase with a combined rate increase of 6.2% over FY09.

It is important to note that water consumption, along with the budget, are the major factors in determining the rate necessary to generate sufficient water and sewer revenues. Sewer charges are directly tied to water consumption, with sewer costs representing approximately 2/3 of total water and sewer expenditures. Therefore, when water consumption is declining, revenues will be negatively impacted. In the current fiscal year, water consumption is down by over 4% from the previous fiscal year. This decrease can be attributed to the impact of a slowdown in economic activity, conservation measures implemented by residents, universities and businesses, water-efficient appliances and systems, and weather conditions.

During the previous year's rate setting process, the projected FY10 rate increases for water, sewer and combined were 3.1%, 6.5% and 5.4%, respectively, based on consumption rates last March. The average annual increases for the FY05-09 period were as follows: Water, 1.7%; Sewer, 6.3%; and Combined, 4.6%, which includes the water rate showing a 0% increase in both FY06 and FY08 and a sewer rate increase of 0% in FY08.

FY10 estimated sewer revenues will cover the FY10 estimated Massachusetts Water Resources Authority (MWRA) assessment, which is scheduled to increase by \$1,503,019 to \$21,333,055, or 7.6%. The MWRA rate increase provided to the City is subject to change based on the MWRA budget adopted later in the spring of 2009.

In March 2009, the City issued \$4,810,000 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.



FY10 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 \$232,900 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 in 2007.

The projected fund balance for FY09 is \$5,354,168, of which \$1,250,000 will be used in FY10 to offset a higher rate increase.

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 FY09 level of \$1,000,000. Additionally, a \$0.5 million planned appropriation from the \$5.3 million Water Fund Balance for the Concord Avenue/Brookline Street Water Main Replacement Project is included in the FY10 Capital Budget. This use of fund balance is part of an overall strategy to use reserves for one-time major capital needs.

Total FY10 water revenues to fund the operating budget are \$18,670,820 and include water usage, miscellaneous water charges, retained earnings (fund balance) and Massachusetts Water Pollution Abatement Trust (MWPAT) subsidies. This is a decrease of \$219,610 from the FY09 Adjusted Budget. In addition to the \$18.7 million, \$1,000,000 in water revenues is used to fund water related capital projects in FY10, which is the same amount as in FY09, and \$500,000 from the Water Fund Balance is used to fund the Concord Avenue/Brookline Street Water Main Replacement Project. Therefore, total water revenue from all sources is \$20,170,820, a net decrease of \$719,610 from the FY09 Adjusted Budget.

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 FY10, fund balance support is \$750,000, an increase of \$250,000 from FY09 Budget. However, this is a significant decrease in the use of fund balance from prior fiscal years. For example, the designated use of fund balance for FY07 was \$1,150,000. By using \$750,000 from the fund balance in FY10, the City is able to achieve a 2.7% 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 decrease in debt service costs should result in a lower water rate increase.

In addition, certain water related fees have been instituted or increased to supplement water use revenues. These additional revenues were not included in revenue estimates for FY10 but if realized will be used to reduce water rate increases in future years. These changes include: increasing cross connection fees from \$85 to \$100; fire pump testing fee from \$200 to \$225; hydrant flow testing fee from \$150 to \$175; and water permit fees from \$100 to a sliding scale based on the size of the pipe installation. The majority of the volume for this fee will see an increase of \$25. New fees will be instituted for fire service (\$500), bacterial testing (\$100), final billing (\$25) and a minimal billing charge of \$7.50. Collectively, these changes will generate additional revenues of approximately \$375,000 annually.

The Water Fund balance as of June 30, 2008 was \$7,536,978 and the balance is projected to be \$5,354,168 at the end of FY09 based on a budgetary basis of accounting, of which \$1,250,000 will be used in FY10 to offset a higher rate increase.

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, \$.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 FY10 Sewer revenues, which include sewer service usage and MWPAT subsidies, used to fund the operating budget are \$37,775,785, an increase of \$1,763,234 from the FY09 Adjusted Budget. In addition to the \$37.8 million, \$600,000 in sewer revenues has been included in the FY10 Capital Budget, which is a \$1,000,000 decrease from FY09. Therefore, total sewer revenues from all sources are \$38,375,785, a net increase of \$763,235 from the FY09 Adjusted Budget.

### **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 \$18,618,110 in FY10 and are used to fund the Traffic, Parking and Transportation Department Operating Budget (\$9,886,180), Capital Budget (\$775,000) and to support 11 other Operating Budgets (\$7,956,930).

FY10 Parking Fund Usage revenue of \$8,652,280, which is contained in the Charges for Services revenue category, includes receipts from Traffic, Parking and Transportation Department activities such as street meters (\$5,040,000), parking lot revenues (\$475,000), parking garage revenues (\$2,592,280), resident stickers (\$360,000), boot removal (\$65,000) and use of meter fees (\$120,000). FY10 revenues from these sources are projected to increase by \$2,357,200 or 37.4% from the FY09 Budget. The largest increase in these revenues comes from street meters (\$2,161,920), resulting from an increase in the meter rate to \$1.00 per hour for all meters, which completes the conversion begun last fiscal year. Also, hourly rates at the Green Street garage have been increased to \$1.50 per hour as well as the monthly rates. In addition, increased revenues from parking garage fees (\$110,280), parking lots (\$40,000), use of meters (\$40,000) and boot removal fees (\$5,000) have been used in the FY10 Budget.

In addition to the revenues listed above, FY10 Parking Fund revenues include receipts for street obstruction permits (\$450,000), parking fines (\$9,135,830), interest earnings (\$350,000) and miscellaneous revenue (\$30,000).

Additional revenues will be generated as a result of increasing the rate to \$1.00 per hour and the hours of operation of off-street lots. Annual revenue from this change is estimated to be \$300,000. This increased revenue has not been used in FY10 in keeping with our practice to not over anticipate revenues until actual revenue history is available.

The Fund Balance of the Parking Fund as of 6/30/08 was \$12.7 million (GAAP Basis) and is projected to show a net decrease to \$12.0 million as of 6/30/09 primarily due to the use of \$1.75 million from fund balance for the Brookline Street Roadway Improvement Project approved in the FY09 Budget.

## **Other**

There are other Charges for Service revenues that have been adjusted in the FY10 Budget. The major changes include:

- \$99,365 increase in municipal access fees received by the Cable TV Department from Comcast, based on actual revenues received in FY09. The FY10 budgeted revenue is \$1,395,330.
- \$20,000 in revenues generated through the issue of Commercial Rubbish Tickets by the Department of Public Works is not used in the FY10 Budget as a result of phasing out the program.
- Rescue Unit Fees have been increased from \$600,000 to \$720,000 in FY10 as a result of the efficiency of the EMS system in handling more calls and the expansion of reimbursements.
- FY10 Cemetery Fees are budgeted at \$260,000, which is a \$10,000 increase from FY09 and reflects changes in certain fees such as: single grave opening from \$900 to \$1,000, deed recording fee from \$15 to \$20, and increases for Saturday burials to ensure that overtime costs are covered.
- Increases to sealing fees for scales, weights and meters will be recommended to the City Council but have not been used in the FY10 Budget. If approved, \$15,000 in additional revenues would be generated.
- An increase to the fee charged for the correction of birth, death and marriage records and business certificates, from \$25 to \$50, will be recommended to the City Council, but the estimated \$19,000 in additional revenues has not been used in the FY10 Budget.

## **5. INTERGOVERNMENTAL REVENUES**

FY10 Intergovernmental Revenue (\$42,925,885) includes federal and state grants, other governmental revenue and State Cherry Sheet revenue.

### **State Aid**

Total FY10 State Cherry Sheet revenue of \$31,265,635 represents 7.0% of the total FY10 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. In the Governor's and House of Representatives' Budget Proposals, additional assistance and lottery aid have been combined and renamed "General Aid". The amount of these funds to be distributed is listed on each community's cherry sheet along with other, relatively smaller, Commonwealth programs such as library aid, veteran's benefits, police career incentive, school lunch and other reimbursements. School building reimbursements, which were once part of the Cherry Sheet, were removed when a new authority (School Building Authority) was created to administer the program from the State Department of Education.

In FY09, the City received \$26,737,300 in Additional Assistance and Lottery Aid. This amount was reduced mid-year by \$2,605,450 due to the projected State revenue shortfall. FY09 School Aid/Chapter 70 was \$9,316,695 and was not reduced as part of the mid-year reduction process. The revised total of these three revenues is \$33,448,545 or 7.7% of the FY09 Adopted Budget.

The City estimates receiving \$6,643,345 less in FY10 than it did in FY09 (budget to budget) for these three major local aid categories, for a total of \$29,410,650. However, there are additional net decreases in other state aid categories equaling \$2,022,600, which brings the total decrease to \$8,665,945 for FY10. These additional reductions include \$519,645 less in Police Career Incentive and \$1,556,310 less for Charter School Tuition Reimbursements. These three local aid categories represent 6.6% of the total FY10 Operating Budget. FY10 State Aid revenue to the City is based on the Governor's FY10 State Budget released in January 2009.

The FY10 Budget does not use \$3,037,940 in additional revenue from a statewide 1% increase in the Meals and Hotel/Motel Tax, which was also included in the Governor's FY10 State Budget as a way to mitigate the other State Aid reductions. This additional revenue is not used because it is unclear if there is legislative support for this proposal as well as the uncertainty about timing of the implementation of the increased rates, if they are approved, and when revenues would be realized and received by the City. If the proposal is adopted, revenues from this source would be used at the time of setting the property tax rate in the fall. As noted, the House of Representatives' Budget Proposal reduces "General Aid" by an additional \$2.9 million from the Governor's Budget, and includes the elimination of Police Career Incentive Reimbursements. The Senate Budget Proposal will more than likely include a different State Aid amount for municipalities. A reconciliation of these Budget Proposals regarding State Aid reductions will take place over the next several weeks.

As noted, 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 1<sup>st</sup>. Reimbursements for new charter school students are provided for three years on a declining scale (100%, 60%, 40% and 0%). The Governor's Budget changed the current methodology to eliminate the 100% reimbursement for first year students, as well the tuition charge. This change was proposed to eliminate the volatility associated with estimating first year enrollments of charter school students and associated charges. Enrollment estimates were typically higher than the actual enrollments but required communities to account for the higher projected costs when setting their property tax levy.

Other Cherry Sheet items contained in the FY10 State Budget proposals did not change significantly.

## **Other**

The amount received from the Massachusetts Water Pollution Abatement Trust as a subsidy for sewer and water loans is reduced by \$131,495 in FY10 due to the decrease in the balance of the loans.

Total Community Development Block Grant revenues are projected to remain stable at \$3,135,275 in FY10.

## **6. MISCELLANOUS**

The Miscellaneous Revenue category totals \$23,484,290 in FY10, which is an increase of \$936,850 from FY09.

### **Interest Earnings**

General Fund interest earnings of \$2.8 million have been included in the FY10 Budget, which is a decrease of \$980,000. In addition to this amount, \$350,000 in interest earnings from the Parking Fund, which reflects a \$175,000 decrease, and \$40,000 from interest on perpetual care accounts have been budgeted in FY10. Total interest earnings are budgeted at \$3,210,000 in FY10.

This budgeted revenue amount is significantly less than the \$4.3 million projected for FY09. Even though interest rates have steadily declined during FY09, 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 FY09, which were able to be invested, will be significantly lower due to the completion of four of our major capital projects by the end of 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 FY08 certified Free Cash figure was \$91.8 million which was \$17.8 million higher than the previous year's figure. This Free Cash amount is the highest in the City's history.

The total Free Cash amount used in the FY10 Operating Budget is \$2,000,000 which is the same amount used in the FY09 Budget. In addition, \$500,000 in Free Cash has been used in the Capital Budget, which is a \$500,000 decrease from FY09, in recognition of the decline in some revenue surpluses in FY09 which may make it difficult to replenish the entire amount of Free Cash used in the current Fiscal Year,

Additionally, \$6,000,000 in Free Cash was used to reduce the increase in the property tax levy in FY09. It is estimated that the City will again use \$6 million in Free Cash in FY10 to lower the property tax levy increase, which is consistent with the City's financial plan. In FY09, \$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 FY09 to offset increases in property tax supported debt in future years. Therefore, it is estimated that the City's FY09 certified Free Cash amount will be less than the FY08 amount of \$91.6 million. It is projected that the \$9.0 million in Free Cash used in FY09 will be replenished, but not the \$8.0 million used for transfer to the Debt Stabilization Fund.

### **Debt Stabilization**

The FY10 Budget uses \$8,000,000 in Stabilization Funds as a revenue source to offset increases in debt service costs. This is a \$1,000,000 increase from FY09. 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, 2009 is projected to be \$21.1 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 FY10, \$2,795,770 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, which began in FY09. The balance in the School Debt Stabilization as of June 30, 2009 is projected to be \$9.9 million.

### **Other**

The Health Claims Trust Fund Transfer has been increased from \$5,500,000 to \$6,750,000 to fully 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 for recycling revenue has been reduced from \$135,000 to \$5,000 in FY10 to reflect the lack of demand for the purchase of recycled paper, plastic and glass as result of the current economic conditions.

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

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

| ACTUAL<br>FY08       | PROJECTED<br>FY09    |                               | BUDGET<br>FY10       |
|----------------------|----------------------|-------------------------------|----------------------|
| \$258,481,703        | \$277,446,725        | <b>TAXES</b>                  | <b>\$292,871,625</b> |
| \$13,908,170         | \$7,591,335          | <b>LICENSES AND PERMITS</b>   | <b>\$5,958,620</b>   |
| \$11,296,683         | \$11,256,720         | <b>FINES AND FORFEITS</b>     | <b>\$8,985,080</b>   |
| \$66,996,917         | \$65,649,745         | <b>CHARGES FOR SERVICES</b>   | <b>\$69,987,350</b>  |
| \$58,396,896         | \$50,660,535         | <b>INTERGOVERNMENTAL REV.</b> | <b>\$42,925,885</b>  |
| <u>\$19,760,162</u>  | <u>\$22,641,470</u>  | <b>MISCELLANEOUS REVENUE</b>  | <b>\$23,484,290</b>  |
| <b>\$428,840,531</b> | <b>\$435,246,530</b> |                               | <b>\$444,212,850</b> |

**OPERATING BUDGET  
- Summary**

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

**MAXIMIZING NON-TAX REVENUES.** The City will continue its policy of 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 FY10 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 FY10 Budget.

The total property tax levy is projected to increase by 5.98% in FY10 or \$15,254,015. Non-property tax revenue is projected to decrease by \$5.8 million from a variety of sources that are highlighted below.

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 FY10, 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 FY11 Budget, or used at the time of setting the FY10 property tax rate to reduce the property tax levy. Based on the current economic climate the latter will more than likely be the case.



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

| <b>FISCAL<br/>YEAR</b> | <b>TAXES</b> | <b>LICENSES<br/>&amp; PERMITS</b> | <b>FINES &amp;<br/>FORFEITS</b> | <b>CHARGES<br/>FOR<br/>SERVICES</b> | <b>INTER-<br/>GOVERN-<br/>MENTAL</b> | <b>MISCELLA-<br/>NEOUS</b> |
|------------------------|--------------|-----------------------------------|---------------------------------|-------------------------------------|--------------------------------------|----------------------------|
| FY10                   | 65.9%        | 1.3%                              | 2.0%                            | 15.8%                               | 9.7%                                 | 5.3%                       |
| 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%                       |

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                          | BUDGET<br>FY10     |
|--------------------|--------------------|--------------------------|--------------------|
| \$224,697,584      | \$243,260,802      | REAL PROPERTY TAX        | \$259,047,135      |
| \$12,326,548       | 13,885,923         | PERSONAL PROPERTY TAX    | 14,018,880         |
| \$6,437,882        | \$6,300,000        | MOTOR VEHICLE EXCISE TAX | \$6,065,610        |
| \$6,862,581        | \$6,750,000        | HOTEL/MOTEL EXCISE TAX   | \$6,490,000        |
| \$2,252,040        | \$1,700,000        | CORPORATION EXCISE TAX   | \$1,700,000        |
| \$838,542          | \$700,000          | PENALTIES & DELINQ. INT. | \$600,000          |
| <u>\$5,066,526</u> | <u>\$4,850,000</u> | IN LIEU OF TAX PAYMENTS  | <u>\$4,950,000</u> |
| \$258,481,703      | \$277,446,725      |                          | \$292,871,625      |

**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 1<sup>st</sup>. 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<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10                  |  |
|----------------|-------------------|---------------------------------|--|
| \$224,697,584  | \$243,260,802     | REAL PROPERTY TAX \$259,047,135 |  |

**TAXES  
- Real Property Tax**

**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> |
| FY09               | \$254,945,578   | \$4,445,573                       | \$250,500,005           | -   | -                    |
| FY08               | \$242,334,374   | \$4,535,813                       | \$237,798,561           | \$237,913,702                                     | 100.0%               |
| 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                                     | 99.6%                |
| FY05               | \$222,953,435   | \$4,515,930                       | \$218,437,505           | \$214,120,685                                     | 98.0%                |

- (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> |
|--------------------|-----------------|-------------------------------|------------------------|---|
| FY09               | \$254,945,578   | \$4,445,573                   | 1.7                    | -   |
| FY08               | \$242,334,374   | \$4,535,813                   | 1.9                    | \$1,170,749   |
| 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   |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**TAXES  
- Personal Property Tax**

|   |                     |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
|---|---------------------|-------------------------------------|----------------------------|--------------------------|-------------|----------------------------|-----------|--------------------------------------|---------|--|---------|-------------------------|---------|--|---------|---|---------|--|---------|--|---------|--|---------|
| <b>\$12,326,548</b>   | <b>\$13,885,923</b> | <p><b>PERSONAL PROPERTY TAX</b></p> | <p><b>\$14,018,880</b></p> |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| <p style="text-align: right;"><b>PERSONAL PROPERTY TAX.</b><br/>The Board of Assessors determines the value of all taxable personal property for 2,775 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><b>TEN HIGHEST PERSONAL PROPERTY TAXPAYERS (FY09)</b></p>  |                     |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| <table style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 80%;">NStar Electric (Utility)</td> <td style="text-align: right;">\$3,539,762</td> </tr> <tr> <td>Novartis (Pharmaceuticals)</td> <td style="text-align: right;">2,017,325</td> </tr> <tr> <td>Southern Energy/Mirant (Power Plant)</td> <td style="text-align: right;">857,276</td> </tr> <tr> <td>Verizon New England (Telecommunications)</td> <td style="text-align: right;">773,368</td> </tr> <tr> <td>Amgen (Pharmaceuticals)</td> <td style="text-align: right;">498,148</td> </tr> <tr> <td>Millennium Pharmaceuticals, Inc. (Pharmaceuticals)</td> <td style="text-align: right;">483,106</td> </tr> <tr> <td>Level 3 Communications (Telecommunications)</td> <td style="text-align: right;">440,375</td> </tr> <tr> <td>Cingular Wireless (Telecommunications)</td> <td style="text-align: right;">417,589</td> </tr> <tr> <td>Schlumberger Doll Research (Pharmaceuticals)</td> <td style="text-align: right;">160,664</td> </tr> <tr> <td>Vertex Pharmaceuticals (Pharmaceuticals)</td> <td style="text-align: right;">155,769</td> </tr> </tbody> </table> |                     |                                     |                            | NStar Electric (Utility) | \$3,539,762 | Novartis (Pharmaceuticals) | 2,017,325 | Southern Energy/Mirant (Power Plant) | 857,276 | Verizon New England (Telecommunications) | 773,368 | Amgen (Pharmaceuticals) | 498,148 | Millennium Pharmaceuticals, Inc. (Pharmaceuticals) | 483,106 | Level 3 Communications (Telecommunications) | 440,375 | Cingular Wireless (Telecommunications) | 417,589 | Schlumberger Doll Research (Pharmaceuticals) | 160,664 | Vertex Pharmaceuticals (Pharmaceuticals) | 155,769 |
| NStar Electric (Utility)  | \$3,539,762         |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Novartis (Pharmaceuticals)  | 2,017,325           |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Southern Energy/Mirant (Power Plant)  | 857,276             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Verizon New England (Telecommunications)  | 773,368             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Amgen (Pharmaceuticals)   | 498,148             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Millennium Pharmaceuticals, Inc. (Pharmaceuticals)  | 483,106             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Level 3 Communications (Telecommunications)   | 440,375             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Cingular Wireless (Telecommunications)  | 417,589             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Schlumberger Doll Research (Pharmaceuticals)  | 160,664             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |
| Vertex Pharmaceuticals (Pharmaceuticals)  | 155,769             |                                     |                            |                          |             |                            |           |                                      |         |  |         |                         |         |  |         |   |         |  |         |  |         |  |         |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10 |
|----------------|-------------------|----------------|
|----------------|-------------------|----------------|

**TAXES**  
**- Motor Vehicle Excise Tax**

**\$6,437,882**

**\$6,300,000**

**MOTOR VEHICLE EXCISE TAX      \$6,065,610**

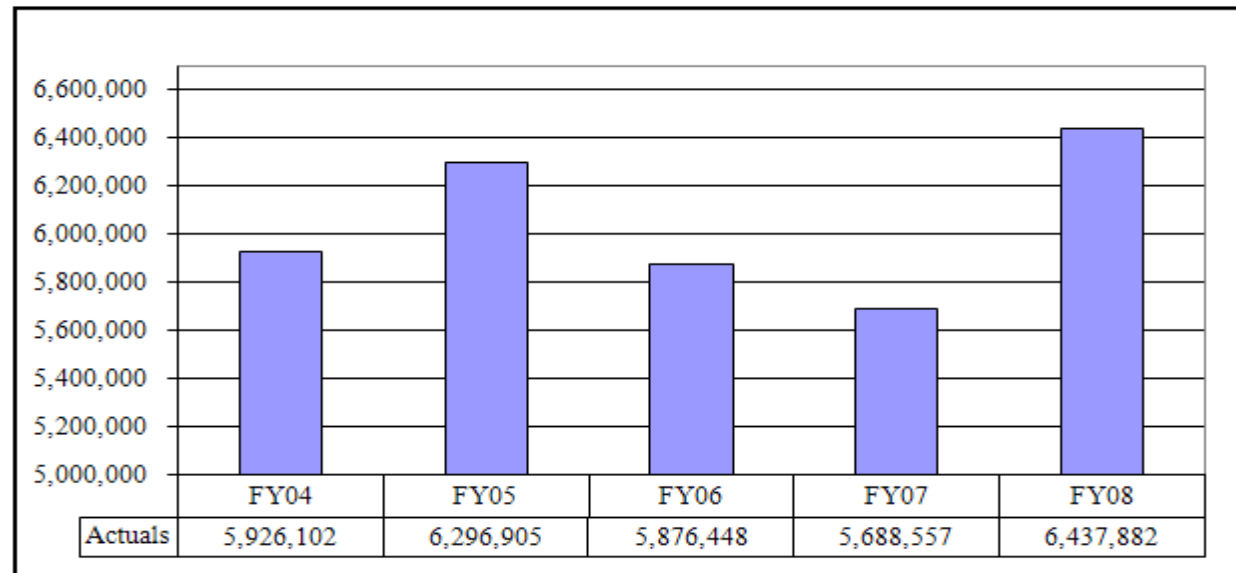
**EXCISE TAX RECEIPTS.** State law sets the motor vehicle excise rate at \$25 per \$1,000 valuation. These

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 FY09, the City sent out approximately 60,000 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<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10 |
|----------------|-------------------|----------------|
|----------------|-------------------|----------------|

**TAXES**  
**- Hotel/Motel Tax**

**\$6,862,581**

**\$6,750,000**

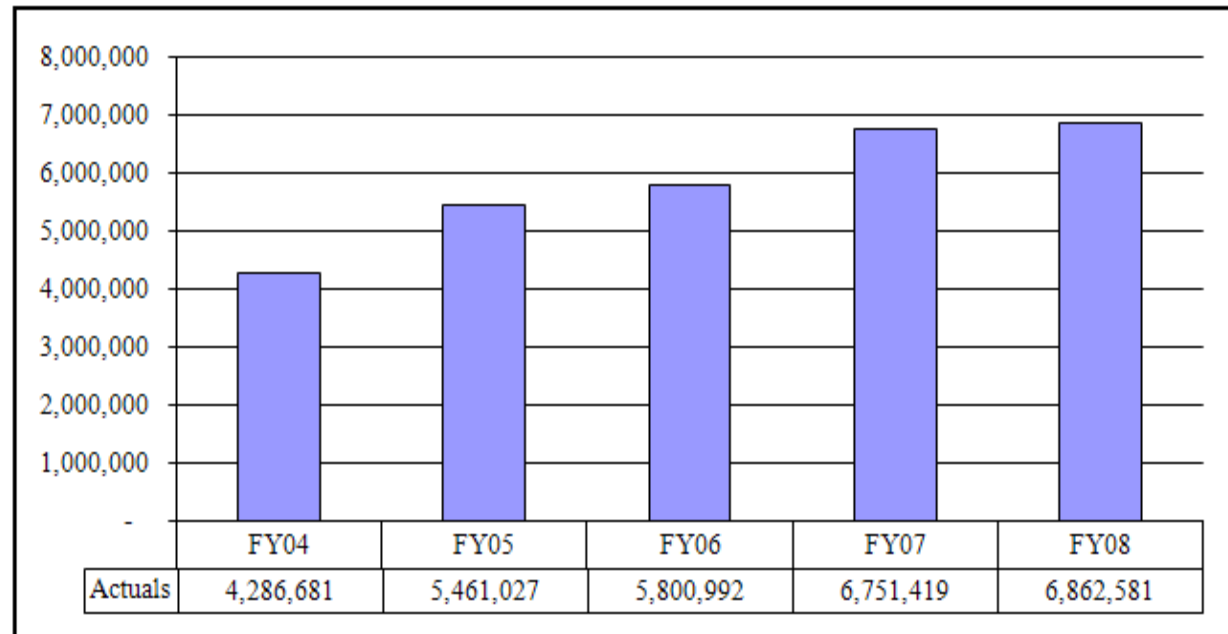
**HOTEL/MOTEL EXCISE TAX**

**\$6,490,000**

**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 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. FY09 revenues are projected to be \$6.75 million, which is \$60,000 more than budgeted.

**FIVE YEAR HISTORY HOTEL/MOTEL TAX**



| ACTUAL<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10 |
|----------------|-------------------|----------------|
|----------------|-------------------|----------------|

**TAXES**  
- Corporation Excise Tax

\$2,252,040

\$1,700,000

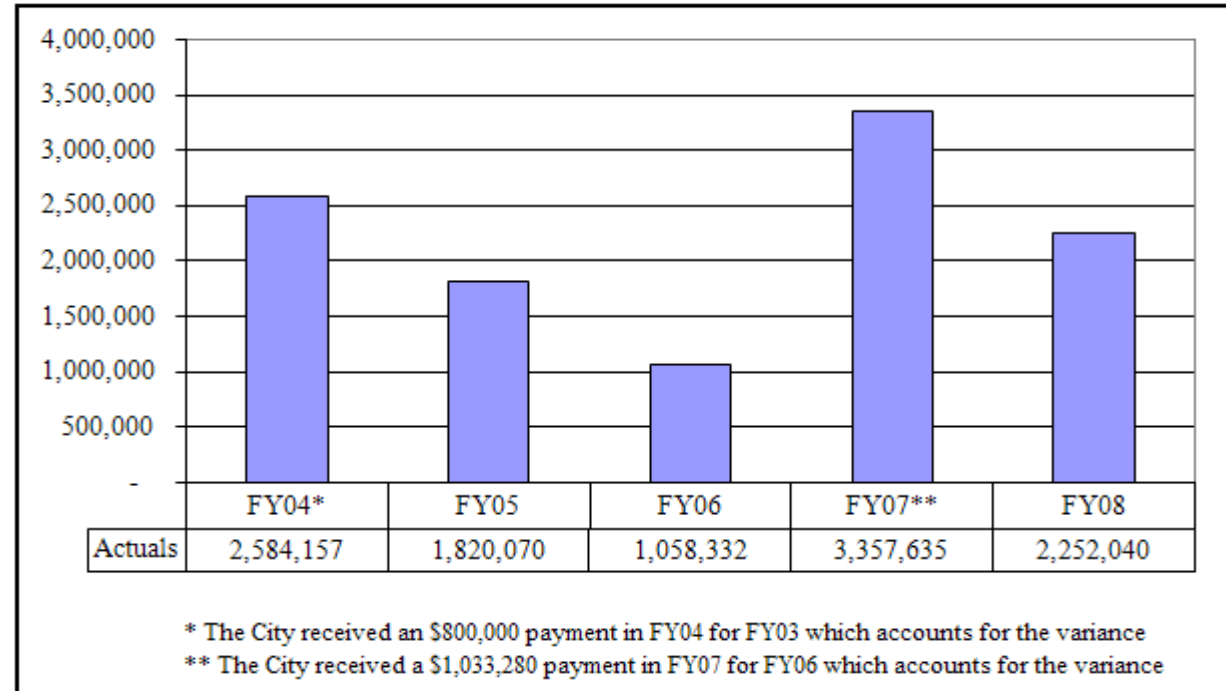
**CORPORATION EXCISE TAX**

**\$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**



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |                                   | BUDGET<br>FY10   | TAXES<br>- Penalties and Delinquent Interest  |
|----------------|-------------------|-----------------------------------|------------------|---|
| \$838,542      | \$700,000         | <b>PENALTIES AND DELINQ. INT.</b> | <b>\$600,000</b> | <p><b>DELINQUENT INTEREST.</b> The City receives interest on overdue taxes and water/sewer service rates.</p> <p>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><b>PENALTY CHARGES.</b> 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>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. This revenue is budgeted at \$600,000.</p> |



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |                         | BUDGET<br>FY10 |
|----------------|-------------------|-------------------------|----------------|
| \$5,066,527    | \$4,850,000       | IN LIEU OF TAX PAYMENTS | \$4,950,000    |

**TAXES  
- In Lieu of Tax Payments**

**IN LIEU OF TAX PAYMENTS.**  
Cambridge taxpayers are constrained by the fact that 44% of the total land area 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.

In FY05, the City entered into the first ever written Payment In Lieu of Taxes (PILOT) agreement with 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 by 2.5% per year during the term. The FY10 payment is scheduled to be \$1,941,138.

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 by 3%. Harvard’s base PILOT payment will increase by an additional \$100,000 every 10 years. The FY10 payment is scheduled to be \$2,305,858.

In addition, other institutions such as the Whitehead Institute and Cambridge Housing Authority, as well as several smaller organizations, make in lieu of tax payments annually. Overall, the FY10 budgeted amount is \$4,950,000, which is \$100,000 higher than FY09.

| ACTUAL<br>FY08      | PROJECTED<br>FY09  |  | BUDGET<br>FY10      |
|---------------------|--------------------|--|---------------------|
| \$2,173,285         | \$2,111,725        |  | LICENSE \$2,112,220 |
| <u>\$11,734,885</u> | <u>\$5,479,610</u> |  | PERMITS \$3,846,400 |
| <u>\$13,908,170</u> | <u>\$7,591,335</u> |  | <u>\$5,958,620</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 Massachusetts Avenue.

**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 Massachusetts Avenue.

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                          | BUDGET<br>FY10     |
|--------------------|--------------------|--------------------------|--------------------|
| \$6,071            | \$6,000            | MILK                     | \$6,000            |
| \$782,759          | \$785,000          | ALCOHOLIC BEVERAGES      | \$785,000          |
| \$47,771           | \$48,000           | COMMON VICTUALER         | \$48,000           |
| \$31,389           | \$6,000            | BUILDERS/BUILDING        | \$6,000            |
| \$267,424          | \$267,000          | LODGING HOUSE            | \$267,000          |
| \$285,128          | \$285,130          | GARAGE/GASOLINE          | \$285,130          |
| \$4,237            | \$4,200            | SHOPS AND SALES          | \$4,200            |
| \$83,472           | \$83,300           | HACKNEY                  | \$83,300           |
| \$74,424           | \$74,425           | MOTOR VEHICLE RELATED    | \$74,420           |
| \$179,411          | \$170,000          | ENTERTAINMENT            | \$172,000          |
| \$97,228           | \$79,500           | HEALTH RELATED           | \$79,500           |
| \$28,775           | \$32,000           | MARRIAGE                 | \$30,000           |
| \$11,000           | \$12,000           | DOG LICENSES             | \$11,500           |
| \$9,470            | \$10,400           | STREET PERFORMERS        | \$10,400           |
| \$193,380          | \$175,270          | POLE AND CONDUIT         | \$175,270          |
| \$15,162           | \$14,000           | TOBACCO                  | \$14,000           |
| \$2,500            | \$2,500            | DISPOSAL                 | \$2,500            |
| \$21,314           | \$21,300           | MISCELLANEOUS            | \$21,300           |
| \$735              | \$700              | RECREATION CAMPS         | \$700              |
| \$13,220           | \$16,500           | NEWSPAPER BOXES          | \$12,000           |
| \$10,960           | \$8,000            | MULTI-FAMILY INSPECTIONS | \$12,000           |
| \$7,455            | \$10,500           | PROPERTY USE             | \$12,000           |
| <u>\$2,173,285</u> | <u>\$2,111,725</u> |                          | <u>\$2,112,220</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 FY10 revenues from liquor licenses.

| TYPE                                 |                   | NO. | FEE     | REVENUE   |
|--------------------------------------|-------------------|-----|---------|-----------|
| All Alcoholic Institute Educational, | 7 days, 1 a.m.    | 1   | \$3,865 | \$ 3,865  |
| All Alcoholic Restaurant,            | 7 days, 1 a.m.    | 76  | \$3,160 | \$240,160 |
| All Alcoholic Restaurant,            | 7 days, 1:30 a.m. | 1   | \$3,530 | \$ 3,530  |
| All Alcoholic Restaurant,            | 7 days, 2 a.m.    | 51  | \$3,905 | \$199,155 |
| Wine/Malt Brewery                    | 7 days            | 1   | \$2,000 | \$ 2,000  |
| Wine/Malt Restaurant                 | 7 days            | 55  | \$2,000 | \$110,000 |
| 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                        | 2 | \$1,945 | \$ 3,890         |
| Other All Alcoholic Clubs                          | 2 | \$2,700 | \$ 9,700         |
| Wine/Malt Educational Institute                    | 5 | \$2,040 | \$ 10,200        |
| Wine/Malt Restaurants                              | 4 | \$4,000 | \$ 16,000        |
| All Alcoholic Restaurants, 1 a.m. closing          | 1 | \$6,320 | \$ 6,320         |
| Total fees generated from annual licenses          |   |         | \$ 70,935        |
| Fees generated from one day licenses transfer fees |   |         | \$ 10,065        |
| <b>Total Projected Alcohol Fees</b>                |   |         | <b>\$781,000</b> |

**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-seven (257) taxis are inspected each April and October. Also included is the issuance/renewal of approximately 1,000 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 unspayed/unneutered.

**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 annual fee plus \$25 per box. Owners who violate the City Ordinance regulating the placement and maintenance of newspaper boxes are subject to removal and storage fees of up to \$200 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 alcohol and beer and wine licensed restaurants and hotels to have outdoor seating.

| ACTUAL<br>FY08      | PROJECTED<br>FY09  |                          | BUDGET<br>FY10     |
|---------------------|--------------------|--------------------------|--------------------|
| \$9,593,216         | \$3,700,000        | BUILDING                 | \$2,500,000        |
| \$47,034            | \$34,000           | GAS                      | \$28,000           |
| \$237,016           | \$225,000          | WIRING                   | \$175,000          |
| \$92,841            | \$70,000           | PLUMBING                 | \$55,000           |
| \$572,658           | \$450,000          | STREET OPENING           | \$240,000          |
| \$603,467           | \$525,000          | STREET OBSTRUCTION       | \$450,000          |
| \$89,981            | \$87,085           | PLAN REVIEW              | \$55,000           |
| \$52,910            | \$65,000           | SPRINKLER                | \$51,000           |
| \$164,201           | \$147,000          | PLACE OF ASSEMBLY        | \$141,000          |
| \$18,034            | \$15,000           | OCCUPANCY CERTIFICATIONS | \$10,000           |
| \$12,071            | \$8,000            | AIR RIGHTS/PUBLIC WAYS   | \$8,000            |
| \$3,537             | \$3,000            | FIREARM                  | \$2,900            |
| \$375               | \$525              | SUNDAY                   | \$500              |
| \$125,700           | \$90,000           | FIRE                     | \$90,000           |
| \$121,844           | \$60,000           | MECHANICAL               | \$40,000           |
| <u>\$11,734,885</u> | <u>\$5,479,610</u> |                          | <u>\$3,846,400</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. Certain fees will be increased in FY10 to more accurately reflect the costs of providing the service. The administrative fee for street opening permits will increase from \$75 to \$100. The fee for a crane or boom lift on a public sidewalk will increase from \$100 to \$200/day and, subject to City Council approval, the sidewalk business use permit will increase from \$25 to \$75 per year. The Department has also instituted a \$50 permit fee for the excavation of trenches on private property in order to comply with regulations promulgated by the State Dept. of Public Safety and the Division of Occupational Safety.

**STREET OBSTRUCTION PERMITS.** The Traffic, Parking & Transportation Department issues over 6,000 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.

**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.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |                                      | BUDGET<br>FY10 | FINES & FORFEITS<br>-Summary   |
|----------------|-------------------|--------------------------------------|----------------|--|
| \$44,859       | \$35,000          | LIBRARY                              | \$10,000       | LIBRARY FINES. Revenues are generated from payments for lost or damaged items.   |
| \$10,429,057   | \$10,600,000      | PARKING                              | \$8,360,830    |  |
| \$701,982      | \$525,000         | MOVING VIOLATIONS                    | \$525,000      | PARKING FINES. The largest revenue source for this category is Parking Fines which total \$8,360,830 in the FY10 Operating Budget. |
| \$105,440      | \$86,000          | FALSE ALARMS                         | \$82,000       |  |
| \$1,500        | \$1,400           | ANIMALS                              | \$1,250        |  |
| \$5,945        | \$4,200           | BICYCLE                              | \$4,500        |  |
|                |                   | WEIGHT & MEASURES CIVIL<br>CITATIONS | \$1,500        |  |
| <u>\$7,900</u> | <u>\$5,120</u>    |                                      | <u>\$1,500</u> |  |
| \$11,296,683   | \$11,256,720      |                                      | \$8,985,080    |  |

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 Massachusetts General Laws.

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                           | BUDGET<br>FY10      |
|--------------------|--------------------|---------------------------|---------------------|
| \$6,647,266        | \$7,140,000        |                           |                     |
| \$18,169,306       | \$17,485,000       | PARKING                   | \$8,652,280         |
| \$35,255,214       | \$34,235,000       | WATER UTILITY REVENUE     | 17,791,165          |
| \$5,312,824        | \$5,091,755        | SEWER SERVICE CHARGE      | \$36,683,880        |
| <u>\$1,612,307</u> | <u>\$1,697,990</u> | FEES                      | \$5,166,995         |
| \$66,996,917       | \$65,649,745       | OTHER CHARGES FOR SERVICE | <u>\$1,693,030</u>  |
|                    |                    |                           | <u>\$69,987,350</u> |

**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 FY10, service charges and user fees will account for 15.8% 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 FY10 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<br>FY08     | PROJECTED<br>FY09  |                   | BUDGET<br>FY10     |
|--------------------|--------------------|-------------------|--------------------|
| \$2,718,061        | \$3,600,000        | METER COLLECTION  | \$5,040,000        |
| \$411,797          | \$475,000          | PARKING LOTS      | \$475,000          |
| \$2,978,431        | \$2,500,000        | PARKING GARAGES   | \$2,592,280        |
| \$84,630           | \$140,000          | USE OF METERS     | \$120,000          |
| \$389,890          | \$360,000          | RESIDENT STICKERS | \$360,000          |
| \$64,457           | \$65,000           | BOOT REMOVAL FEES | \$65,000           |
| <u>\$6,647,266</u> | <u>\$7,140,000</u> |                   | <u>\$8,652,280</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 12 budgets. The following chart shows a three-year budget history of the distribution of parking fund revenues, excluding the Capital Budget:

| PARKING FUND ALLOCATIONS          | FY08                | FY09                | FY10                |
|-----------------------------------|---------------------|---------------------|---------------------|
| 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 | 9,221,865           | 9,529,130           | 9,886,180           |
| Public Works                      | 1,571,460           | 1,819,540           | 2,588,740           |
| 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          | 515,060             | 493,140             | 457,940             |
| Employee Benefits                 | -                   | 87,500              | -                   |
| Executive                         | 215,000             | 215,000             | 255,000             |
| Debt Service                      | 152,190             | 146,720             | 140,625             |
| Electrical                        | 22,935              | 22,935              | 22,935              |
|                                   | <u>\$16,190,200</u> | <u>\$16,805,655</u> | <u>\$17,843,110</u> |

**ON-STREET PARKING METER COLLECTIONS.** The rate for on-street meters is \$0.50 per half hour. Time limits vary by location.

**OFF-STREET PARKING LOT METER COLLECTIONS.** This revenue is derived from nine metered parking lots. The meters in three of these lots have been upgraded to multi-space pay stations. The rates in these lots range from \$1 to \$2 per hour. The other six lots have single space meters. We plan to upgrade these to multi-pay stations, starting with the two lots at the intersection of Green and Pleasant Streets.

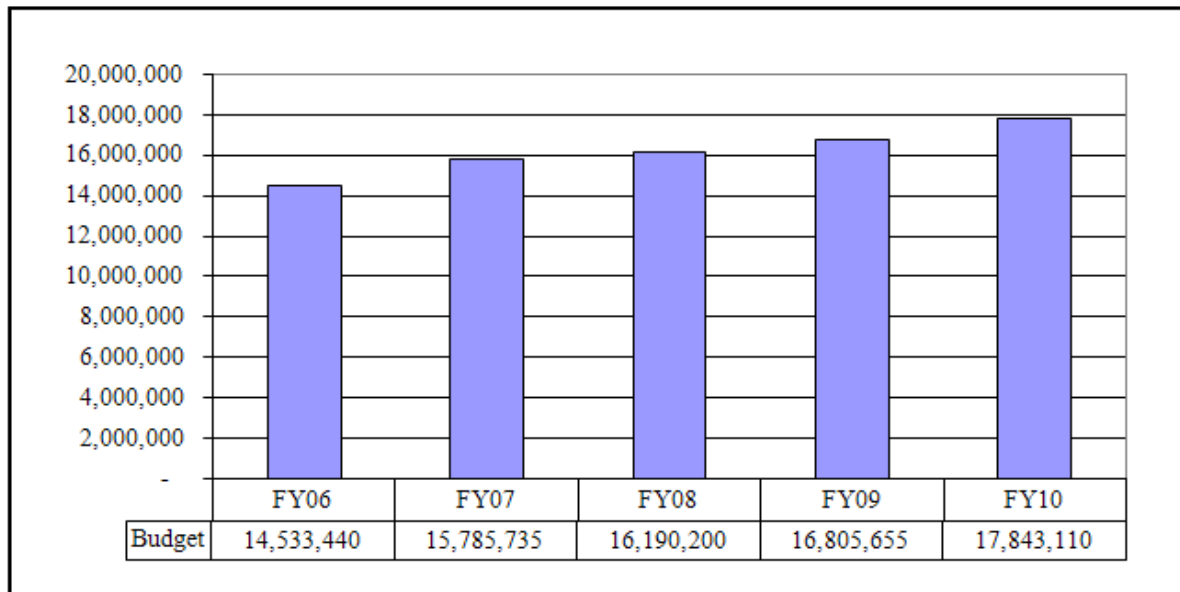
**PARKING GARAGES.** Revenue is raised from the following: Green Street Municipal Parking Garage (\$1.50 per hour) and the East Cambridge Municipal Parking Garage (\$2 first hour / \$1 for 2<sup>nd</sup> & 3<sup>rd</sup> hours/\$2 each remaining hour). There are 1,384 parking spaces in these facilities.

**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 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<br>FY08      | PROJECTED<br>FY09   |                     | BUDGET<br>FY10      | CHARGES FOR SERVICES<br>- Water   |
|---------------------|---------------------|---------------------|---------------------|---|
| \$17,562,102        | \$16,900,000        | WATER USAGE         | \$16,456,165        | <p><b>WATER USAGE.</b> 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 FY10 rates, effective for all water consumed as of April 1, 2009 represent a 2.7% increase in the water rate and a 7.9% increase in the sewer rate, with a 6.2% increase in the combined rate.</p> |
| \$607,204           | \$585,000           | MISC. WATER CHARGES | \$585,000           |   |
| \$0                 | \$0                 | RETAINED EARNINGS   | \$750,000           |   |
| <u>\$18,169,306</u> | <u>\$17,485,000</u> |                     | <u>\$17,791,165</u> |   |

---

| BLOCK | ANNUAL CONSUMPTION | WATER RATE | SEWER RATE |
|-------|--------------------|------------|------------|
| 1     | 0-40 Ccf           | \$2.98     | \$7.28     |
| 2     | 41-400 Ccf         | 3.19       | 7.71       |
| 3     | 401-2 000 Ccf      | 3.39       | 8.28       |
| 4     | 2001-10 000 Ccf    | 3.60       | 8.92       |
| 5     | over 10 000 Ccf    | 3.90       | 9.4        |

All consumption is measured in hundreds of cubic feet and the rates charged 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 FY10: Finance (\$225,000); Conservation (\$29,930); Public Works (\$400,000); and Community Development (\$30,000). Not included in the above amount is \$1,000,000 in water usage revenue used to fund 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, fire service fees, final bill, reading fees, laboratory bacterial testing and other services.

**RETAINED EARNINGS.** The City has allowed year-end retained earnings to maintain the Water Fund balance, in part to offset increased costs brought on by large one-time capital projects and to offset higher rate increases. For FY10, \$750,000 will be used to offset higher rate increases. Also, \$500,000 from fund balance is being used in the Capital Budget to fund the Concord Avenue\Brookline Street Water Main replacement Project in FY10.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10 |
|----------------|-------------------|----------------|
|----------------|-------------------|----------------|

**CHARGES FOR SERVICES  
- Sewer Service**

|  |  |   |
|--|--|---|
| \$35,141,314<br><u>    \$113,900</u><br>\$35,255,214 | \$34,100,000<br><u>    \$135,000</u><br>\$34,235,000 | <p style="text-align: center;"><b>SEWER SERVICE CHARGE</b>      \$36,653,880</p> <p style="text-align: center;"><b>SEWER CONNECTION FEE</b>      <u>    \$30,000</u></p> <p style="text-align: center;"><b>\$36,683,880</b></p> |
|--|--|---|

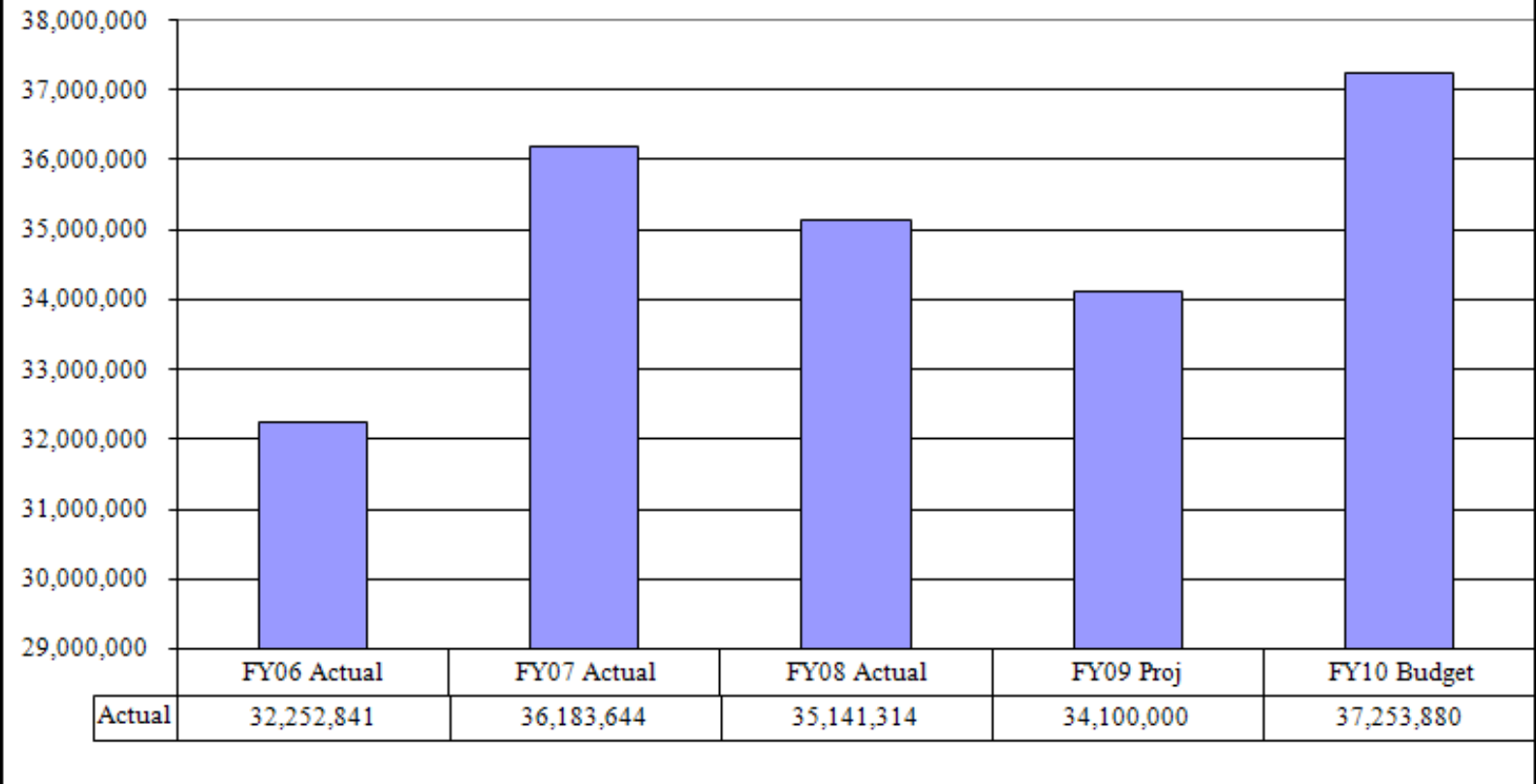
**SEWER SERVICE CHARGE.** Each year, the City authorizes a sewer service charge to shift sewer expenditures away from property taxes. Implementation of this charge makes the City eligible for sewer

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 \$600,000 in sewer revenues used to fund City capital projects. The FY10 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                            | 2,652,490           |
| Debt Service                            | 12,398,835          |
| Massachusetts Water Resources Authority | 21,333,055          |
| Community Development                   | <u>    44,500</u>   |
| <b>TOTAL</b>                            | <b>\$36,653,880</b> |

**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 \$30,000 in FY10.

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

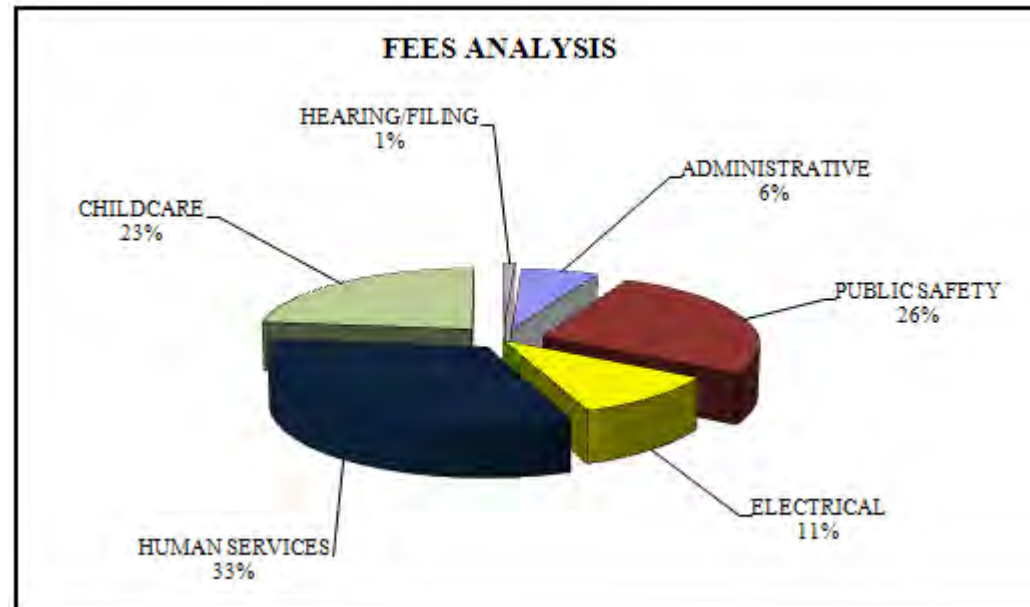


| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**CHARGES FOR SERVICES  
- Fees**

|                    |                    |                |                    |
|--------------------|--------------------|----------------|--------------------|
| \$364,957          | \$333,025          | ADMINISTRATIVE | \$327,570          |
| \$1,283,806        | \$1,254,500        | PUBLIC SAFETY  | \$1,369,000        |
| \$585,346          | \$570,000          | ELECTRICAL     | \$545,000          |
| \$1,768,055        | \$1,686,000        | HUMAN SERVICES | \$1,683,695        |
| \$1,247,469        | \$1,195,230        | CHILDCARE      | \$1,195,230        |
| \$63,194           | \$53,000           | HEARING/FILING | \$46,500           |
| <u>\$5,312,824</u> | <u>\$5,091,755</u> |                | <u>\$5,166,995</u> |

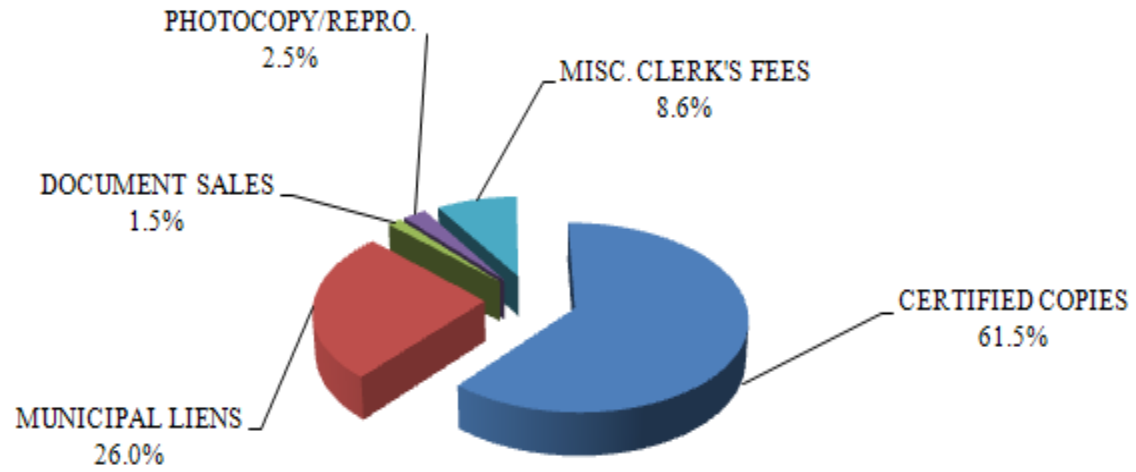
**FEES.** The City charges fees for a wide variety of services and programs, including copies of birth certificates, golf course green fees, ambulance rescue service and childcare. Fees have been grouped in major categories and are detailed on the following eight pages.





| ACTUAL<br>FY08   | PROJECTED<br>FY09 |  | BUDGET<br>FY10   | CHARGES FOR SERVICES<br>- Fees/Administrative  |
|------------------|-------------------|--|------------------|--|
| \$204,129        | \$200,950         |  | \$200,950        | <b>CERTIFIED COPIES OF DOCUMENTS.</b> 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. |
| \$40             | \$0               | <b>CERTIFIED COPIES</b>  | \$200,950        |  |
| \$98,105         | \$88,000          | <b>MORTGAGE CERTIFICATES</b>   | \$0              |  |
| \$11,271         | \$4,700           | <b>MUNICIPAL LIENS</b>   | \$85,000         |  |
| \$19,551         | \$8,375           | <b>DOCUMENT SALES</b>  | \$4,750          |  |
| \$3,470          | \$2,500           | <b>PHOTOCOPY/REPRODUCTION</b>  | \$8,170          |  |
| <u>\$28,391</u>  | <u>\$28,500</u>   | <b>DOMESTIC PARTNERS</b>   | \$700            |  |
| <u>\$364,957</u> | <u>\$333,025</u>  | <b>MISC. CLERK'S FEES</b>  | <u>\$28,000</u>  |  |
|                  |                   |  | <u>\$327,570</u> |  |
|                  |                   | <p><b>MORTGAGE CERTIFICATES.</b> 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 Declarations of Trust. This revenue is not used in the FY10 Budget.</p>  |                  |  |
|                  |                   | <p><b>MUNICIPAL LIEN CERTIFICATES.</b> 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><b>DOCUMENT SALES.</b> 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><b>REPRODUCTION SERVICES.</b> 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 \$800; Inspectional Services \$1,000; and License \$370.</p> |                  |  |
|                  |                   | <p><b>DOMESTIC PARTNERS.</b> The City Clerk issues a certificate of Domestic Partnership. The fee is \$25 per certificate for filing domestic partnerships.</p>  |                  |  |
|                  |                   | <p><b>MISCELLANEOUS CITY CLERK CHARGES.</b> The City Clerk collects fees for the issuance of miscellaneous certificates such as physician and business registrations and constable swearing-in fees. Miscellaneous charges also include service and sporting fees, zoning and municipal ordinance fees and the filing fee for a zoning petition.</p>   |                  |  |

### MAJOR ADMINISTRATIVE FEES ANALYSIS



| ACTUAL<br>FY08  | PROJECTED<br>FY09  |                         | BUDGET<br>FY10     | CHARGES FOR SERVICES<br>- Fees/Public Safety  |
|---|--------------------|-------------------------|--------------------|---|
| \$22,887  | \$22,500           | SEALING INSPECTION      | \$26,000           | <p><b>SEALING INSPECTION.</b> 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><b>TOWING SURCHARGE.</b> The City receives \$8.50 of each towing charge paid in the City. The revenue is used to fund the Police Budget.</p> |
| \$73,267  | \$75,000           | TOWING SURCHARGE        | \$75,000           |   |
| \$417,688   | \$400,000          | POLICE DETAIL SURCHARGE | \$400,000          |   |
| \$17,282  | \$15,000           | AGENCY FEE              | \$18,000           |   |
| \$48  | \$0                | BOARDING/RAZING FEES    | \$20,000           |   |
| \$77,620  | \$50,000           | SMOKE DETECTORS         | \$50,000           |   |
| \$602,825   | \$630,000          | RESCUE SERVICE FEES     | \$720,000          |   |
| \$7,187   | \$12,000           | INSPECTIONAL DETAILS    | \$10,000           |   |
| <u>\$65,002</u>   | <u>\$50,000</u>    | FIRE DETAIL SURCHARGE   | <u>\$50,000</u>    |   |
| <u>\$1,283,806</u>  | <u>\$1,254,500</u> |                         | <u>\$1,369,000</u> |   |
| <p><b>POLICE DETAIL SURCHARGE.</b> 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><b>AGENCY FEE.</b> 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><b>BOARDING/RAZING FEE.</b> Inspectional Services charges property owners for the boarding and razing of a building.</p>   |                    |                         |                    |   |
| <p><b>SMOKE DETECTORS.</b> A \$50 fee is charged for a smoke/carbon monoxide detector compliance inspection, as mandated by MGL, Chapter 148.</p>   |                    |                         |                    |   |
| <p><b>RESCUE SERVICE FEES.</b> 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><b>INSPECTIONAL DETAILS.</b> The Inspectional Services Department charges businesses requiring an inspection that is not an emergency and does not occur during normal working hours.</p>  |                    |                         |                    |   |
| <p><b>FIRE DETAIL SURCHARGE.</b> 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<br>FY08   | PROJECTED<br>FY09 |                               | BUDGET<br>FY10   |
|------------------|-------------------|-------------------------------|------------------|
| \$142,685        | \$135,000         | <b>FIRE ALARM BOX CHARGE</b>  | <b>\$135,000</b> |
| \$406,686        | \$400,000         | <b>SIGNAL MAINTENANCE FEE</b> | <b>\$390,000</b> |
| <u>\$35,975</u>  | <u>\$35,000</u>   | <b>CUT-OUT/PLUG-OUT FEE</b>   | <u>\$20,000</u>  |
| <b>\$585,346</b> | <b>\$570,000</b>  |                               | <b>\$545,000</b> |

**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<br>FY08   | PROJECTED<br>FY09 |                               | BUDGET<br>FY10   |
|------------------|-------------------|-------------------------------|------------------|
| \$36,910         | \$0               | SWIMMING POOLS                | \$0              |
| \$767,063        | \$750,000         | GOLF COURSE                   | \$715,695        |
| \$30,660         | \$75,000          | RECREATIONAL ACTIVITIES       | \$150,000        |
| \$17,030         | \$20,000          | ATHLETIC LEAGUES              | \$20,000         |
| \$8,460          | \$8,000           | SPECIAL NEEDS                 | \$8,000          |
| \$12,148         | \$45,000          | SENIOR ACTIVITIES             | \$35,000         |
| \$109,145        | \$80,000          | FIELD PERMITS                 | \$80,000         |
| \$579,368        | \$560,000         | COMMUNITY SCHOOLS             | \$540,000        |
| \$18,491         | \$0               | SENIOR CENTER MEALS           | \$0              |
| \$57,038         | \$33,000          | YOUTH PROGRAMS                | \$30,000         |
| <u>\$131,742</u> | <u>\$115,000</u>  | <u>KING OPEN EXTENDED DAY</u> | <u>\$105,000</u> |
| \$1,768,055      | \$1,686,000       |                               | \$1,683,695      |

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

**POOLS.** The Department of Human Service Programs receives revenue for the use of the War Memorial Recreation Center 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 was combined with recreation activities in FY09, to coincide with the opening of the new facility. 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         | \$ 5.50             |
| 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         | \$ 5.50             |
| per cardio (couple)                 | \$ 5.50         | \$ 6.50             |
| 10 cardio (adult)                   | \$ 35.00        | \$ 50.00            |
| 10 cardio (couple)                  | \$ 40.00        | \$ 60.00            |
| yearly cardio (adult)               | \$ 210.00       | \$230.00            |
| yearly cardio (couple)              | \$ 300.00       | \$325.00            |
| 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) | \$ 55.00        | \$ 65.00            |
| combo yearly pool/cardio (adult)    | \$ 250.00       | \$275.00            |
| combo yearly pool/cardio (couple)   | \$ 350.00       | \$375.00            |

**GOLF COURSE.** In FY10, 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 2009. Not included in the FY10 revenue estimates are Golf Course fees used in the Capital Budget of \$20,000.

|                                  | <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        | \$ 545.00           |
| yearly                           | \$760.00        | \$1,120.00          |
| juniors                          | \$300.00        | \$ 445.00           |
| seniors                          | \$350.00        | \$1,120.00          |
| senior plus                      | \$505.00        | n/a                 |

**RECREATIONAL ACTIVITIES.** The Department of Human Service Programs provides year-round evening adult classes and after-school children's activities at the War Memorial Recreation Center. The revenue from this wide range of classes is used to pay instructors and cover minimum equipment costs. Swimming and cardio room revenues is also included.

**ATHLETIC LEAGUES.** The Department of Human Service Programs sponsors 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.

**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<br>FY08 | PROJECTED<br>FY09 |                          | BUDGET<br>FY10                     | CHARGES FOR SERVICES<br>- Fees/Childcare Tuition |   |
|----------------|-------------------|--------------------------|------------------------------------|--|---|
| \$1,247,469    | \$1,195,230       | <b>CHILDCARE TUITION</b> |                                    |  | <b>CHILDCARE TUITION.</b>   |
|                |                   | <b>\$1,195,230</b>       |                                    |  | The   |
|                |                   |                          |                                    |  | Department of Human Service   |
|                |                   |                          |                                    |  | Programs administers childcare pro-   |
|                |                   |                          |                                    |  | grams 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 FY10 are \$311 per month for after-school care and \$774 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.   |
|                |                   |                          |                                    |  |   |
|                |                   |                          | <b><u>PROGRAM</u></b>              |  |   |
|                |                   |                          | <b><u>FY10 RATE/MO.</u></b>        |  |   |
|                |                   |                          | <b><u>PROJECTED ENROLLMENT</u></b> |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |
|                |                   |                          |                                    |  |   |

| ACTUAL<br>FY08  | PROJECTED<br>FY09 |   | BUDGET<br>FY10  | CHARGES FOR SERVICES<br>- Hearing/Filing Fees  |
|---|-------------------|---|-----------------|--|
| \$38,341  | \$23,000          | <b>BOARD OF ZONING APPEALS</b><br><b>CONSERVATION COMMISSION</b><br><b>LICENSE HEARING FEES</b> | \$20,000        | <b>BOARD OF ZONING APPEALS.</b><br>Fees are collected for petitioning the Board of Zoning Appeals for variances, special permits and appeals relating to the Zoning Ordinance. |
| \$1,868   | \$5,000           |   | \$1,500         |  |
| <u>\$22,985</u>   | <u>\$25,000</u>   |   | <u>\$25,000</u> |  |
| \$63,194  | \$53,000          |   | <u>\$46,500</u> |  |
| <p><b>CONSERVATION COMMISSION.</b> 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 CMR 4.02 (310). 310 CMR 10.03 (7) (c) describes all the activities in each fee category.</p> |                   |   |                 |  |
| <p><b>LICENSE HEARING FEES.</b> 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<br>FY08  | PROJECTED<br>FY09  |                                | BUDGET<br>FY10     | CHARGES FOR SERVICES<br>- Other  |
|---|--------------------|--------------------------------|--------------------|--|
| \$22,624  | \$12,210           | <b>COMMERCIAL RUBBISH FEES</b> | \$0                | <b>RUBBISH TICKETS.</b> Commercial establishments in Cambridge pay a fee based on a sliding scale for rubbish pick-up by the Public Works Department. The Department will be phasing out the service in FY10 and therefore no revenues have been budgeted. |
| \$251,445   | \$255,000          | <b>CEMETERY FEES</b>           | \$260,000          |  |
| \$695   | \$200              | <b>ANIMAL BOARDING</b>         | \$200              |  |
| \$1,298,021   | \$1,393,080        | <b>MUNICIPAL ACCESS FEES</b>   | \$1,395,330        |  |
| \$31,260  | \$30,000           | <b>WHITE GOODS</b>             | \$30,000           |  |
| <u>\$8,262</u>  | <u>\$7,500</u>     | <b>SALE OF COMPOSTING BINS</b> | <u>\$7,500</u>     |  |
| <u>\$1,612,307</u>  | <u>\$1,697,990</u> |                                | <u>\$1,693,030</u> |  |
| <p><b>CEMETERY FEES.</b> The Public Works Department maintains the Cambridge Cemetery. In FY10, certain</p>   |                    |                                |                    |  |
| <p>fees will increase in order to help support the costs of operating the cemetery. The fee for a single grave opening will increase from \$900 to \$1,000 and the recording fee for a deed will increase from \$15 to \$20. These fees are lower than or comparable to similar municipal cemeteries.</p>   |                    |                                |                    |  |
| <p><b>ANIMAL BOARDING.</b> 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><b>MUNICIPAL ACCESS FEE.</b> 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><b>WHITE GOODS.</b> 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><b>SALE OF COMPOSTING BINS.</b> The Recycling Division of the Department of Public Works sells home composting bins to residents at a cost of \$50 each.</p>   |                    |                                |                    |  |

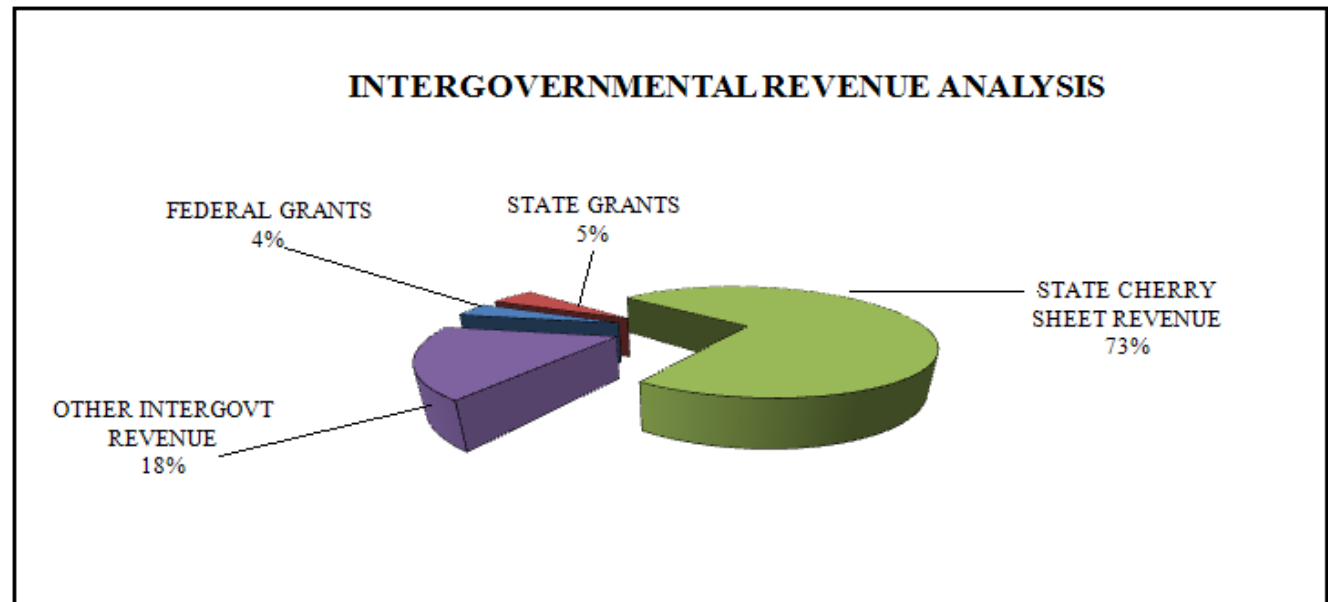
| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                         | BUDGET<br>FY10     |
|--------------------|--------------------|-------------------------|--------------------|
| \$2,958,505        | \$3,242,620        | FEDERAL GRANTS          | \$1,662,295        |
| \$2,430,032        | \$2,286,985        | STATE GRANTS            | \$2,118,760        |
| \$45,305,364       | \$37,326,130       | STATE CHERRY SHEET REV. | \$31,265,635       |
| <u>\$7,702,995</u> | <u>\$7,804,800</u> | OTHER INTERGOV. REVENUE | <u>\$7,879,195</u> |
| \$58,396,896       | \$50,660,535       |                         | \$42,925,885       |

**INTERGOVERNMENTAL REV.  
- Summary**

**GRANT FUND.** In FY10, 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 FY10 budget is based on the Governor's Proposed State Budget which calls for a decrease in local aid (Chapter 70, additional assistance and lottery funds).



| ACTUAL<br>FY08     | PROJECTED<br>FY09  |   | BUDGET<br>FY10     |
|--------------------|--------------------|---|--------------------|
| \$2,918,844        | \$3,135,275        | <b>COM. DEV. BLOCK GRANT</b><br><b>HOME GRANT REIMBURSEMENT</b><br><b>VETERANS' REIMBURSEMENT</b> | \$1,555,535        |
| \$33,305           | \$102,345          |   | \$102,260          |
| <u>\$6,356</u>     | <u>\$5,000</u>     |   | <u>\$4,500</u>     |
| <u>\$2,958,505</u> | <u>\$3,242,620</u> |   | <u>\$1,662,295</u> |

**INTERGOVERNMENTAL REV.  
- Federal Grants**

**FEDERAL GRANTS.** The following federal grants will be appropriated in the FY10 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 FY10 allocation of the CDBG fund is as follows: Community Development, \$1,041,715; Department of Human Service Programs, \$508,820; and Historical Commission, \$5,000. The FY10 budgeted amount represents only that portion of CDBG funds used in operating budgets; the Public Investment Budget includes an additional \$1,579,740.

**HOME GRANT.** The HOME grant is a federal grant that supports affordable housing production. In FY10, a HOME Grant reimbursement has been included for a portion of the time spent by Community Development staff supporting the grant administratively and fiscally.

**VETERANS' GRANT.** In FY10, 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<br>FY08     | PROJECTED<br>FY09  |                                   | BUDGET<br>FY10     | INTERGOVERNMENTAL REV.<br>- State Grants  |
|--------------------|--------------------|-----------------------------------|--------------------|---|
| \$21,432           | \$26,730           | <b>ADDITIONAL VOTING HOURS</b>    | \$0                | <b>STATE GRANTS.</b> The following state grants will be appropriated in the General Fund in FY10. All other state grants will be appropriated in the Grant Fund during the course of the fiscal year.   |
| \$89,688           | \$50,000           | <b>REIMB/NON-CONTRIB PENSIONS</b> | \$50,000           |   |
| \$50,000           | \$50,000           | <b>CONSUMERS' COUNCIL GRANT</b>   | \$50,000           |   |
| \$2,240,210        | \$2,133,055        | <b>STATE MWPAT SUBSIDY</b>        | \$2,001,560        |   |
| \$17,200           | \$17,200           | <b>MASS. CULTURAL COUNCIL</b>     | \$17,200           |   |
| <u>\$11,502</u>    | <u>\$10,000</u>    | <b>STATE GRANTS/NUTRITION</b>     | <u>\$0</u>         |   |
| <b>\$2,430,032</b> | <b>\$2,286,985</b> |                                   | <b>\$2,118,760</b> | <p><b>ADDITIONAL VOTING HOURS.</b><br/>The state does not fund additional voting hours for the Municipal Elections, which explains the zero amount budgeted in FY10.</p> <p><b>STATE REIMBURSEMENT FOR NON-CONTRIBUTORY PENSIONS.</b> The state reimburses the Employee Benefits budget for cost-of-living increases granted to non-contributory pensioners.</p> <p><b>CONSUMERS' COUNCIL.</b> 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.</p> <p><b>STATE WATER POLLUTION ABATEMENT TRUST SUBSIDY (MPWAT).</b> The City currently receives subsidies from the state for 10 sewer loans and 2 water loans. The subsidies on the sewer loans cover approximately 45% of the FY10 debt service costs, with subsidies on water loans covering approximately 31% of the FY10 principal and interest on the two loans for the construction of the water treatment plant. These subsidies are scheduled to decrease from \$2,133,055 in FY09 to \$2,001,560 in FY10 due to the decrease in the balances of the existing loans.</p> <p><b>MASSACHUSETTS CULTURAL COUNCIL (MCC).</b> 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 FY10 Budget amount is based on the FY09 grant amount and assumes that the MCC is level funded in FY10.</p> <p><b>BUREAU OF NUTRITION.</b> This revenue from the Department of Education's Bureau of Nutrition is not included in the FY10 Budget.</p> |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

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

|                     |                     |                                |                     |
|---------------------|---------------------|--------------------------------|---------------------|
| \$35,253,653        | \$33,448,545        | <b>SCHOOL/LOCAL AID</b>        | <b>\$29,410,650</b> |
| \$8,435,467         | \$1,870,065         | <b>EDUCATION REIMBURSEMENT</b> | <b>\$315,935</b>    |
| \$1,616,244         | \$2,007,520         | <b>GEN. GOVT REIMB/DISTRIB</b> | <b>\$1,539,050</b>  |
| <u>\$45,305,364</u> | <u>\$37,326,130</u> |                                | <b>\$31,265,635</b> |

**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 funding 21 City departmental operating budgets and for Cherry Sheet Assessments.

The City estimates receiving \$6,643,345 less in FY10 than it did in FY09 (budget to budget) for these three major local aid categories, for a total of \$29,410,650. However, there are additional net decreases in other state aid categories equaling \$2,022,600, which brings the total decrease to \$8,665,945 for FY10. These additional reductions include \$519,645 less in Police Career Incentive and \$1,556,310 less for Charter School Tuition Reimbursements. These three local aid categories represent 6.6% of the total FY10 Operating Budget. FY10 State Aid revenue to the City is based on the Governor's FY10 State Budget released in January 2009.

| <u>DEPARTMENT</u>   | <u>FY10</u> | <u>DEPARTMENT</u>        | <u>FY10</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             |
| General Services    | 94,825      | Human Services           | 266,265             |
| Elections           | 82,250      | Women's Commission       | 9,960               |
| Public Celebrations | 16,500      | Veterans' Benefits       | 358,105             |
| Police              | 1,755,420   | School Department        | 21,553,200          |
|                     |             | Cherry Sheet Assessments | <u>3,275,495</u>    |
|                     |             | <b>TOTAL</b>             | <b>\$31,265,635</b> |

| ACTUAL<br>FY08      | PROJECTED<br>FY09   |  | BUDGET<br>FY10      |
|---------------------|---------------------|--|---------------------|
| \$8,516,353         | \$9,316,695         | <b>SCHOOL AID/CHAPTER 70<br/>GENERAL MUNICIPAL AID<br/>(LOCAL AID/LOTTERY &amp;<br/>ADDITIONAL ASSISTANCE)</b> | \$9,316,695         |
| <u>\$26,737,300</u> | <u>\$24,131,850</u> |  | <u>\$20,093,955</u> |
| <u>\$35,253,653</u> | <u>\$33,448,545</u> |  | <u>\$29,410,650</u> |

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

**SCHOOL AID.** In FY10, the City anticipates receiving \$9,316,695 in Chapter 70 school aid. This is based on a preliminary State budget proposal that provides level funding in FY10 for Chapter 70 school aid.

**LOCAL AID.** The two major State Cherry Sheet line items are “Additional Assistance” to communities and Lottery, estimated to be \$20,093,955 in FY10. Based on preliminary state budget proposals, the City is projecting a decrease in FY10 of \$6,643,345. These two categories have been merged in the Governor’s Budget into one category called General Municipal Aid.

The City is estimating to receive \$6,643,345 less in FY10 than it did in FY09 for these three major local aid categories. These three local aid categories represent 6.6% of the total Operating Budget.

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

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |  | BUDGET<br>FY10   |
|--------------------|--------------------|--|------------------|
| \$6,895,068        | \$0                | <b>SCHOOL CONSTRUCTION</b><br><b>SCHOOL LUNCH PROGRAM</b><br><b>CHARTER SCHOOL TUITION</b><br><b>REIMBURSEMENT</b> | \$0              |
| \$26,040           | \$25,955           |  | \$28,135         |
| <u>\$1,514,359</u> | <u>\$1,844,110</u> |  | <u>\$287,800</u> |
| <u>\$8,435,467</u> | <u>\$1,870,065</u> |  | <u>\$315,935</u> |
|                    |                    |  |                  |

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

**SCHOOL CONSTRUCTION.** The School Building Assistance (SBA) Act (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 were made for two schools renovated in 1998-2000. Therefore, there are no revenues budgeted in this category for FY09 or FY10.

**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 FY10 initial Cherry Sheet reimbursement amount is \$287,800, a decrease of \$1,556,310 from the FY09 amount. The Governor's Budget changed the current methodology to eliminate the 100% reimbursement for first year students, as well as the tuition charge. This change was proposed to eliminate the volatility associated with estimating first year enrollments of charter school students and associated charges. Enrollment estimates were typically higher than the actual enrollments but required communities to account for the higher projected costs when setting their property tax levy.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**STATE CHERRY SHEET REV.  
- General Governmental  
Reimbursement/Distribution**

|                    |                    |                                |                    |
|--------------------|--------------------|--------------------------------|--------------------|
| \$121,744          | \$127,310          | <b>LIBRARY AID</b>             | \$105,440          |
| \$1,136,981        | \$1,415,980        | <b>POLICE CAREER INCENTIVE</b> | \$896,335          |
| \$166,297          | \$264,675          | <b>VETERANS' BENEFITS</b>      | \$358,105          |
| \$122,448          | \$130,785          | <b>REAL ESTATE ABATEMENTS</b>  | \$179,170          |
| \$68,774           | \$68,770           | <b>ELDERLY TAX EXEMPTIONS</b>  | \$0                |
| <u>\$1,616,244</u> | <u>\$2,007,520</u> |                                | <u>\$1,539,050</u> |

**LIBRARY AID.** This sum includes a Library Incentive Grant of 50 cents per capita, a Municipal Equalization Grant apportioned according to the lottery distribution formula including equalized property valuation, and non-residents recompense for each loan made to residents of other

Massachusetts towns and cities. The rate for recompense per loan is determined by dividing the amount appropriated by the legislature by the statewide total of non-resident loans in the previous year and was \$0.1068 per loan in 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.

**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 decrease by \$519,645 in FY10 using the Governor's Proposed Budget and eliminated under the House of Representatives' Proposed Budget.

**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 75% of the total expenditures of veterans' benefits.

**REAL ESTATE ABATEMENTS.** The State Cherry sheet reimburses the City for loss of taxes due to real estate abatements to veterans, surviving spouses and the legally blind. Under MGL, Chapter 59, section 5, Clauses 22, 22A, 22B, 22C and Chapter 58, section 8A, municipalities are reimbursed for amounts abated in excess of \$250 of taxes for veterans with disabilities or Purple Hearts. The base exemption amount is \$250 and can be increased to as much as the full amount of tax depending upon the extent of the veteran's disability. The Veterans' Administration certifies eligibility. Once certified, the veteran files an application each year with the Assessing Department. When a veteran dies, the widow must obtain a statement from the Veterans' Administration certifying the veteran's eligibility at the time of death.



MGL, Chapter 59, section 5, clause 17D provides tax relief to certain persons over age 70, minors and surviving spouses. Under the provisions of this clause, the estate of the applicant must not exceed \$53,889, 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 \$271 for fiscal year 2009. 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.

In the Governor's Proposed Budget, the Elderly Tax Exemption category contained on the Cherry Sheet was combined into one amount - Real Estate Abatement. The following description reflects the reimbursements related to Elderly Tax exemptions. Under Clause 41C, persons over age 65 with yearly maximum earnings of \$22,281 for a single person or \$33,422 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 \$44,562, or married, in excess of \$61,273, 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<br>FY08  | PROJECTED<br>FY09  |   | BUDGET<br>FY10     | INTERGOVERNMENTAL REV.<br>- Miscellaneous Intergovernmental<br>Revenue  |
|---|--------------------|---|--------------------|---|
| \$820,022   | \$900,000          | <b>MEDICAID REIMBURSEMENT<br/>CAMBRIDGE HEALTH<br/>ALLIANCE</b> | \$900,000          | <b>SCHOOL MEDICAID REIM-<br/>BURSEMENT.</b> This revenue source<br>reflects reimbursements of special<br>education medical costs for Medicaid<br>eligible students. |
| <u>\$6,882,973</u>  | <u>\$6,904,800</u> |   | <u>\$6,979,195</u> |   |
| <u>\$7,702,995</u>  | <u>\$7,804,800</u> |   | <u>\$7,879,195</u> |   |
| <p><b>CAMBRIDGE HEALTH ALLIANCE.</b> 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. 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, \$4,871,695; and Debt Service, \$2,107,500.</p> |                    |   |                    |   |

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

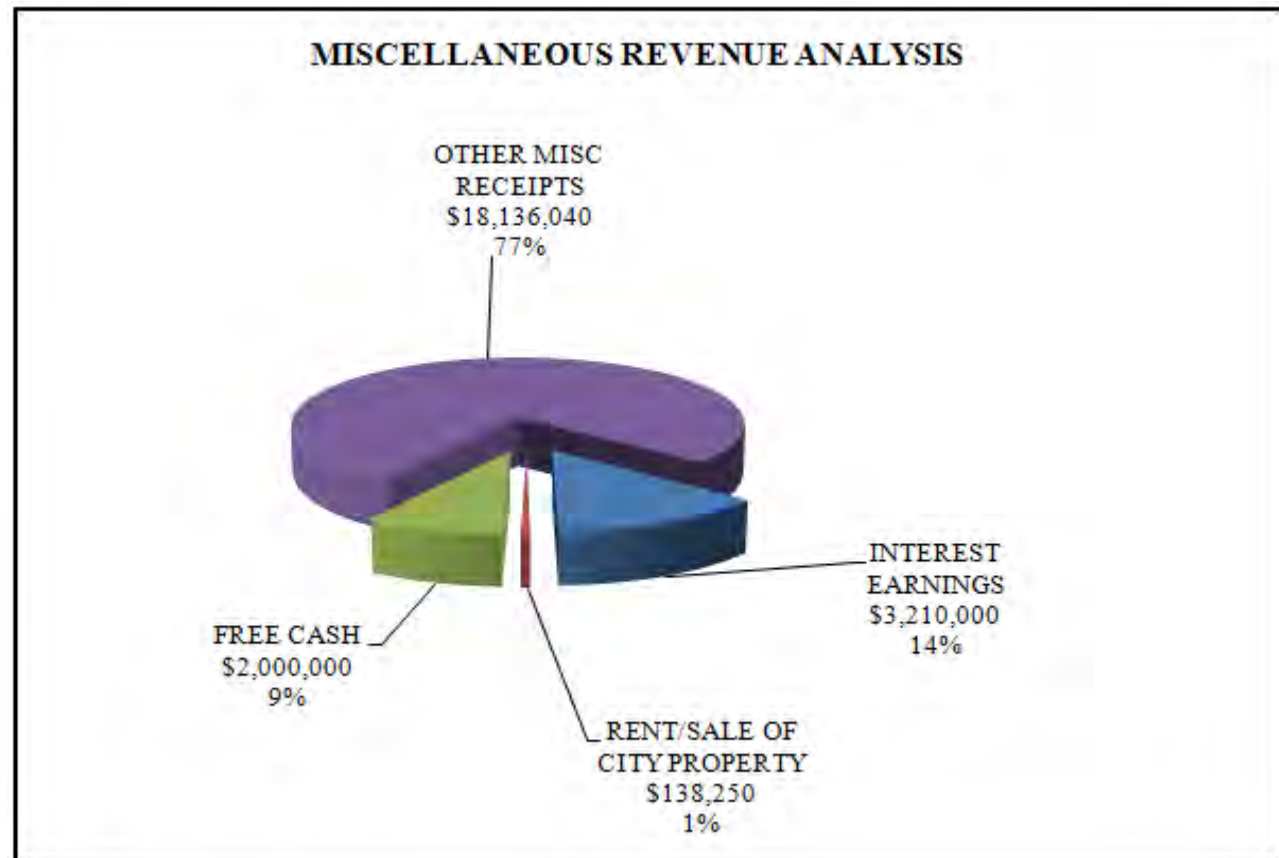
**MISCELLANEOUS REVENUES  
- Summary**

|                    |                     |                            |                     |
|--------------------|---------------------|----------------------------|---------------------|
| \$8,772,967        | \$4,295,000         | INTEREST EARNINGS          | \$3,210,000         |
| \$150,715          | \$138,400           | RENT/SALE OF CITY PROPERTY | \$138,250           |
| \$2,000,000        | \$2,000,000         | FREE CASH                  | \$2,000,000         |
| <u>\$8,836,480</u> | <u>\$16,208,070</u> | OTHER MISC. RECEIPTS       | <u>\$18,136,040</u> |
| \$19,760,162       | \$22,641,470        |                            | \$23,484,290        |

**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 5.29% of the FY10 General Fund budget.



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |   | BUDGET<br>FY10 | MISCELLANEOUS REVENUES<br>- Interest Earnings  |
|----------------|-------------------|---|----------------|--|
| \$8,772,967    | \$4,295,000       | <p><b>INTEREST EARNINGS</b></p> <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 \$2.82 million have been included in the FY10 Budget. In addition to this amount, \$350,000 in interest earnings from the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in FY10. Total interest earnings are budgeted at \$3,210,000 in FY10.</p> <p>This budgeted revenue amount is significantly less than the \$4.295 million projected for FY09. Even though interest rates have declined in FY09, the amounts budgeted for interest earnings were very conservative. Therefore, the total amount of \$3,800,000 in General Fund interest earnings and the \$450,000 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 FY09, which were able to be invested, will be significantly lower due to the completion of four major capital projects in FY09.</p> <p>Interest income is used to offset expenditures in: Finance (\$2,820,000); Community Development (\$150,000); Traffic, Parking &amp; Transportation (\$200,000); and Public Works (\$40,000).</p> | \$3,210,000    | <p><b>INTEREST EARNINGS.</b> 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 \$2.82 million have been included in the FY10 Budget. In addition to this amount, \$350,000 in interest earnings from the Parking Fund and \$40,000 from interest on perpetual care accounts have been budgeted in FY10. Total interest earnings are budgeted at \$3,210,000 in FY10.</p> <p>This budgeted revenue amount is significantly less than the \$4.295 million projected for FY09. Even though interest rates have declined in FY09, the amounts budgeted for interest earnings were very conservative. Therefore, the total amount of \$3,800,000 in General Fund interest earnings and the \$450,000 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 FY09, which were able to be invested, will be significantly lower due to the completion of four major capital projects in FY09.</p> <p>Interest income is used to offset expenditures in: Finance (\$2,820,000); Community Development (\$150,000); Traffic, Parking &amp; Transportation (\$200,000); and Public Works (\$40,000).</p> |

| ACTUAL<br>FY08   | PROJECTED<br>FY09 |                       | BUDGET<br>FY10   |
|------------------|-------------------|-----------------------|------------------|
| \$85,465         | \$67,000          |                       |                  |
| <u>\$65,250</u>  | <u>\$71,400</u>   | RENT OF CITY PROPERTY | \$70,000         |
| <u>\$150,715</u> | <u>\$138,400</u>  | SALE OF CITY PROPERTY | <u>\$68,250</u>  |
|                  |                   |                       | <u>\$138,250</u> |

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

**RENT OF CITY PROPERTY.** In FY10, the City will receive \$70,000 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 \$1,000, and revenue from this source is \$67,500 per year, which is used to support the operation and maintenance of the cemetery. 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 FY10 revenue estimate is \$750.

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |   | BUDGET<br>FY10 | MISCELLANEOUS REVENUES<br>- Free Cash |
|--------------------|--------------------|---|----------------|---------------------------------------|
| <b>\$2,000,000</b> | <b>\$2,000,000</b> | <p style="text-align: center;"><b>FREE CASH      \$2,000,000</b></p> <p><b>APPROPRIATING FREE CASH.</b><br/>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 FY10, 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 \$500,000 in revenue used to fund 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 FY09. 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 FY09 certified Free Cash amount will be less than the FY08 amount of \$91.8 million, primarily due to the \$8 million that was transferred to the Debt Stabilization Fund in FY09 to offset increases in property tax supported debt in future years.</p> |                |                                       |

| ACTUAL<br>FY08     | PROJECTED<br>FY09   |                             | BUDGET<br>FY10      |
|--------------------|---------------------|-----------------------------|---------------------|
| \$1,884            | \$0                 | RESTITUTION                 | \$0                 |
| \$7,322            | \$23,500            | ROYALTIES                   | \$28,500            |
| \$5,000,000        | \$5,500,000         | CLAIMS TRUST TRANSFER       | \$6,750,000         |
| \$3,000,000        | \$7,000,000         | DEBT STABILIZATION TRANSFER | \$8,000,000         |
|                    |                     | SCHOOL STABILIZATION FUND   |                     |
| \$0                | \$2,919,340         | TRANSFER                    | \$2,795,770         |
| \$200,000          | \$200,000           | TEACHER RETIREMENT TRANSFER | \$300,000           |
| \$37,414           | \$36,390            | SECTION 108 LOAN PAYMENT    | \$40,270            |
| \$30,000           | \$30,000            | TRAFFIC MITIGATION FUNDS    | \$30,000            |
| \$28,187           | \$17,850            | TRAFFIC KNOCKDOWN           | \$12,500            |
| \$422,003          | \$280,500           | RECYCLING                   | \$5,000             |
| \$77,371           | \$71,000            | BUS SHELTER ADVERTISING     | \$50,000            |
| \$32,299           | \$64,440            | OVERTIME REIMBURSEMENT      | \$84,000            |
| \$0                | \$65,050            | MISC. REIMBURSEMENT         | \$40,000            |
| <u>\$8,836,480</u> | <u>\$16,208,070</u> |                             | <u>\$18,136,040</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, and not continued in FY10.

**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 historical research and color consultations, the sale of photographic prints from the archives, and photocopying. The

amount budgeted in FY10 reflects continuing sales 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, \$6,750,000 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 \$1,250,000 in FY10 reflects the increase in employee contributions from non-union and unionized employees.

**DEBT STABILIZATION TRANSFER.** In FY10, \$8,000,000 in Stabilization Funds is being used, which is an increase of \$1,000,000, as a revenue source to offset increases in debt service costs, 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 \$21.1 million as of June 30, 2009.



**SCHOOL STABILIZATION TRANSFER.** In FY10, \$2,795,770 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 Recreation Center beginning in FY09. The total fund balance for the School Debt Stabilization Fund is estimated to be \$9.9 million as of June 30, 2009.

**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 2013. 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 repays the City, which then repays HUD. The loan will be repaid over 20 years. The amount shown as revenue in this section will cover payments due in August 2009 and February 2010, 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 FY10 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 per ton processing fee. The City also receives revenue for cans and bottles based on quarterly market prices and processing fees. \$5,000 is budgeted for FY10 based on current conditions and the forecast for continued weak worldwide demand for paper, cardboard and scrap metal. This is a decrease of \$130,000 from FY09. When market conditions and the demand dictate, the City pays for processing of recycled materials as is the case in FY09.

**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, Fire and Public Works Departments receive 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 two 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. Also, the Fire Department receives reimbursement for the limited use of a rental facility by a third party.

# SUMMARY: GENERAL GOVERNMENT

| <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>PROJECTED</b> | <b>PROGRAM EXPENDITURES</b> | <b>FY10<br/>BUDGET</b> |
|------------------------|---------------------------|-----------------------------|------------------------|
| \$600,410              | \$654,730                 | Office of the Mayor         | \$532,360              |
| \$1,627,330            | \$1,827,160               | Executive                   | \$1,841,390            |
| \$1,078,800            | \$1,154,410               | City Council                | \$1,461,370            |
| \$839,395              | \$872,450                 | City Clerk                  | \$887,360              |
| \$1,910,805            | \$1,919,185               | Law Department              | \$1,997,850            |
| \$10,614,315           | \$10,899,320              | Finance                     | \$11,241,155           |
| \$17,886,330           | \$17,981,955              | Employee Benefits           | \$25,209,775           |
| \$940,685              | \$866,590                 | General Services            | \$858,740              |
| \$941,465              | \$906,445                 | Election Commission         | \$799,490              |
| \$675,455              | \$721,405                 | Public Celebrations         | \$760,190              |
| \$0                    | \$0                       | Reserve                     | \$37,500               |
| <u>\$37,114,990</u>    | <u>\$37,803,650</u>       |                             | <u>\$45,627,180</u>    |

| <b>FINANCING PLAN</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------|------------------------|
|-----------------------|------------------------|

|                           |                     |
|---------------------------|---------------------|
| Taxes                     | \$28,551,050        |
| Charges For Services      | \$829,350           |
| Licenses and Permits      | \$42,900            |
| Fines & Forfeits          | \$316,500           |
| Intergovernmental Revenue | \$6,017,380         |
| Miscellaneous Revenue     | \$9,870,000         |
|                           | <u>\$45,627,180</u> |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                |                |
|----------------|----------------|
| \$368,405      | \$360,895      |
| \$157,940      | \$219,040      |
| \$69,665       | \$65,500       |
| <u>\$4,400</u> | <u>\$9,295</u> |
| \$600,410      | \$654,730      |

|                               |                       |
|-------------------------------|-----------------------|
| <b>ADMINISTRATION</b>         | <b>\$426,800</b>      |
| <b>GOVERNMENTAL RELATIONS</b> | <b>\$29,500</b>       |
| <b>CEREMONIAL FUNCTIONS</b>   | <b>\$70,500</b>       |
| <b>COMMUNITY LEADERSHIP</b>   | <b><u>\$5,560</u></b> |
|                               | <b>\$532,360</b>      |

**PURPOSE & OVERVIEW:** The Mayor of Cambridge is the legislative leader of the City. The Mayor chairs the legislative bodies of the City Council and the School Committee. The chief responsibility of the Mayor in leadership of the City Council is to

develop appropriate legislation, orders and regulations that guide City practice in an effort to provide the highest quality of life to all constituents. The Mayor also serves as Chair of the School Committee, as promulgated under Massachusetts Law, and works along with the School Committee members to govern the City schools and direct educational policy.

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 in response to these inquiries is a core philosophy of Mayor Simmons' 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. In addition to providing excellent customer service to our citizenry, visitors and workforce, it is also our mission to provide this level of responsive service to other City leaders, departments and staff we work with in our civil service. The recent results of an anonymous survey conducted by the Mayor's Office at mid-point in her term reflect that we have been successful in our commitment to excellent customer service.

The Mayor and her staff debrief daily with 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 maintains an open door to receive visiting dignitaries and distinguished visitors from near and far – as well as travelling around the country to speak on behalf of important national matters that impact Cambridge at the local level.

**SIGNIFICANT BUDGET MODIFICATIONS:** In FY10, the Office of the Mayor's Budget reflects the transfer of the budget for Aides to the City Council to the City Council Budget.

**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 multi-lingual 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 consistency in service to constituents, with a minimal gap in service during transition. Standard Operating Procedures for the many core functions of the Mayoral Office are among the legacy projects we offer the City and its residents.

**GOVERNMENTAL RELATIONS:** The Mayor and her staff have a diversity of professional backgrounds and experience that allow them to actively participate in and contribute to 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 enhancing their partnership with the Mayoral office and the City of Cambridge. The Mayor 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 Mayors' Association and the Massachusetts Municipal Association; Locally – Mayor Simmons is on the board of the YWCA, the Cambridge Science Festival and the KIDS Council.

**CEREMONIAL FUNCTIONS:** Throughout the year, the Mayor's Office plans and produces 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 and Holiday celebrations, and Senior picnics at MIT and Harvard are among the longstanding traditions. Newer events and functions include the GLBT Pride Brunch, Haitian Flag Day, Eid celebration of Muslim communities, 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 take place in the Mayor's Office. Actively participating in the meeting process, the gathering of professionals to do their work, and the convening of 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 those who are visiting, 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 uses the "town

meeting" style of constituent engagement to provide a forum for community voices and to gather important information that allows 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 which pursue policy discussions about issues which are of concern to our citizens. The Community Leadership Fund is used for printing, mailing and other organizational and public information-related expenses. Also included in this section is funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and several cities around the world.

### **FY10 GOALS:**

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

- Continue to work diligently with the School Committee and student achievement experts on the science/math achievement gap in the Cambridge Public Schools.
- Provide a forum for public discussion and government inclusion through the planning and provision of town 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.
- Continue to provide staff support and leadership and to grow membership, active participation and citywide support for the Mayor's Blue Ribbon Committees, addressing particular constituent or City concerns, including the Committee on Municipal Energy, Urban Mass Green Alliance (UMGA) and the Green Jobs Taskforce.
- Further the important work of the Mayor's Girls Leadership Program and subsequent Boys Leadership events, as well as launching the Mayor's Wellness initiative and the Mayor's Star Customer Service Excellence Program.
- Enhance resources to establish employment opportunities for our youth and "difficult to employ" adults. Develop a dialog, partnerships and action steps toward creation of a green collar workforce, which recognizes new job opportunities that will be created in the areas of environmental quality.
- Facilitate and support the conversations and decisions about the types and kinds 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, Inc. and our Community Development Department's programs.
- Lead our schools, families, parents and the community to work together with 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. The Mayor's staff will continue to identify new and improved ways to support accelerated learning by partnering with not only the School Department but the Public Health Department, Police Department, faith-based organizations, community-based organizations and the business community to re-engage on improving 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.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$500,360</b> |
| Real Estate Taxes                  | \$446,960     |                  |
| Hotel/Motel Excise Tax             | \$53,400      |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$32,000</b>  |
| State Cherry Sheet Revenue         | \$32,000      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$532,360</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$391,730</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$111,130</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$29,500</b>  |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$532,360</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>5</b>    | <b>5</b>    | <b>5</b>    |

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                                   | BUDGET<br>FY10     |
|--------------------|--------------------|-----------------------------------|--------------------|
|                    |                    |                                   |                    |
| \$1,023,735        | \$1,177,860        | <b>LEADERSHIP</b>                 | \$1,208,915        |
| \$355,000          | \$375,000          | <b>TOURISM</b>                    | \$355,000          |
| \$159,580          | \$165,535          | <b>PUBLIC INFORMATION OFFICER</b> | \$162,830          |
| \$89,015           | \$100,530          | <b>AFFIRMATIVE ACTION</b>         | \$104,645          |
|                    |                    | <b>EMPLOYEES' COMMITTEE ON</b>    |                    |
| <u>\$0</u>         | <u>\$8,235</u>     | <b>DIVERSITY</b>                  | <u>\$10,000</u>    |
| <u>\$1,627,330</u> | <u>\$1,827,160</u> |                                   | <u>\$1,841,390</u> |

**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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- The City retained the rare distinction of being one of approximately twenty-four municipalities in the United States with three Triple A ratings from the nation's three major credit rating agencies. These ratings are in conjunction with the City's sale of \$47.4 million in General Obligation bonds, which took place on March 19, 2009. The City received a true interest cost of 3.58%. This low rate reflects the credit markets favorable view of Cambridge as a very secure credit during this time of our nation's economic crisis and fiscal distress of US local governments.
- Responsible for Project Management of many significant new public construction projects, a number of which were dedicated this fiscal year, including the recently completed Robert W. Healy Public Safety Facility and War Memorial Recreation Center. The West Cambridge Youth and Community Center/VFW is scheduled to be completed by mid-year. The Main Library renovation and construction is nearing completion, with an anticipated reopening in fall 2009, and in June 2009 the CRLS phased renovation project will begin.
- Completed construction of the Jill Brown-Rhone Park at Lafayette Square, which included sidewalk, roadway and open space enhancements to this crossroads location between Central and Kendall Squares.
- Construction has begun on the new 34,000 square foot City park on Memorial Drive at Western Avenue, with completion anticipated in late fall 2009 or spring 2010 (weather conditions depending).

- Design was completed and the bid awarded for construction of a fenced off-leash dog run at Danehy Park. Construction is anticipated for spring/summer 2009.
- Construction of the Stream C flood control drainage and habitat improvement project at Fresh Pond Reservation is underway, with completion anticipated in spring 2009. The design and construction costs associated with this restoration project have been partially funded by the Community Preservation Act (CPA) Open Space Fund (\$869,000 of the \$1,309,000 overall project budget).
- Continued work 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).
- Coordinated the Fourth Annual Fresh Pond Stewardship Award in November, recognizing two women with long histories of involvement with and concern for the City's watershed, the environment at Fresh Pond and native flora. The 2008 Award was given to Elizabeth Wylde and Susan Agger for their years of work supporting the educational mission envisioned in the Fresh Pond Master Plan.
- Organized the First Annual Fresh Pond Day in May, to celebrate this remarkable local environmental resource, highlight the ongoing efforts to improve the Reservation lands, celebrate the many sustainable practices and outreach efforts by the Water Department and other City departments and foster expanded community awareness and enjoyment of the City's largest public open space.
- 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. With the latest appropriation for FY09 of \$10.9 million, the City has been able to appropriate/reserve \$83.1 million in CPA funds, of which approximately \$34.8 million was derived from state matching funds.
- Renovations to the CRLS buildings are fully designed and the bid awarded. Construction of this phased project is anticipated to be under way in late 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. The revised 5-year Open Space Plan was completed, which provides support for grant funding of a range of open space efforts 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 Third 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 and May 2009 in locations throughout Cambridge.
- Collaborated with City departments to promote GreenSense, an energy usage awareness campaign to encourage energy efficient practices among City employees in City buildings. Worked with City departments on a variety of "greening up" initiatives to reduce the City's energy consumption throughout its operations. For the first three months of the campaign, October through December 2008 electrical usage was reduced by 10% from the same period in 2007. Certain departments were able to exceed this



achievement, with DPW reducing usage for the period by 17%, the Fire Department by 14% and City Hall offices by 13%.

- 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.
- Cambridge was recognized as the Best Walking City in America for 2008 by the American Podiatric Medical Association and Prevention magazine and was recognized by the Massachusetts Department of Conservation and Recreation for the 16th year in a row as a Tree City USA.
- Worked with the Affordable Housing Trust to: fund production of new home ownership and rental opportunities, including new projects on Temple Street and Pine Street; provide financial backing for the first-time homebuyer Financial Assistance Program; provide funding support for rehabilitation of the city's rental housing stock; preserve the affordability of expiring use properties; and provide policy support for the Inclusionary Zoning Ordinance.
- Organized the 13th Annual Danehy Park Family Day in September 2008. Many City employees generously volunteered their Saturday to help make this event a success. Family Day provides Cambridge residents an opportunity to enjoy free amusement rides, kites, T-shirts and food, experience the arts, learn about public safety, and enjoy the outdoors at our award winning recycled open space facility.
- Solicited and received over 90 nominations for the 15th Annual Outstanding City Employee Awards and presented awards to 12 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.
- Performed a Citizen Survey of city services, to ascertain resident's responses to the many programs, services and public facilities available in Cambridge. Ninety-one percent of respondents rated their "overall quality of life" and "Cambridge as a place to live" as either very good or excellent, with core city services such as police, fire, water and public works also earning high marks.
- 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 City departments and community agencies to develop and implement the digital divide pilot to connect families at Newtowne Court with computers to enable them to access the internet through the City's Wi-Fi and to enable their use of computers for education, employment and other purposes.
- Produced and mailed the *CityView* newsletter to over 48,000 Cambridge households in November and

May, and distributed to over 2000 City employees.

- Produced the *Cambridge Life* magazine & City Resource Guide in September and March.
- Produced the FY08 City of Cambridge Annual Report.
- Posted information on the City's Website home page, [www.cambridgema.gov](http://www.cambridgema.gov), on a daily basis, keeping content fresh and updated. This home page information is also sent out weekly to *Cambridge E-line* subscribers.
- Promoted a new text alert feature that users can sign up for through *Cambridge E-Line*, which enables them to receive messages regarding snow emergency declarations directly on their cell phone.
- Maintained and posted information regularly on the City's intranet site, *Common Ground*, to help keep employees informed.
- Continued to produce the weekly *PIO Update* e-mail newsletter to City employees.
- Provided ongoing support to City departments requesting publicity assistance, website postings and calendar submissions.
- Worked with City departments to continue to improve the online version of the City's Boards and Commissions manual.
- The Affirmative Action Director, in collaboration with the Affirmative Action Advisory Committee and the Personnel Office, assisted City departments with establishing measurable hiring goals for plan years 2010 through 2013.
- Collaborated with the State Human Resources Division and several City departments to promote the Municipal Police Officer and State Trooper exam, launching a recruitment campaign targeting Cambridge residents and under-represented, protected classes.
- Monitored recruitment campaigns and hiring practices with a particular focus on administrator and professional positions (01 & 02).
- Partnered with the Personnel Department in attending diversity job and career fairs.
- The Cambridge Office of Tourism (COT) redesigned and updated *Your Guide to the City*, its most popular printed collateral material. COT made the *Walking Tour of Historic Cambridge* available on the COT website. This self-guided tour is also available as a DVD at the Harvard Coop and in Japanese translation, with more translations to follow.
- COT sponsored the International Conference on LGBT Tourism in Boston and represented Cambridge at the conference.
- COT Director attended the European Incentive Business Travel and Meetings (EIBTM) international trade show in Barcelona and the UK Sales Mission in London, to promote Cambridge meetings, conferences and hotel bookings.
- COT expanded Cambridge's presence through leadership in Greater Boston tourism efforts, which offer

incomparable networking opportunities. COT's Director was re-elected to the Executive Committee of the Greater Boston Convention and Visitors Bureau (GBCVB) Board of Directors, which will enable Cambridge to have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB.

- COT Director participates on the Advisory Board for Partners in Preservation with American Express and the National Trust for Historic Sites, which provides grants for selected historic and cultural sites in Boston/Cambridge. Partnered with Cambridge hotels and restaurants to promote these grants.
- 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.
- The Cambridge Employees' Committee on Diversity continued to provide a variety of educational activities and social events, to recognize and celebrate the diversity of City of Cambridge employees.

**FY10 GOALS**

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

| <b>PERFORMANCE MEASURES</b>                                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of requests tracked in automated complaint system | 845                    | 1,200                  | 750                       | 750                      |
| 2. Number of requests resolved                              | 680                    | 1,100                  | 675                       | 700                      |
| 3. Number of requests outstanding                           | 165                    | 100                    | 75                        | 50                       |

- *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 1,900 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 CRLS Renovation project.*

## **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).

As COT begins its 14th year, it faces the same challenges that everyone in our industry is facing. In an uncertain and unstable economy, tourism is often the first to feel the crunch. While numbers are currently holding steady with the hotel industry, the upcoming months may pose some difficult tests for hoteliers, if future bookings are any indication. Corporate markets continue to cutback on their events and training, medical meetings may be affected by pending legislation restricting spending, and the existing group bookings are not picking up all the rooms they reserve. Restaurants are also confronting the upcoming downturn of corporate functions, leisure tourism and special events and are becoming more creative in their pricing, promotions and marketing. On the whole, there is a pervasive wariness about the upcoming year. COT is looking for ways to partner more creatively with venues to assist in their efforts. This year we will join American Express and the National Trust for Historic Preservation in an exciting promotion that will benefit certain historic sites, restaurants and accommodations.

COT maintains its relationship with the Massachusetts Convention Center Authority (MCCA) and will once again receive grant funding from them. These funds enable us to promote Cambridge hotels, restaurants and attractions to corporate and association meeting planners. COT has managed to incorporate more advertising into our Website in order to generate more income. The tourism office plans to pursue the international meetings

market, which continues to show interest in the United States, with the Euro doing so well. This year COT participated in the European Incentive Business Travel and Meetings (EIBTM) in Barcelona and will participate with the GBCVB in a sales mission to the UK.

The Website ([www.cambridge-usa.org](http://www.cambridge-usa.org)) continues to gain popularity as the downloadable walking tour of historic Cambridge draws a new audience of more tech-savvy viewers. The tour is now available for purchase at the Harvard Coop in an English as well as a Japanese DVD. It can be viewed online under the Mobile Tourism section, or downloaded onto the designated compatible media devices indicated on the Website. The visitor guide and rack brochure are still our strongest print collateral, and both are undergoing a redesign this year. The brand will stay the same but with a more updated, simple look. Both should be completed by the end of this fiscal year.

COT will be one of the sponsors of the GLBT Conference this year when it comes to Boston. This conference draws thousands of gay, lesbian, bisexual and transgender attendees, and we will be one of the primary sponsors.

The Executive Director of the COT served as a board member for SKAL International Boston, an international organization for top executives in the field of travel and tourism. Additionally, she served on the Executive Committee of the GBCVB Board of Directors, Board member for the Cambridge Chamber of Commerce, and on the Advisory Committee for the Partners in Preservation/American Express grant program. 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 Cambridge hotels and the City of Cambridge. This year, the COT was instrumental in encouraging 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 and the Cambridge Science Festival. Additionally, the Assistant Director participates on several community boards and committees, such as the Friends of the Longfellow House and the Taxicab Advisory Committee.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of visitor requests for information via telephone, e-mail, and at information booth | 67,784                 | 72,000                 | 70,000                    | 72,000                   |
| 2. Number of brochures distributed at state visitor centers and area hotels                         | 159,275                | 150,000                | 155,000                   | 160,000                  |
| 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              | 896                    | 500                    | 400                       | 500                      |
| 5. Total number of hits on the Tourism Website  | 3,577,652              | 3,100,000              | 3,600,000                 | 3,700,000                |
| 6. Total number of detailed visits to the Cambridge Tourism Website                                 | 478,604                | 370,000                | 550,000                   | 560,000                  |

- *GOAL 2: Assist hotels in their marketing and sales efforts to attract convention and conference business to Cambridge by promoting partnerships with Boston meeting facilities, including the new Convention Center.*
- *GOAL 3: Continue to identify additional sources of income through grant applications, sponsorships and private sector donations.*

**AFFIRMATIVE ACTION**

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

mediate interpersonal disputes or conflicts with Equal Employment Opportunity implications.

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

The Affirmative Action Director monitors construction contracts in excess of \$100,000 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.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 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  | 28.0%                  | 27.0%                  | 30.4%                     | 27.0%                    |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 3. Percent women in Cambridge workforce                                  | 49.5%                  | 49.5%                  | 49.5%                     | 49.5%                    |
| 4. Percent women employed by the City                                    | 43.0%                  | 49.5%                  | 41.6%                     | 49.5%                    |
| 5. Percent people of color in EEO categories: Officials & Administrators | 16.5%                  | 19.6%                  | 15.2%                     | 19.6%                    |
| 6. Percent people of color in EEO categories: Professionals              | 21.6%                  | 22.5%                  | 20.7%                     | 22.5%                    |
| 7. Percent people of color in EEO categories: Technicians                | 19.7%                  | 27.0%                  | 18.0%                     | 27.0%                    |
| 8. Percent people of color in EEO categories: Protective Services        | 28.8%                  | 27.0%                  | 28.4%                     | 27.0%                    |
| 9. Percent people of color in EEO categories: Paraprofessionals          | 39.0%                  | 27.0%                  | 42.7%                     | 27.0%                    |
| 10. Percent people of color in EEO categories: Administrative support    | 31.0%                  | 27.0%                  | 31.3%                     | 27.0%                    |
| 11. Percent people of color in EEO categories: Skilled craft             | 23.0%                  | 23.3%                  | 21.7%                     | 23.3%                    |
| 12. Percent people of color in EEO categories: Service Maintenance       | 34.0%                  | 27.0%                  | 35.6%                     | 27.0%                    |

- *GOAL 2: Work with departments to determine measurable affirmative action goals for hiring 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of departments met with to set goals  | 24                     | 20                     | 27                        | 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Monitor weekly payroll records for City and State funded construction projects | n/a                    | 100                    | 100                       | 100                      |
| 2. Attend pre-bid construction conferences  | 6                      | 6                      | 10                        | 6                        |
| 3. On-site visits to monitor contract compliance                                  | 50                     | 50                     | 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.

### **FY10 GOALS:**

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

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Develop news releases, Website informational pieces                  | 362                    | 250                    | 290                       | 300                      |
| 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.*

| <b>PERFORMANCE MEASURES</b>                                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Publish PIO Update, weekly E-mail bulletin for employees       | 76                     | 75                     | 86                        | 95                       |
| 2. Post employee related items on the Common Ground Intranet Page | 81                     | 55                     | 90                        | 95                       |

- *GOAL 4: Respond to media inquiries in a timely manner.*
- *GOAL 5: Manage daily flow of information on the front page of City's Website and identify improvements to the main information sections for residents, businesses and visitors. Encourage departments to post information on the City's Website, 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 difference 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 7-10 events promoting diversity in the workforce. This cost center supports activities for these events. Examples of events that the Committee sponsored in FY09 include: Film screenings and discussions of the PBS documentary series, Unnatural Causes, Hidden Face of Globalization, a national labor committee documentary and discussion about working conditions in Bangladesh; How immigration is redefining the black American experience; Grandparents raising grandchildren; the meaning behind Ramadan; Door of No Return drama performance; A call to men, an event committed to ending violence against women; the impact of race on electoral politics; and the art of asian fruit and vegetable carving.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$1,422,525</b> |
| Real Estate Taxes                  | \$570,735     |                    |
| Hotel/Motel Excise Tax             | \$851,790     |                    |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$40,000</b>    |
| Parking Fund Parking Usage         | \$40,000      |                    |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$215,000</b>   |
| Parking Fines                      | \$215,000     |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$163,865</b>   |
| State Cherry Sheet Revenue         | \$163,865     |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$1,841,390</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$1,347,440</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$453,450</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$40,500</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$1,841,390</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>9</b>    | <b>9</b>    | <b>9</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                    |                    |  |  |
|--------------------|--------------------|--|--|
|                    |                    |  |  |
| \$845,320          | \$895,610          |  |  |
| \$197,655          | \$206,725          |  |  |
| <u>\$35,825</u>    | <u>\$52,075</u>    |  |  |
| <u>\$1,078,800</u> | <u>\$1,154,410</u> |  |  |

|                                  |                           |
|----------------------------------|---------------------------|
| <b>POLICY MAKING/LEGISLATION</b> | <b>\$1,185,550</b>        |
| <b>COUNCIL SERVICES</b>          | <b>\$215,965</b>          |
| <b>GOVERNMENTAL RELATIONS</b>    | <b><u>\$59,855</u></b>    |
|                                  | <b><u>\$1,461,370</u></b> |

**PURPOSE & OVERVIEW:** The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. City

Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

**SIGNIFICANT BUDGET MODIFICATIONS:** In FY10, the City Council Budget reflects the transfer of the budget for Aides to the City Council from the Office of Mayor’s Budget.

**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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Facilitated approximately 40 square dedication ceremonies initiated by the City Council.
- Provided staff support to the City Council in goal setting sessions and coordinated the publication of new City Council goals, which are listed below. This process also included development of a mission statement, which is as follows: The City of Cambridge is dedicated to improving the quality of life for everyone in our community in an environment of excellence, while maintaining a strong financial position including awareness of the impact on taxpayers.
- Provided staff support to the building dedications for the Robert W. Healy Public Safety Building and War Memorial Recreation Center.

## **FY10 GOALS**

- *GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city.*
- *GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.*
- *GOAL 3: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*
- *GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.*
- *GOAL 5: Promote a healthy environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.*
- *GOAL 6: Preserve and create affordable housing for low, moderate and middle-income residents including families.*
- *GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$1,447,260</b> |
| Real Estate Taxes                  | \$1,447,260   |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$14,110</b>    |
| State Cherry Sheet Revenue         | \$14,110      |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$1,461,370</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$1,359,615</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$41,900</b>    |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$59,855</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$1,461,370</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>2</b>    | <b>2</b>    | <b>2</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|   |   |
|---|---|
| <p style="text-align: center;"><u>\$839,395</u><br/>\$839,395</p> | <p style="text-align: center;"><u>\$872,450</u><br/>\$872,450</p> |
|---|---|

|  |   |
|--|---|
| <p style="text-align: center;"><b>CITY CLERK</b></p> <p>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 certificates and other vital records 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. The City Clerk's Office faces the dual challenge of preserving original records from Cambridge's municipal beginnings in 1630 and using 21st Century methods and technology to make more information available more quickly to our citizens. Community Preservation Act funding has allowed the Clerk's Office to begin to upgrade our vaults to arrest the damage to 350-year-old vital paper records and to preserve today's vital records into the future. Use of digitized storage and retrieval technology allows us to scan original vital records and produce a certified copy for a customer in less time and with more accuracy than 100 years ago when the City Clerk's Office staff copied the records by fountain pen, and in less time and with less wasted paper than five years ago when the staff made an extra copy of every record and kept the extra copies in notebooks to retrieve and photocopy for certification.</p> <p><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Provided staff support for 16 City Council committees, including the Government Operations Committee as it led the biannual goal-setting process, which featured a well-received "World Cafe" public discussion, and the Human Rights Committee, which undertook an in-depth study of the Harlem Children's Zone, including a workshop with HCZ staff at their Harlem headquarters and a report back forum attended by over 150 persons.</li> <li>• Managed the City Council agenda, which consisted of 2,220 items for calendar year 2008, and published the permanent bound record of the 2006 City Council proceedings.</li> <li>• Utilized Community Preservation Act funds to upgrade the vital records storage vault to meet a higher standard of archival preservation and to add vital records storage space. Architectural schematic drawings for this effort have been received and reviewed.</li> <li>• Initiated refurbishment of the main vault hallway in preparation for the next phase of restoration of the vital records vault and to increase storage in the main vault. Cooperated with DPW staff on the renovations.</li> </ul> | <p style="text-align: center;"><u>\$887,360</u><br/>\$887,360</p> <p><b>PURPOSE &amp; OVERVIEW:</b> As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information.</p> |
|--|---|

- Directed additional resources toward ensuring that owners of businesses with expired business certificates refile. Revenues from business certificate filings increased by 14.8% in 2008 despite an economic downturn.
- Ongoing sustainability accomplishments in FY09 included eliminating paper office copies of vital records through digital storage, increasing double-sided printing of, for example, the City Council agenda, and increasing attention to office closing procedures to conserve energy.

## FY10 GOALS

- **GOAL 1:** *Accurately establish, maintain, correct, index and certify all vital records, business records, and other important City records in a timely manner and provide accessibility to the public.*

| PERFORMANCE MEASURES   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Attested copies of completed and recorded birth and death certificates filed with Registry of Vital Statistics within one month | n/a            | n/a            | 84%               | 92%              |
| 2. Attested copies of completed and recorded marriage certificates filed with the Registry of Vital Statistics within two months   | n/a            | n/a            | 84%               | 92%              |

**Table 1: 2006-2008 Number of Records Recorded**

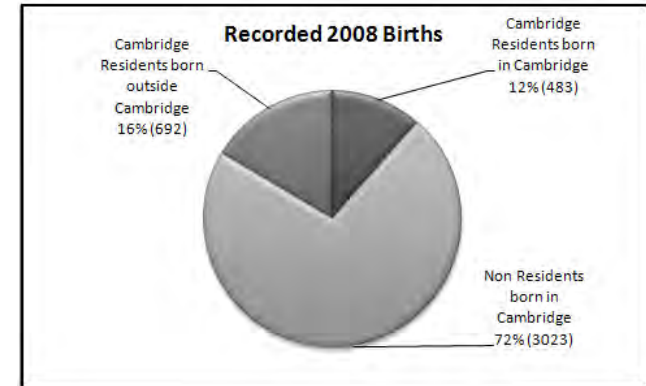
| Number or Records Recorded                                    | 2006  | 2007  | 2008  |
|---|-------|-------|-------|
| Births  | 3,945 | 4,257 | 4,198 |
| Deaths  | 1,042 | 942   | 957   |
| Marriage Intentions   | 1,214 | 1,164 | 1,260 |
| Physicians  | 457   | 20    | 10    |
| Domestic Partnerships   | 37    | 98    | 131   |
| Business Certificates   | 685   | 648   | 744   |
| Corrections and Delayed Records of Births, Death, & Marriages | 281   | 229   | 316   |



**Figure 1: 2006-2008 Business Certificates**



**Figure 2: 2008 Births Recorded in Cambridge**



- GOAL 2:** *Produce City Council agenda for distribution; attend all meetings of the City Council; record all actions taken at the meeting; distribute timely notification of Council actions taken at the meeting; index all items acted upon; and produce and maintain permanent, bound records of City Council proceedings.*

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>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 2007 legislative year (percent completed) | n/a            | 65%            | 65%               | 95%              |
| 4. Permanent bound record produced within 18 months after completion of 2008 legislative year (percent completed) | n/a            | n/a            | n/a               | 50%              |
| 5. Number of updates to the Municipal Code distributed to subscribers   | 1              | 2              | 1                 | 1                |

- *GOAL 3: Improve dissemination of public information and customer service.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. City Council Agenda published accurately on the City's Website 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) | 9                      | 10                     | 5                         | 5                        |

- *GOAL 4: Develop 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Work with the IT Department to utilize digital imaging technology to make additional City Council Agenda material available on the City's Website | 10%                    | 100%                   | 95%                       | 100%                     |
| 2. Vital records vault upgrade   | n/a                    | 50%                    | 50%                       | 75%                      |
| 3. Develop plan for renovation of large main vault   | n/a                    | n/a                    | n/a                       | 50%                      |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$608,410</b> |
| Real Estate Taxes                  | \$608,410     |                  |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$229,650</b> |
| Certified Copies                   | \$200,950     |                  |
| Domestic Partnership               | \$700         |                  |
| Misc Fees (Clerk)                  | \$28,000      |                  |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$30,000</b>  |
| Marriage License                   | \$30,000      |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$19,300</b>  |
| State Cherry Sheet Revenue         | \$19,300      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$887,360</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$826,830</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$56,110</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$4,420</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$887,360</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>10</b>   | <b>10</b>   | <b>10</b>   |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                  |                  |  |  |
|------------------|------------------|--|--|
|                  |                  |  |  |
| \$1,696,670      | \$1,769,185      |  |  |
| <u>\$214,135</u> | <u>\$150,000</u> |  |  |
| \$1,910,805      | \$1,919,185      |  |  |

**LEGAL COUNSEL  
DAMAGES**

**\$1,797,850  
\$200,000  
\$1,997,850**

**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 assistants 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.

**FY09 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 with a Vacancy Recount and on a range of issues in multiple elections; working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development; working extensively with the Co-Chairs of the Ordinance Committee on the Alexandria Petition to rezone a portion of East Cambridge; drafting and reviewing a number of other new ordinances and proposed amendments to existing City Ordinances; contracting issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects; drafting numerous legal instruments related to real estate transactions, large project

development and environmental issues; and working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

**FY10 GOALS:**

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

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of claims filed against City*  | 211                    | -                      | 173                       | -                        |
| 2. Number of written opinions and City Council Order responses issued*   | 33                     | -                      | 27                        | -                        |
| 3. Number of lawsuits filed against City*  | 43                     | -                      | 27                        | -                        |
| 4. Hourly rate for direct internal attorney services (based upon attorney salaries assuming a 37.5 hour work week)                           | \$59.71/hr.            | \$63.02/hr.            | \$63.02/hr.               | \$64.98/hr.              |
| 5. Hourly rate for department legal services (based upon total departmental salaries, assuming a 37.5 hour work week and operating expenses) | \$79.11/hr.            | \$81.35/hr.            | \$81.35/hr.               | \$83.82/hr.              |
| *FY09 projected figures are actuals as of 3/31/09.   |                        |                        |                           |                          |

- *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 compliance with financial disclosure laws and zoning laws.*

| <b>PERFORMANCE MEASURES</b>                                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Training sessions conducted                                   | 4                      | 4                      | 4                         | 4                        |
| 2. Employees and members of boards and commissions in attendance | 35                     | 40                     | 60                        | 40                       |

■ GOAL 2: (continued)

| PERFORMANCE MEASURES                               | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 3. Departments and boards and commissions affected | 5              | 6              | 40                | 6                |

| FINANCING PLAN                     | DETAIL      | SUMMARY            |
|------------------------------------|-------------|--------------------|
| <b>TAXES</b>                       |             | <b>\$1,847,850</b> |
| Real Estate Taxes                  | \$1,847,850 |                    |
| <b>LICENSES AND PERMITS</b>        |             | <b>\$2,500</b>     |
| Street Obstruction Permits         | \$2,500     |                    |
| <b>FINES &amp; FORFEITS</b>        |             | <b>\$97,500</b>    |
| Parking Fines                      | \$97,500    |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |             | <b>\$50,000</b>    |
| State Cherry Sheet Revenue         | \$50,000    |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |             | <b>\$1,997,850</b> |

| STATUTORY ANALYSIS                      | SUMMARY            |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$1,278,950</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$509,225</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$209,675</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$1,997,850</b> |

| FULL TIME BUDGETED EMPLOYEES | FY08 | FY09 | FY10 |
|------------------------------|------|------|------|
|                              | 11   | 11   | 11   |

| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |                               | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|-------------------------------|------------------------|
| \$477,690              | \$497,790                 | <b>ADMINISTRATION</b>         | \$526,915              |
| \$408,050              | \$407,925                 | <b>BUDGET</b>                 | \$409,305              |
| \$1,645,900            | \$1,686,495               | <b>PERSONNEL</b>              | \$1,718,215            |
| \$2,095,715            | \$2,036,385               | <b>ASSESSORS</b>              | \$2,021,230            |
| \$675,845              | \$711,015                 | <b>PURCHASING</b>             | \$645,355              |
| \$747,355              | \$743,590                 | <b>AUDITING</b>               | \$790,955              |
| \$861,450              | \$953,930                 | <b>REVENUE</b>                | \$993,980              |
| \$591,920              | \$574,840                 | <b>TREASURY</b>               | \$618,800              |
|                        |                           | <b>INFORMATION TECHNOLOGY</b> |                        |
|                        |                           | <b>DEPARTMENT</b>             |                        |
| <u>\$3,110,390</u>     | <u>\$3,287,350</u>        |                               | <u>\$3,516,400</u>     |
| \$10,614,315           | \$10,899,320              |                               | \$11,241,155           |

**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 FY10 Finance Department Budget includes significant changes to the following divisions: Personnel- Reduction of a vacant Manager of Employment Services position plus a \$20,000 decrease in advertising. Information Technology - \$100,000 increase in Other Ordinary Maintenance accounts to cover Voice over Internet Protocol (VoIP) maintenance and support costs and the addition of a VoIP Engineer position to manage the implementation of VoIP systems.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- 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.
- The Other Post Employment Benefits (OPEB) Steering Committee continues to oversee the implementation of GASB 45, which was included in the June 30, 2008 Comprehensive Annual Financial Report. Also, the Steering Committee evaluated and granted the bid for actuarial services to update the OPEB valuation as of December 31, 2008.
- Continued to manage the City Scholarship program. During FY09, the Finance Department continued to collaborate with CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. In 2009, there were 183 City of Cambridge Scholarship application submissions. The City awarded scholarships to 32 recipients this past spring. The Department also hosted an award event and reception to recognize each scholarship recipient individually.
- The Investment Oversight Committee continued to review cash investments on a quarterly basis. It monitored cash balances to ensure that cash was invested with safety and diversification taking priority over the best rates, due to the instability of the banking and investment sector during Fiscal Year 2009.

- 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.
- Prepared all documents for \$47,385,000 Bond Sale held on March 19, 2009. This issue financed such capital projects as the Main Library, Sewer Reconstruction Projects, the CRLS Renovation Project, building renovations and the Radio System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.58%.
- Participated in the Health Care Task Force established by the City Manager, which reviewed health plan costs and opportunities to provide employees with wellness initiatives. This resulted in a recommendation to increase employee reimbursements for weight loss and fitness memberships, as well as achieving \$500,000 in budget savings due to changes in plan design.
- Continued to coordinate the development of formal investment, debt service and reserve policies. This, coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City as "strong." An FMA of "strong" indicates that practices are strong, well embedded and likely sustainable.
- Organized meetings with major City departments and the City Manager to develop FY10 budget savings strategies as well as to review available capital budget balances for reallocation to current and future projects.
- Assisted in the development of the City's second Project Funding Agreement with the Massachusetts School Building Authority for the CRLS Project, which yielded a \$28 million reimbursement to the City.
- Received, for the 24th consecutive year, the Government Finance Officers Association (GFOA) Award for excellence in preparation of the FY09 Operating and Capital budgets.
- Coordinated on-site Microsoft Office 2007 computer training to assist over 600 employees at the time of software conversion.
- Redesigned and delivered "Preventing Sexual Harassment at the Workplace" training workshops to over 150 City employees.
- Reached multi-year collective bargaining agreements with Teamsters, Area Trades Council, IWWA and UAW/Childcare and Police Public Safety Units, thus ensuring continuity of services.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2009 entry level police officer exam, with particular efforts to maximize local participation in the civil service examination.
- Expanded recruitment sources to include online career sites, targeted professional networks, and college employment web centers and other new media, resulting in significant savings to the City.
- Developed and began implementation of several wellness initiatives in conjunction with health insurance vendors.
- Continued with Inspectional Services' interior building inspection program to improve existing data



integrity and capture new growth from building improvements, which resulted in \$726,646,990 in new growth of assessed value from real and personal property generating \$8,752,388 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 assure 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.
- 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 Department of Revenue Certification of real and personal property valuation process.
- Successfully defended numerous tax appeals before the Massachusetts Appellate Tax Board.
- Worked with the Registry of Deeds to speed up the process of updating property transfer data to ensure tax billing of new owners is completed in a timely manner.
- Implemented a field audit of personal property accounts to ensure proper recording of business assets for assessment purposes.
- Successfully bid, awarded and executed a contract for CRLS renovations.
- Successfully bid and awarded a new 5 year lease for the Harvard Square Kiosk.
- Successfully bid out the furnishings for the new Main Library, the Robert W. Healy Public Safety Facility, the West Cambridge Youth and Community Center/VFW.
- Continued to improve the Purchasing Website to allow bid documents to be downloaded by vendors, resulting in a substantial savings in the cost of postage and paper. Vendors can now access bid results on the Web.
- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Participated in "Business Links," an event that connects small local businesses with large businesses, City Departments and State agencies to learn how to do business with these entities.
- 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.
- Strategically expanded the City's role in School Department 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, vehicles and the bike share program.

- Continued to collaborate with the Information Technology Department to create standards for online credit card payments and to develop a review process for expanding the number of City programs which accept credit card payments.
- Expanded remote electronic deposit of checks to more departments, which has resulted more timely deposit of funds.
- Completed the design and installation of fiber and Voice over Internet Protocol (VoIP) networks at the Robert W. Healy Public Safety building and the new Main Library.
- Assisted in the design and implementation of wireless connectivity at Newtowne Court.
- Implemented online street occupancy permit application and payment, and resident parking permit renewal and payment.
- Implemented online payment for utility billing system.
- Implemented a citywide municipal ticketing system.
- Completed E-Line enhancements, including expanded alert system and text messaging.
- Designed new Websites for the Department of Public Works and Cambridge Public Library.
- Created new Parks GIS Cityviewer for the Community Development Department, Infrastructure viewers for the Department of Public Works and Water Departments, and a Citywide construction projects viewer. All viewers are available to the public.
- Completed a full review for the U.S. Census 2010 Participant Statistical Area Program (PSAP) with CDD. This information will aid the U.S. Census in delineating accurate census tracts and boundaries for the upcoming 2010 Census.
- Designed VoIP for new Main Library and new CRLS.

| <b>FINANCING PLAN</b>                 | <b>DETAIL</b> | <b>SUMMARY</b>      |
|---------------------------------------|---------------|---------------------|
| <b>TAXES</b>                          |               | <b>\$7,256,570</b>  |
| Real Estate Taxes                     | (\$5,757,850) |                     |
| Motor Vehicle Excise Tax              | \$6,065,610   |                     |
| Hotel/Motel Excise Tax                | \$4,648,810   |                     |
| Corporation Excise Tax                | \$1,700,000   |                     |
| Penalties and Delinquent Interest     | \$600,000     |                     |
| <b>CHARGES FOR SERVICES</b>           |               | <b>\$558,950</b>    |
| Water Usage Charge                    | \$225,000     |                     |
| Parking Fund Parking Usage            | \$23,950      |                     |
| Sewer Service Charge                  | \$225,000     |                     |
| Municipal Lien Certificates           | \$85,000      |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>      |               | <b>\$605,635</b>    |
| State Cherry Sheet Revenue            | \$426,465     |                     |
| Cherry Sheet-Loss of Taxes Abatements | \$179,170     |                     |
| <b>MISCELLANEOUS REVENUE</b>          |               | <b>\$2,820,000</b>  |
| Interest Earnings                     | \$2,820,000   |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b>    |               | <b>\$11,241,155</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$8,312,075</b>  |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$2,643,010</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$223,270</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$62,800</b>     |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$11,241,155</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>83</b>   | <b>83</b>   | <b>80</b>   |

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

\$252,755  
\$224,935  
 \$477,690

\$267,790  
\$230,000  
 \$497,790

**LEADERSHIP  
INDEPENDENT AUDIT**

\$270,915  
\$256,000  
 \$526,915

**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, and 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.

**FY10 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 Website 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.*

| <b>PERFORMANCE MEASURES</b>         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Amount of donations received     | \$118,000              | \$110,000              | \$120,000                 | \$110,000                |
| 2. Number of donations received     | 1,510                  | 1,500                  | 1,600                     | 1,500                    |
| 3. Number of applications received  | 183                    | 230                    | 201                       | 220                      |
| 4. Number of scholarship recipients | 32                     | 30                     | 30                        | 30                       |

- *GOAL 3: Provide quality information to the public via the Finance Department's Website, 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: Participate on the Health Care Cost Task Force to review City efforts to control cost increases in health plans.*
- *GOAL 8: Develop and lead a municipal finance training program for City employees.*
- *GOAL 9: 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 10: 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.*

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Budget**

\$408,050  
\$408,050

\$407,925  
\$407,925

**BUDGET**

\$409,305  
\$409,305

**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 property tax, water and sewer rates, CPA analyses, capital and grant reconciliations, arbitrage monitoring, 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.

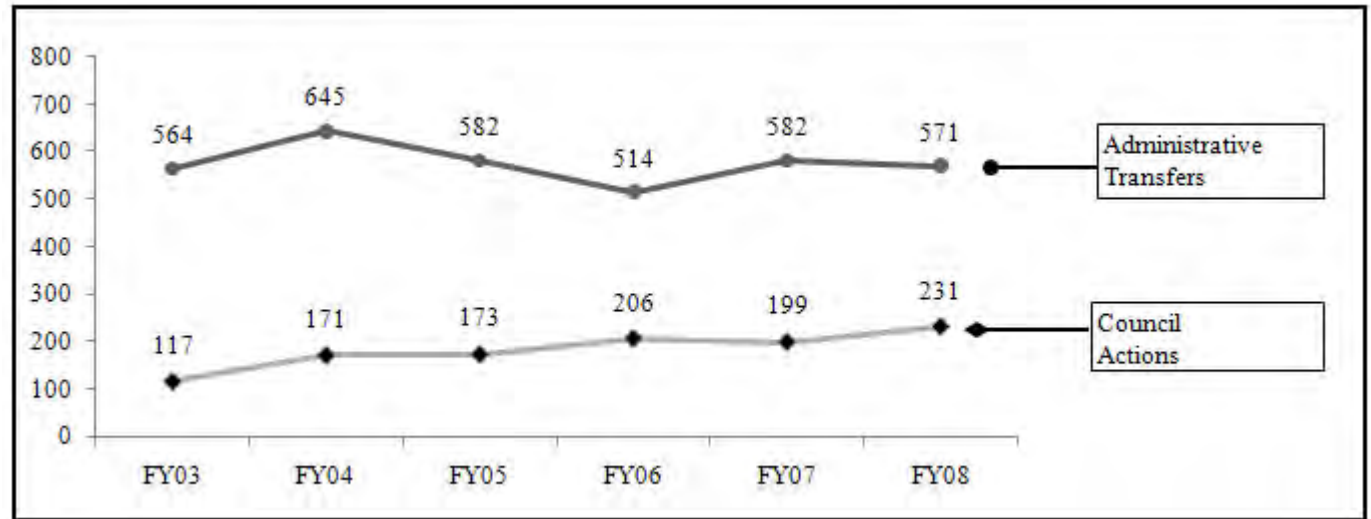
**FY10 GOALS:**

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

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Average number of meetings/reviews per department while developing the annual budget | 11                     | 11                     | 13                        | 13                       |
| 2. Number of citywide training classes for online Fiscal Year Budget Systems            | 5                      | 3                      | 3                         | 3                        |
| 3. Date budget submitted to Council   | 04/28/2008             | 04/27/2009             | 04/27/2009                | 04/26/2010               |

**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 prepare documentation to enable 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   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>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 | \$69.9M        | \$36.3M        | \$47.4M           | \$66.6M          |
| 2. Number of individual communications with departments to review grant and capital project balances   | 6              | 12             | 7                 | 8                |

- **GOAL 3:** *Provide training for City departments and individual employees on inquiry and reporting functions of PeopleSoft Financial System, in order to enhance the capacity of departments to manage their budgets.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of PeopleSoft training classes conducted citywide                         | 3                      | 4                      | 2                         | 2                        |
| 2. Number of PeopleSoft training classes conducted for individual departments       | 2                      | 2                      | 2                         | 2                        |
| 3. Total number of City employees receiving training on PeopleSoft Financial System | 42                     | 42                     | 20                        | 20                       |

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

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of online systems, policies/procedures and other informational documents for departments posted on the City's Intranet site | 9                      | 10                     | 10                        | 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.*



|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Personnel**

|                    |                    |
|--------------------|--------------------|
| \$1,200,295        | \$1,201,695        |
| \$276,070          | \$296,500          |
| <u>\$169,535</u>   | <u>\$188,300</u>   |
| <b>\$1,645,900</b> | <b>\$1,686,495</b> |

|                          |                         |
|--------------------------|-------------------------|
| <b>ADMINISTRATION</b>    | <b>\$1,215,595</b>      |
| <b>INSURANCE</b>         | <b>\$315,620</b>        |
| <b>EMPLOYEE BENEFITS</b> | <b><u>\$187,000</u></b> |
|                          | <b>\$1,718,215</b>      |

**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.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Participate in outreach events and activities, such as career fairs, mailings, community group meetings and Civil Service exam preparation | 28                     | 25                     | 25                        | 25                       |
| 2. Total applicants, all positions  | 3,020                  | 4,000                  | 4,500                     | 4,500                    |
| 3. Total job postings   | 123                    | 125                    | 125                       | 125                      |
| 4. Implement online application system for professional positions   | n/a                    | n/a                    | 10%                       | 100%                     |

- *GOAL 2: Assist the City Manager, Affirmative Action Director and departments in meeting the goal of building a City workforce which is representative of the diversity within the City of Cambridge. Assist departments in making appropriate and effective hiring decisions to ensure qualified employees.*

| <b>PERFORMANCE MEASURES</b>                         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percent of new hires who are Cambridge residents | 85%                    | 80%                    | 80%                       | 80%                      |

■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 2. Cambridge residents submitting applications or resumes (excluding Labor Service)   | 837                    | 900                    | 900                       | 900                      |
| 3. Voluntarily self-identified people in racially protected groups submitting applications or resumes (excluding Labor Service) | 193                    | 300                    | 300                       | 300                      |
| 4. Voluntarily self-identified women submitting applications or resumes (excluding Labor Service)                               | 214                    | 275                    | 275                       | 275                      |

■ *GOAL 3: Provide learning and professional development opportunities to all employees through internal and external training activities and through the Tuition Reimbursement program.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total attendance at all training events (includes internal workshops and external programs paid through Personnel budget)                             | 1,034                  | 800                    | 900                       | 800                      |
| 2. Percentage of participants rating internal workshops, consultations, training solutions, facilitations and events “very useful” or “extremely useful” | 93%                    | 80%                    | 80%                       | 80%                      |
| 3. Provide and/or participate in providing diversity and sexual harassment training events and activities (number of events/activities)                  | 12                     | 12                     | 12                        | 18                       |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 4. No. of courses, consultations, facilitations, training sessions and workshops offered in management development, performance management, change management, general skills development, business skills, technical skills, mentoring, career development, customer service, health, safety and lifestyles* | 170                    | 90                     | 145                       | 90                       |
| 5. Employees receiving tuition assistance or funding for professional conference attendance<br>*FY09 Projected is higher than FY09 Budget due to classes held to facilitate the conversion to Outlook 2007.   | 66                     | 75                     | 75                        | 75                       |

■ *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. City collective bargaining agreements settled in the fiscal year          | 4                      | 5                      | 5                         | 3                        |
| 2. City collective bargaining agreements unsettled one year after expiration | 0                      | 0                      | 0                         | 0                        |
| 3. City grievances reaching third step                                       | 44                     | 30                     | 15                        | 30                       |
| 4. City grievances resolved by arbitration                                   | 6                      | 5                      | 3                         | 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; participate on health care cost task force to review City efforts to control cost increases in our health plans; increase participation of Medicare eligible retirees in HMOs.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of Medicare eligible retirees in HMOs  | 57%                    | 58%                    | 59%                       | 60%                      |
| 2. Cost per contract (employees and retirees)  | 8,801                  | 10,313                 | 10,313                    | 10,816                   |
| 3. Provide or participate in providing wellness training events and activities (number of events/activities) | 8                      | 8                      | 10                        | 10                       |

- **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.*

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Assessors**

\$2,095,715  
\$2,095,715

\$2,036,385  
\$2,036,385

**ASSESSORS**

\$2,021,230  
\$2,021,230

**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 23,200 taxable and 989 exempt real properties and 2,773 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.

- *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.*

| <b>PERFORMANCE MEASURES</b>                             | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. 1, 2 & 3 family houses with attempted inspections    | 2,200                  | 3,500                  | 3,000                     | 3,000                    |
| 2. 1, 2 & 3 family houses with interior inspections     | 740                    | 1,200                  | 900                       | 1,000                    |
| 3. Interior apartment building inspections attempted    | 75                     | 100                    | 100                       | 100                      |
| 4. Interior apartment building inspections accomplished | 75                     | 75                     | 75                        | 75                       |
| 5. Condominium unit inspections attempted               | 3,900                  | 4,000                  | 4,200                     | 4,000                    |
| 6. Condominium unit inspections accomplished            | 2,150                  | 2,000                  | 2,000                     | 2,000                    |
| 7. Commercial buildings inspected                       | 538                    | 500                    | 500                       | 200                      |
| 8. Tax Exempt properties inspected                      | 175                    | 200                    | 200                       | 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.*

| <b>PERFORMANCE MEASURES</b>                            | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Deeds processed                                     | 2,368                  | 3,000                  | 2,400                     | 2,400                    |
| 2. Residential sales verification mailers              | 1,670                  | 2,000                  | 1,500                     | 1,500                    |
| 3. Commercial sales verification mailers               | 135                    | 100                    | 170                       | 170                      |
| 4. Apartment building Income & Expense requests mailed | 1,200                  | 1,200                  | 1,200                     | 1,200                    |
| 5. Commercial Income & Expense requests mailed         | 1,085                  | 1,115                  | 1,115                     | 1,150                    |

- **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 2008 are valued and billed for FY10.*

| <b>PERFORMANCE MEASURES</b>          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Existing accounts inspected       | 920                    | 850                    | 850                       | 1,000                    |
| 2. New accounts listed and inspected | 356                    | 250                    | 250                       | 250                      |

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

| <b>PERFORMANCE MEASURES</b>                     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Residential overvaluation applications filed | 271                    | 350                    | 245                       | 250                      |
| 2. Commercial overvaluation applications filed  | 190                    | 200                    | 165                       | 175                      |

■ *GOAL 4: (continued)*

| <b>PERFORMANCE MEASURES</b>                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Statutory & Residential Exemption applications | 545                    | 550                    | 622                       | 622                      |
| 4. Motor vehicle excise applications              | 3,252                  | 2,500                  | 2,500                     | 2,500                    |
| 5. Personal property applications                 | 43                     | 50                     | 44                        | 60                       |

■ *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 Website, 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Taxpayer assistance/general property valuation information workshops annually | 10                     | 10                     | 10                        | 10                       |
| 2. Taxpayers attending workshops   | 200                    | 200                    | 150                       | 150                      |

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

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Purchasing**

\$675,845  
\$675,845

\$711,015  
\$711,015

**PURCHASING**

\$645,355  
\$645,355

**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.

**FY10 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.*

|                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>      |                        |                        |                           |                          |
| 1. Formal bids                   | 70                     | 94                     | 94                        | 90                       |
| 2. Informal bids/quotes          | 68                     | 75                     | 75                        | 72                       |
| 3. Construction bids             | 45                     | 56                     | 56                        | 45                       |
| 4. Request-for-Proposals (RFP's) | 8                      | 9                      | 9                         | 2                        |
| 5. Purchase orders issued        | 13,398                 | 12,750                 | 12,750                    | 12,840                   |

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

|  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>  |                        |                        |                           |                          |
| 1. Environmentally preferred purchases made from available categories      | 88%                    | 90%                    | 90%                       | 92%                      |
| 2. Percent of paper purchased that has 30% post-consumer content or higher | 100%                   | 100%                   | 100%                      | 100%                     |



■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 3. Light bulbs, florescent tubes and ballasts purchased that are energy efficient      | 97%                    | 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%                       | 97%                      |

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

| <b>PERFORMANCE MEASURES</b>             | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Purchase orders issued within 2 days | 95%                    | 95%                    | 95%                       | 96%                      |

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

| <b>PERFORMANCE MEASURES</b>       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Timely mailing of notices of bid expiration to affected departments | 99%                    | 99%                    | 99%                       | 99%                      |

- *GOAL 6: Notify vendors via a postcard that bid documents are available to download off of the Purchasing Website thereby saving postage and paper in not mailing out the bid documents.*
- *GOAL 7: Collaborate with other Finance Department divisions to close inactive purchase orders by year-end to facilitate a smooth end-of-year close-out and minimize the number of purchase orders carried over into the new year.*

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**FINANCE  
-Auditing**

|            |                  |
|------------|------------------|
| \$747,355  | \$464,500        |
| <u>\$0</u> | <u>\$279,090</u> |
| \$747,355  | \$743,590        |

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

**\$395,075  
\$395,880  
\$790,955**

**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 was divided into two divisions to better highlight the functions of the Department. These divisions are Administration/Accounts Payable and Financial Reporting/Controls.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- In collaboration with the Treasury Department, the implementation of the Electronic Funds Transfer payment option was completed and almost 20% of our vendors have enrolled in the PayMode program. This payment method will reduce payment and processing costs, help the City to provide a more efficient business process and support the evolving demands of electronic commerce.
- Contracted actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2009 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2009.
- Continued to satisfy requirements of Governmental Accounting Standards Board (GASB) Statement 40, disclosing deposit and investment risk.
- Continued to assist with internal and external requests for Accounts Payable information and vendor inquiries.
- Completed all Massachusetts Department of Revenue required reports.
- Assisted with preparation of the City's Comprehensive Annual Financial Report (CAFR).
- Worked with the Community Development Department to maintain and monitor the financial requirements for various affordable housing programs and the leadsafe program.
- Continued to provide basic training for other departments in procedures related to PeopleSoft accounting/bill paying functions.
- Prepared the City's annual financial statements entirely in-house, including the requirements of GASB Statement 34, which is available on the City's Website for easy public access to the financial status of the City.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>                | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of accounting adjustments        | 1,625                  | 1,800                  | 1,600                     | 1,600                    |
| 2. Percent posted within one day           | 90%                    | 90%                    | 90%                       | 90%                      |
| 3. Purchase orders processed*              | 21,299                 | 21,000                 | 21,000                    | 21,000                   |
| *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.*

| <b>PERFORMANCE MEASURES</b>      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of invoices processed  | 61,368                 | 62,000                 | 62,000                    | 62,000                   |
| 2. Percent posted within one day | 85%                    | 85%                    | 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).*

| <b>PERFORMANCE MEASURES</b>                              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Days to prepare Comprehensive Annual Financial Report | 180                    | 180                    | 180                       | 180                      |
| 2. Days to prepare Schedule A                            | 120                    | 120                    | 240                       | 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 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.*

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Revenue**

\$861,450  
\$861,450

\$953,930  
\$953,930

**REVENUE**

\$993,980  
\$993,980

**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 \$402 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.

**FY10 GOALS:**

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

| <b>PERFORMANCE MEASURES</b>                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percent of real estate levy collected         | 99%                    | 99%                    | 99%                       | 99%                      |
| 2. Percent of personal property levy collected   | 96%                    | 99%                    | 99%                       | 99%                      |
| 3. Percent of motor vehicle excise tax collected | 90%                    | 90%                    | 90%                       | 90%                      |
| 4. Percent of water/sewer bills collected        | 98%                    | 98%                    | 95%                       | 95%                      |

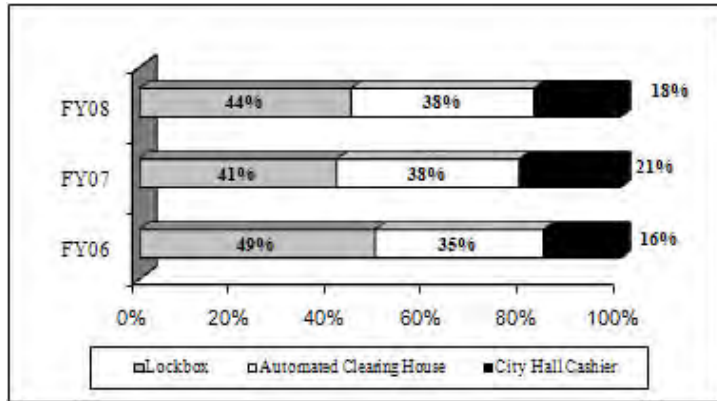
- *GOAL 2: Coordinate with the Assessing Department to ensure that real estate and personal property tax bills are mailed to the property owner's most current mailing address.*

- *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.*

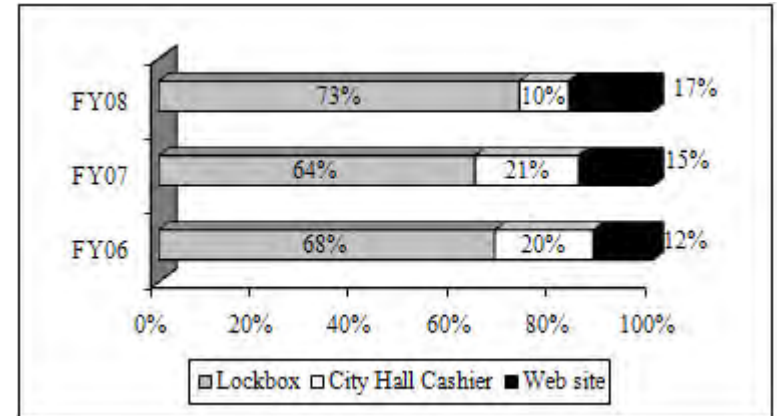
| <b>PERFORMANCE MEASURES</b>                    | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of demands issued                    | 2,039                  | 2,000                  | 2,000                     | 2,000                    |
| 2. Number of accounts transferred to tax title | 218                    | 200                    | 150                       | 150                      |

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

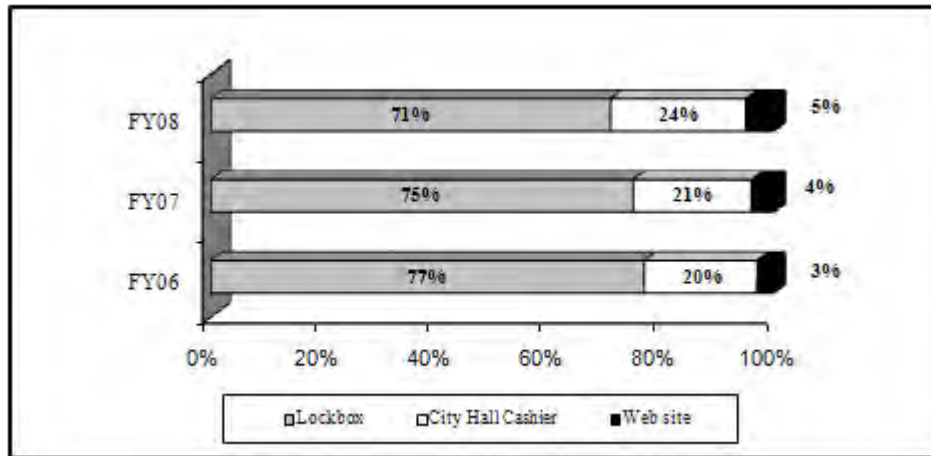
**Figure 1: Real Estate Bills by Payment Type**



**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.

**Website** – 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of additional letters sent to taxpayers who have a lien on their property and are therefore in Tax Title  | 45                     | 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 | 90                     | 150                    | 150                       | 100                      |

- *GOAL 6: Issue correct municipal lien certificates within 10 business days of request.*

| <b>PERFORMANCE MEASURES</b>           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Municipal lien certificates issued | 2,364                  | 2,000                  | 2,000                     | 2,000                    |

- *GOAL 7: Monitor and continue using DocStar, an electronic document filing and storage system, to store important documents.*

- *GOAL 8: 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.*

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of trainings held | 4                      | 6                      | 3                         | 3                        |

- *GOAL 9: Coordinate with the Auditing, Information Technology and Purchasing Departments on the efficient and timely upgrade of the People Soft Financial system to 9.0.*



|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**FINANCE  
-Treasury**

\$325,245  
\$266,675  
 \$591,920

\$292,985  
\$281,855  
 \$574,840

**CASH MANAGEMENT  
PAYROLL MANAGEMENT**

\$323,465  
\$295,335  
 \$618,800

**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; purchasing MBTA passes; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,750 W2's.

**FY10 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.*

|                                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>           |                        |                        |                           |                          |
| 1. Number of individual loan payments | 32                     | 40                     | 32                        | 32                       |

- *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.*

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total payments issued    | n/a                    | 32,000                 | 28000                     | 28,000                   |
| 2. % paper checks issued    | n/a                    | 75%                    | 80%                       | 75%                      |
| 3. % EFT payments issued    | n/a                    | 25%                    | 20%                       | 25%                      |

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

| <b>PERFORMANCE MEASURES</b>                                   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of remote electronic deposits being used      | 2                      | 5                      | 5                         | 6                        |
| 2. Total number of departments accepting credit card payments | 2                      | 4                      | 3                         | 4                        |

- *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.*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of payroll checks issued | 164,207                | 170,000                | 165,000                   | 165,000                  |
| 2. Number of W2's issued           | 5,754                  | 5,800                  | 5,790                     | 5,800                    |
| 3. Number of 1099s issued          | 479                    | 500                    | 619                       | 600                      |

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

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of updates tested | 6                      | 6                      | 6                         | 6                        |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**FINANCE  
-Information Technology Department**

\$3,110,390  
\$3,110,390

\$3,287,350  
\$3,287,350

**INFORMATION TECHNOLOGY  
DEPARTMENT**

\$3,516,400  
\$3,516,400

**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 Website, 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 a technical consultant to all City departments and provides desktop, network and systems management services. ITD strives to innovate with new technology such as Voice over Internet Protocol (VoIP), Wireless Fidelity (WiFi) and Worldwide Interoperability for Microwave Access (WiMax).

**FY10 GOALS:**

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

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of user support requests completed by ITD only  | 2,750          | 3,000          | 3,000             | 3,000            |
| 2. Complete departmental requests for application changes within agreed time  | 99%            | 99%            | 99%               | 99%              |
| 3. 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              | 2              | 2                 | 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of GIS User Group meetings  | 4                      | 4                      | 4                         | 4                        |
| 2. Number of GIS Training classes and workshops   | 10                     | 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   | 4                      | 4                      | 4                         | 4                        |
| 5. Conduct a Citywide flyover photographing 6.5 sq mi area of Cambridge to develop basemap and update orthophotos | n/a                    | 100%                   | 25%                       | 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 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 CRLS renovation project | n/a                    | n/a                    | 10%                       | 50%                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Key departments transitioned to the Website template and Content Management System (CMS) | 4                      | 4                      | 4                         | 4                        |
| 2. Implement new CMS system into production   | n/a                    | n/a                    | 25%                       | 100%                     |
| 3. Transition existing City web content to the new CMS                                      | n/a                    | n/a                    | 25%                       | 45%                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of desktop upgrades  | 250                    | 250                    | 250                       | 250                      |
| 2. Number of new PC's installed  | 150                    | 150                    | 150                       | 150                      |
| 3. Number of ITD classes conducted on Content Management, Microsoft applications and PeopleSoft*<br>*FY09 actuals include classes held to facilitate the conversion to Outlook 2007. | 75                     | 50                     | 130                       | 75                       |

- *GOAL 6: Provide citizens with greater access to government services through the Web.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Implement Permit and License pay online for departments other than Traffic | 30%                    | 75%                    | 40%                       | 75%                      |
| 2. Develop an Intradepartmental Ticket system                                 | 50%                    | 85%                    | 85%                       | 95%                      |

■ *GOAL 6: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Implement a Departmental Invoicing System  | n/a                    | n/a                    | 0%                        | 50%                      |
| 4. Increase awareness and usage of the E-Line program and measure growth by number of users                                     | 4,000                  | 4,500                  | 5,000                     | 6,500                    |
| 5. Integrate additional departments' participation in the Cambridge E-Line (e-mail notification) service for the general public | 3                      | 2                      | 2                         | 2                        |

■ *GOAL 7: Design and implement VoIP service for new construction buildings in the City.*

| <b>PERFORMANCE MEASURES</b>                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Design and implement VoIP for new Main Library            | n/a                    | n/a                    | 80%                       | 100%                     |
| 2. Design and implement VoIP for the CRLS renovation project | n/a                    | n/a                    | 10%                       | 25%                      |

■ *GOAL 8: Evaluate appropriate departments for continued roll out of VoIP.*

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**EMPLOYEE BENEFITS  
-Summary**

\$15,414,740  
 \$2,356,070  
\$115,520  
 \$17,886,330

\$15,130,075  
 \$2,654,260  
\$197,620  
 \$17,981,955

**PENSIONS \$20,049,620**  
**INSURANCE \$2,518,085**  
**COLLECTIVE BARGAINING \$2,642,070**  
**\$25,209,775**

**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 decreased from its FY09 budgeted level of \$27,313,460 to \$25,209,775 in FY10. The primary reason for this 7.7% decrease is a \$2,035,050 decrease in the collective bargaining portion of this budget, resulting from fewer unsettled collective bargaining unit contracts and a lower estimated cost-of-living-allowance (COLA) for FY10.

**HEALTH COSTS INCREASE**

Health costs for active employees have increased \$9,798,055, or 34.4%, from FY06 to FY10. Of this amount, \$5,303,649, or 16.1%, is attributable to the increase from FY09 projected costs to FY10 budgeted amounts and reflects increases in health care costs currently taking place in the Commonwealth.

|                    | FY06<br>Actual    | FY07<br>Actual    | FY08<br>Actual    | FY09<br>Budget    | FY09<br>Projected | FY10<br>Budget    | Variance<br>FY06-10 |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Blue Cross / Medex | 18,867,479        | 20,334,228        | 20,625,357        | 25,704,475        | 21,398,931        | 25,889,229        | 7,021,750           |
| Harvard Pilgrim    | 5,814,158         | 6,245,589         | 5,683,303         | 6,624,243         | 6,518,790         | 6,685,582         | 871,424             |
| Tufts              | 3,825,323         | 4,071,468         | 5,296,440         | 4,997,654         | 5,083,645         | 5,730,204         | 1,904,881           |
| <b>TOTAL</b>       | <b>28,506,960</b> | <b>30,651,285</b> | <b>31,605,100</b> | <b>37,326,372</b> | <b>33,001,366</b> | <b>38,305,015</b> | <b>9,798,055</b>    |

Only active employees' costs are included in the chart above. When the \$13,217,052 budgeted for retirees' health costs and other medical costs in FY10 are included, the total budget increases to \$51,522,067. Overall, health insurance costs are projected to increase by \$5,365,556, or 11.9%, over FY09 total projected costs of \$45,156,511.

**PENSION COSTS INCREASE BY 3% FOR FY10**

The chart below shows a comparison of pension costs for the various components of the Cambridge Retirement System for FY09 Projected and FY10 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 the FY09 City allotment. The amortization of these liabilities was completed in FY09, so it is not necessary to include funds for this purpose in the FY10 Budget. City contributions include an additional \$200,000 appropriated in FY09 and FY10 in accordance with the revised funding schedule, which is projected to fully fund the City's unfunded actuarial liability by 2013. However, it is expected that this date will be extended based on the actuarial study as of January 1, 2010 which will be completed in April, 2010.

|                                   | FY09 Projected    | FY10 Budget       | Variance       |
|-----------------------------------|-------------------|-------------------|----------------|
| City                              | 17,656,754        | 18,130,369        | 473,615        |
| Cambridge Health Alliance         | 4,729,801         | 4,871,695         | 141,894        |
| Schools                           | 2,979,131         | 3,068,505         | 89,374         |
| Water                             | 504,000           | 567,045           | 63,045         |
| Cambridge Housing Authority       | 1,020,268         | 1,051,558         | 31,290         |
| Cambridge Redevelopment Authority | 35,979            | 38,539            | 2,560          |
| <b>TOTAL</b>                      | <b>26,925,933</b> | <b>27,727,711</b> | <b>801,778</b> |

**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<br>Departments | Schools           | Water            | Employee<br>Benefits | Total             |
|-------------------------|---------------------|-------------------|------------------|----------------------|-------------------|
| <b>Health Insurance</b> |                     |                   |                  |                      |                   |
| Blue Cross / Medex      | 16,309,945          | 11,814,776        | 766,846          | 10,214,714           | 39,106,281        |
| Harvard Pilgrim         | 2,861,509           | 2,072,851         | 134,540          | 1,616,682            | 6,685,582         |
| Tufts                   | 2,452,596           | 1,776,638         | 115,314          | 1,385,656            | 5,730,204         |
| <b>TOTAL</b>            | <b>21,624,050</b>   | <b>15,664,265</b> | <b>1,016,700</b> | <b>13,217,052</b>    | <b>51,522,067</b> |
| <b>Pensions</b>         |                     |                   |                  |                      |                   |
| Contributory            | 16,519,500          | 3,068,505         | 567,045          | 6,482,564            | 26,637,614        |
| Non-Contributory        | -                   | -                 | -                | 1,350,000            | 1,350,000         |
| <b>TOTAL</b>            | <b>16,519,500</b>   | <b>3,068,505</b>  | <b>567,045</b>   | <b>7,832,564</b>     | <b>27,987,614</b> |



| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$13,238,080</b> |
| Real Estate Taxes                  | \$8,288,080   |                     |
| Payments In Lieu Of Taxes          | \$4,950,000   |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$4,921,695</b>  |
| Reimb/ Non-Contrib Pensions        | \$50,000      |                     |
| Misc Receipts/TCHCN                | \$4,871,695   |                     |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$7,050,000</b>  |
| Claims Trust Fund Transfer         | \$6,750,000   |                     |
| Teacher Retirement Transfer        | \$300,000     |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$25,209,775</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$24,492,220</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$717,555</b>    |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>          |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>          |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$25,209,775</b> |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**EMPLOYEE BENEFITS  
-Pensions**

|                    |                    |                                    |                     |
|--------------------|--------------------|------------------------------------|---------------------|
| \$6,350,340        | \$6,376,935        | <b>RETIREMENT FUND</b>             | \$6,482,565         |
| \$826,830          | \$1,350,000        | <b>NON-CONTRIBUTORY PENSIONS</b>   | \$1,350,000         |
| <u>\$8,237,570</u> | <u>\$7,403,140</u> | <b>RETIREEES' HEALTH INSURANCE</b> | <u>\$12,217,055</u> |
| \$15,414,740       | \$15,130,075       |                                    | \$20,049,620        |

**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. However, the budget for the board is now 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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted over 236 private and group retirement sessions, meetings and seminars.
- Processed 63 retirement applications, added 251 new members to the system, refunded contributions to 231 members, and counseled 34 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 FY10 is \$26,637,614. These funds are included in the departmental budgets. In addition, the Cambridge Housing Authority and Cambridge Redevelopment Authority contribute \$1,051,558 and \$38,539, respectively, to cover the required appropriation of \$27,727,711.

|                                   | FY09 Projected    | FY10 Budget       | Variance       |
|-----------------------------------|-------------------|-------------------|----------------|
| City                              | 17,656,754        | 18,130,369        | 473,615        |
| Cambridge Health Alliance         | 4,729,801         | 4,871,695         | 141,894        |
| Schools                           | 2,979,131         | 3,068,505         | 89,374         |
| Water                             | 504,000           | 567,045           | 63,045         |
| Cambridge Housing Authority       | 1,020,268         | 1,051,558         | 31,290         |
| Cambridge Redevelopment Authority | 35,979            | 38,539            | 2,560          |
| <b>TOTAL</b>                      | <b>26,925,933</b> | <b>27,727,711</b> | <b>801,778</b> |

The assets of the Cambridge Retirement System, as of December 31, 2008, were reported at approximately \$559,855,000.

**NON-CONTRIBUTORY PENSION:** There are 41 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<br>FY08     | PROJECTED<br>FY09  |                      | BUDGET<br>FY10     |
|--------------------|--------------------|----------------------|--------------------|
| \$21,855           | \$250,000          | BLUE CROSS/SHEILD    | \$0                |
| \$100,000          | \$0                | HARVARD PILGRIM      | \$0                |
| \$1,601,300        | \$1,707,930        | MEDICARE             | \$1,715,545        |
| \$-7,340           | \$0                | MEDICARE PAYROLL TAX | \$100,000          |
| \$365,660          | \$391,820          | LIFE INSURANCE       | \$391,820          |
| \$19,290           | \$20,000           | ACCIDENT INSURANCE   | \$20,000           |
| \$100,445          | \$200,000          | UNEMPLOYMENT COMP.   | \$200,000          |
| \$79,860           | \$84,510           | DISABILITY INSURANCE | \$90,720           |
| \$75,000           | \$0                | TUFTS                | \$0                |
| <u>\$2,356,070</u> | <u>\$2,654,260</u> |                      | <u>\$2,518,085</u> |

**EMPLOYEE BENEFITS  
-Insurance**

**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 0.5% for FY10 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<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**EMPLOYEE BENEFITS  
-Collective Bargaining**

|                |            |
|----------------|------------|
| \$110,240      | \$197,620  |
| <u>\$5,280</u> | <u>\$0</u> |
| \$115,520      | \$197,620  |

**SALARY ADJUSTMENT  
DENTAL PLAN**

|             |
|-------------|
| \$2,642,070 |
| <u>\$0</u>  |
| \$2,642,070 |

**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 FY10 for those bargaining units whose contracts will expire on June 30, 2009 (Public Works Supervisors, Firefighters and Library). 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. 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 FY10 budget, all dental costs have been allocated to the departmental budgets so that no additional funding is required.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**GENERAL SERVICES  
-Summary**

|                  |                  |
|------------------|------------------|
| \$355,615        | \$342,375        |
| \$281,150        | \$282,895        |
| <u>\$303,920</u> | <u>\$241,320</u> |
| \$940,685        | \$866,590        |

|           |                  |
|-----------|------------------|
| TELEPHONE | \$346,670        |
| MAILING   | \$264,780        |
| PRINTING  | <u>\$247,290</u> |
|           | \$858,740        |

**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 FY10 General Services Budget reflects a reduction of \$24,930 in system wide postage resulting from efficiency efforts to reduce and consolidate mass mailings by departments, and \$80,000 in reduced telephone service charges as a result of a phased transition toward a VoIP system, for a total savings \$104,930.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- A contract was awarded in FY09 for the implementation of a Voice over Internet Protocol (VoIP) system for all departments including schools. The first phase of the system has been installed in the Public Safety Facility and will service as a main server for other City departments.
- Replaced the printing presses and upgraded copiers to produce better quality products. In addition, the replacement of the existing print presses allows for the use of more environmental friendly products.
- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Expanded the printing of business cards, invitations for events and tickets for City sponsored activities. Printed fliers, literature and presentations for various City departments including printing the fliers for the Library's author series and Summer Reading Program brochure.
- Provided printing, finishing and binding services to various City departments including the following projects: City Council meeting and roundtable packages; Community Preservation Act presentation documents; Budget Notebooks; Veteran's benefit and services brochure; posters for Veteran's and Patriot's Day observances; Cambridge Scholarship Fund letters and return envelopes; collective bargaining agreements; Public Works Snow Operations Manual; Fire Department monthly assignment calendars; policy, procedures and protocol manual for the new public safety facility; Mayor's inaugural invitations, thank you and constituent services cards; abutter notices for Community Development projects; parking ticket and RMV change notices; and postcard notifications for public meetings.

**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. In collaboration with ITD, the City has begun the implementation of a Voice over Internet Protocol (VoIP) system. VoIP will allow 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.

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

| PERFORMANCE MEASURES                | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|-------------------------------------|----------------|----------------|-------------------|------------------|
| 1. Initial response within 24 hours | 90%            | 90%            | 90%               | 90%              |

- *GOAL 2: The Voice over Internet Protocol (VoIP) system will continue to be phased in by extending the system to the new Main Library, West Cambridge Youth and Community Center and CRLS. Other departments will be phased in over time as required.*

**MAILING**

**PURPOSE & OVERVIEW:**

The Mailing Division is responsible for daily pick up of incoming mail at the Post Office, sorting of mail into the Interoffice Mail boxes, delivery to City Hall Offices and pick up of outgoing mail from offices. In addition to the preparation and processing of outgoing mail, this Division, in collaboration with the Purchasing Department, is responsible for analyzing postage costs, developing cost saving strategies and postage equipment purchases and maintenance.

- *GOAL 1: Ensure that internal and outgoing mail from City departments is processed 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, creation of covers, collating, copying, printing, punching, folding, cutting and other services are provided by the three-person staff.

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

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of bids, letterhead and newsletters printed in-house         | 2,175                  | 2,225                  | 2,300                     | 2,300                    |
| 2. Number of major documents printed and bound using fastback system   | 120                    | 120                    | 130                       | 130                      |
| 3. Number of business card orders printed                              | 109                    | 115                    | 125                       | 125                      |
| 4. Number of pads, labels, envelopes and routine copy orders completed | 1,010                  | 1,110                  | 1,350                     | 1,350                    |

- *GOAL 2: Hold an Annual Open House to exhibit the print jobs done by the Print Shop.*
- *GOAL 3: Continue outreach to City departments to further expand customer base.*
- *GOAL 4: Continue to promote and expand the use of recycled paper as well as the reuse of paper that would otherwise be recycled to create scratch pads, peel stock and index cards for City departments at no cost.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$759,915</b> |
| Real Estate Taxes                  | \$759,915     |                  |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$4,000</b>   |
| Parking Fines                      | \$4,000       |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$94,825</b>  |
| State Cherry Sheet Revenue         | \$94,825      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$858,740</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$337,470</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$521,270</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>       |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$858,740</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>6</b>    | <b>4</b>    | <b>4</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**ELECTION COMMISSION**

|                  |                  |                                  |                         |
|------------------|------------------|----------------------------------|-------------------------|
| \$211,655        | \$191,775        | <b>POLICY AND ADMINISTRATION</b> | <b>\$190,855</b>        |
| \$403,830        | \$433,930        | <b>OFFICE OPERATIONS</b>         | <b>\$395,055</b>        |
| \$68,645         | \$69,925         | <b>ANNUAL CENSUS</b>             | <b>\$69,925</b>         |
| \$10,075         | \$12,030         | <b>VOTER REGISTRATION</b>        | <b>\$12,030</b>         |
| \$20,205         | \$75,270         | <b>PRIMARY ELECTION</b>          | <b>\$0</b>              |
| \$18,665         | \$123,515        | <b>GENERAL ELECTION</b>          | <b>\$0</b>              |
| \$128,080        | \$0              | <b>MUNICIPAL ELECTION</b>        | <b>\$131,625</b>        |
| \$80,310         | \$0              | <b>PREPRESIDENTIAL ELECTION</b>  | <b>\$0</b>              |
| <u>\$941,465</u> | <u>\$906,445</u> |                                  | <u><b>\$799,490</b></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."

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted the 2008 State Primary and State/Presidential Elections. In anticipation of a large turn-out for the Presidential Election, provided additional election workers, voting booths, forms and supplies to polling precincts. Also, utilized web site to provide updated information to Cambridge residents on candidates, ballot questions, absentee ballot procedures, and voter registration deadlines. 170 people requested Voter Registration forms through the website.
- Processed 2,048 new voter registrations for the State Primary and 4,452 for the Presidential Election, including 400 people who all registered at the Commission office on the last day of registration. Processed 618 Absentee Ballot Applications for the State Primary and 5,142 for the Presidential Election. Voter turnout was 14% for the State Primary and 72% for the Presidential Election.
- Produced a training video (with CCTV) for Wardens, Clerks and Inspectors on Election Day procedures, including voter check-in and check-out procedures, handling Provisional and Absentee Ballots; operating the voting machines and AutoMARK marking machines for voters with disabilities.
- Updated Voter Registration Training Manual and held Voter Registration training for residents and community organizations. Conducted an election education class at the Adult Learning Center and 35 voter registration events, including weekly Saturday sessions at the Galleria Mall, registration tables at Fresh Pond day, the Caribbean Festival and Mass. Association of Portuguese Speakers, and sessions at area universities (Harvard, MIT and Lesley) and several Cambridge Squares (Central, Harvard and Porter). Over 1,400 people were registered, including 367 at the Oktoberfest.
- Expanded pool of qualified election workers through two Recruitment Sessions which attracted 150 potential new workers. Professionalized election worker operation by instituting Election Worker Policy

with Standards of Conduct and post-election Assessment process.

- Encouraged college student participation in the election process by providing volunteer opportunities for 30 students from Harvard, MIT and Lesley, who conducted voter registration sessions, answered voter calls on Election Day, and assisted with test deck procedures and Election Night vote tabulation.
- Adopted Polling Place Activity Policy to regulate activities at polling places on Election Day. Policy requires any group wishing to conduct an activity to first obtain the written permission of the building owner and then forward the request to the Election Commission at least 5 days before the Election.
- Improved polling precinct procedures by providing election workers with Quick Reference Guides on voting machine messages and summary of Inactive Voter, Provisional Ballot and Challenged Ballot procedures. Expedited voter check-in and check-out process by displaying new table signage, which advised election workers what information to request and voters what information to provide.
- 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.

**FY10 GOALS**

- *GOAL 1: Conduct Annual City Census required by State law to maintain accurate voter lists and provide resident information to the Jury Commission, by contacting directly all Cambridge households, all multi-unit dwellings (with 9 or more units), local universities, nursing homes and the Cambridge Housing Authority; increasing the household census rate of return through additional outreach methods; and increasing the number of persons listed in the Street Listing Book through improved collection and data entry procedures.*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Individual households contacted | 39,336                 | 46,691                 | 45,000                    | 45,000                   |
| 2. Percent of households responded | 78%                    | 80%                    | 79%                       | 80%                      |
| 3. Number of Multi-units contacted | n/a                    | n/a                    | 412                       | 410                      |

**Figure 1: Number of Residents Listed in Street Listing Book**

|      |        |
|------|--------|
| 2005 | 57,119 |
| 2006 | 52,473 |
| 2007 | 54,603 |
| 2008 | 65,141 |

- **GOAL 2:** *Implement the Motor Voter Law by encouraging eligible residents to register to vote through development of a citywide Voter Registration Plan with emphasis on the "youth" vote and areas of the city with low registration; distributing voter registration information to citywide sites; continuing voter registration outreach at community events and sidewalk sessions; promoting voter registration through the Annual City Census, Website, pre-election signage and contact with community organizations.*

| <b>PERFORMANCE MEASURES</b>                           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of registered voters                        | 59,554                 | 60,100                 | 62,000                    | 62,000                   |
| 2. Number of persons eligible to vote                 | 76,840                 | 76,840                 | 76,840                    | 76,840                   |
| 3. Percentage of eligible persons who are registered  | 78%                    | 78%                    | 82%                       | 82%                      |
| 4. Community event and sidewalk session registrations | 244                    | 500                    | 1,450                     | 400                      |
| 5. In-person, mail-in and RMV registrations           | 12,044                 | 11,000                 | 14,800                    | 12,500                   |
| 6. Census registrations                               | 266                    | 800                    | 500                       | 500                      |

- **GOAL 3:** *Increase voter turnout by utilizing strategies such as: placing pre-election signage at all polling places, major squares, and other public locations reminding voters of election dates and registration deadlines; providing election information on City TV-8, CCTV, the City's Website, the Cityview newsletter and other local news sources; utilizing the Election Commission Website to provide visual and written information on election dates, polling locations, candidates ballot questions, and results.*

- **GOAL 4:** *Expand use of Election Commission Website by informing residents of the 2010 Federal Census process and encouraging their participation; notifying residents of voter registration requirements, election dates, polling place locations and absentee ballot procedures; providing online forms for absentee ballot applications and voter registration requests; publicizing election worker opportunities; posting unofficial election results on election night; posting campaign finance reports for School Committee candidates; maintaining links to Mass. Campaign and Political Finance site for City Council candidates; and maintaining electronic filing of Statements of Financial Interests.*

| <b>PERFORMANCE MEASURES</b>                     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Visits to Election Website                   | 22,408                 | 100,000                | 110,000                   | 30,000                   |
| 2. Number of online Voter Registration requests | n/a                    | n/a                    | 170                       | 100                      |
| 3. Web notices on 2010 Federal Census           | n/a                    | n/a                    | 2                         | 5                        |
| 4. Web notices on AutoMARK marking machines     | n/a                    | n/a                    | 1                         | 3                        |
| 5. Web notices on Proportional Representation   | n/a                    | n/a                    | 2                         | 3                        |

- **GOAL 5:** *Work with Office of Secretary of the Commonwealth and residents to implement reforms in the Help America Vote Act (HAVA) by ensuring that all polling places meet the strictest standards of access for voters; expanding use of AutoMARK machines at polling places for persons with disabilities through education and training; liberalizing absentee voting requirements; and continuing voter education and outreach.*

- GOAL 6:** *Conduct 2009 Municipal Election in an effective and cost-efficient manner, using precinct-based computerized optical scanning system; by educating residents about Proportional Representation voting system; ensuring continued compliance with the Americans with Disabilities Act and HAVA; enhancing pollworker training through multi-media techniques on handling voting machines, AutoMARK machines and all election procedures; and working with IT, City TV-8, CCTV and the Public Information Office to provide timely unofficial results on election night.*

| <b>PERFORMANCE MEASURES</b>             | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Cost for Municipal Election          | 128,080                | \$0                    | \$0.                      | \$131,625                |
| 2. Cost for Prepresidential Election    | 80,310                 | \$0                    | \$0.                      | \$0.                     |
| 3. Cost for the State Primary Election* | 20,205                 | \$85,560               | \$75,270                  | \$0.                     |
| 4. Cost for the General Election*       | 18,665                 | \$114,720              | \$123,515                 | \$0.                     |
| *Includes Special Elections.            |                        |                        |                           |                          |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$716,490</b> |
| Real Estate Taxes                  | \$716,490     |                  |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$750</b>     |
| Document Sales                     | \$750         |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$82,250</b>  |
| State Cherry Sheet Revenue         | \$82,250      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$799,490</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$580,550</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$216,670</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$2,270</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$799,490</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>8</b>    | <b>7</b>    | <b>7</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC CELEBRATIONS**

|                 |                 |
|-----------------|-----------------|
| \$361,540       | \$433,050       |
| \$28,345        | \$38,355        |
| \$200,000       | \$200,000       |
| \$4,725         | \$0             |
| \$22,940        | \$0             |
| <u>\$57,905</u> | <u>\$50,000</u> |
| \$675,455       | \$721,405       |

|                                  |                         |
|----------------------------------|-------------------------|
| <b>CAMBRIDGE ARTS COUNCIL</b>    | <b>\$442,940</b>        |
| <b>HOLIDAY CELEBRATIONS</b>      | <b>\$42,250</b>         |
| <b>MULTICULTURAL ARTS CENTER</b> | <b>\$200,000</b>        |
| <b>EMPLOYEES' COMMITTEE ON</b>   |                         |
| <b>DIVERSITY</b>                 | <b>\$0</b>              |
| <b>CITY COUNCIL INAUGURAL</b>    | <b>\$15,000</b>         |
| <b>COMMUNITY EVENTS</b>          | <b>\$60,000</b>         |
|                                  | <b><u>\$760,190</u></b> |

**PURPOSE & OVERVIEW:** The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting in 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 FY10 Public Celebrations Budget contains a \$40,000 reduction within the Community Events Division which reflects actual expenditures during the last two fiscal years.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Collaborated with various City departments and community committees to develop site responsive public artworks through the City's Percent-for-Art Program. Major projects developed included: Harvard Square/Palmer Street, the Robert W. Healy Public Safety Facility, the West Cambridge Youth & Community Center, the Women's Memorial Project, Trolley Square, Jill Brown-Rhone Memorial Park, the Northeast Sector at Fresh Pond, Blanchard Road, the Green Rose Heritage Park and the main branch of the Cambridge Public Library (CPL).
- Collaborated with the Cambridge Public Library to establish the Cambridge Poet Populist Program as a way to celebrate poetry and the city's rich poetic and literary history. Modeled on a successful program in Seattle, WA., nominations for the position were solicited from residents and a public vote was taken following a public reading by nominated poets. Elected as the city's first Poet Populist, Peter Payack has served as the official liaison for poetry to the Cambridge Public Schools, CPL and to individuals and organizations throughout the city. In this first year, Mr. Payack visited schools, hosted a poetry tent at the Cambridge River Festival, participated in various poetry readings and community events and launched a process to solicit couplets of poetry from residents and visitors that reflect their experience of Cambridge, which he will edit into a City Poem as a gift to Cambridge.



- The 30th Cambridge River Festival (CRF) will take place on Saturday, June 13, 2009 with a focus on community involvement. Brainstorming meetings to solicit creative ideas and recruit artists and volunteers began in January 2009. The festival has 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, cultural organizations 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 and community engagement with the arts locally.
- Initiated a new educational series in the CAC Gallery entitled First Mondays @ CAC Gallery, designed as a multisensory event featuring visual arts, live performance, food tastings by local restaurants and introductions to local social service organizations and programs, against the backdrop of exhibitions in the gallery. The inaugural event occurred on Monday, January 5, 2009 and future events will occur at the beginning of each month, providing opportunities to educate the community on artists, arts organization and community service agencies in the city.
- Coordinated the launch of Cambridge Open Studios, a citywide program featuring open studios for individual artists and performers located in three areas of the city representing neighborhoods in North/West, Central and East Cambridge. Formerly, Cambridgeport Artists Open Studios and North Cambridge Artists Open Studios held separate events in the fall and spring with support from the Arts Council. In partnership with these existing groups and identifying additional artists in other areas of the city, the Arts Council worked to combine and centralize resources in order to engage a greater number of artists to participate and represent their work and the unique character of Cambridge neighborhoods to broader audiences. Open Studio events will take place in April and May 2009.
- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$56,000 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 34 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 17th season of *Summer in the City* from late June through mid-August. The citywide series targets youth aged 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2008, *Summer in the City* attracted approximately 3,000 audience members over the course of an 8-week period. Artists and performers were reflective of the cultural diversity of Cambridge and promotional efforts included a dynamic Website, a mailing to every household with children in the Cambridge elementary schools and a brochure designed for broad distribution throughout the city.
- 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.
- Developed infrastructure for the Departments Website and databases in order to interact with and provide and maintain information more efficiently and communicate more effectively with individuals, artists and arts organizations in the city. CAC worked with ITD to transfer the current Website, [www.cambridgeartscouncil.org](http://www.cambridgeartscouncil.org) onto the City's primary Content Management System in order to increase site functionality and make it more accessible and easy to navigate. For the database, staff and interns worked diligently to streamline information and to consolidate multiple databases into a single web-based database that centralized and can maintain up-to-date information on individuals and organizations in the city.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Build Boston 2009, the Boston Cyberarts Festival, the Hong Kong Dragon Boat Festival, the Cambridge Science Festival, the LE:60 1-Minute Film Festival and the DIYDS National Youth Video & Film Festival. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, the Cambridge Community Foundation, the Artists' Foundation, the Boston Dance Alliance and a variety of other local organizations to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of applications   | 68                     | 70                     | 87                        | 80                       |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>                                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 2. Number of grant awards                                   | 32                     | 30                     | 35                        | 35                       |
| 3. Number of people who benefit                             | 37,475                 | 40,000                 | 40,000                    | 40,000                   |
| 4. Number of grant-writing workshops and community meetings | 48                     | 65                     | 65                        | 70                       |

■ *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Estimated audience at events  | 156,805                | 100,000                | 125,000                   | 135,000                  |
| 2. Number of artists presented   | 331                    | 300                    | 300                       | 300                      |
| 3. Number of arts organizations participating  | 48                     | 45                     | 45                        | 45                       |
| 4. Number of "Summer in the City" concerts produced for children and families                  | 15                     | 20                     | 14                        | 18                       |
| 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                           | 24                     | 40                     | 40                        | 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.*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Street Performer Permits issued | 245                    | 325                    | 260                       | 260                      |
| 2. Number of monitor hours         | 440                    | 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.*

| <b>PERFORMANCE MEASURES</b>                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of permanent projects completed                    | 4                      | 10                     | 4                         | 7                        |
| 2. Total artworks in the City collection                     | 173                    | 177                    | 177                       | 184                      |
| 3. Number of ongoing permanent projects                      | 15                     | 12                     | 11                        | 7                        |
| 4. Total number of artworks receiving consistent maintenance | 103                    | 75                     | 90                        | 90                       |
| 5. Number of artworks restored by artist or conservator      | 13                     | 10                     | 8                         | 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.*

| <b>PERFORMANCE MEASURES</b>                    | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of temporary art installations       | 1                      | 1                      | 8                         | 5                        |
| 2. Educational resources and materials created | 10                     | 15                     | 15                        | 15                       |
| 3. Education workshops and programs            | 4                      | 15                     | 14                        | 15                       |
| 4. Meetings with community representatives     | 8                      | 12                     | 7                         | 12                       |
| 5. Number of public art dedications            | 2                      | 6                      | 2                         | 5                        |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of artists exhibited   | 15                     | 6                      | 15                        | 10                       |
| 2. Number of exhibitions   | 4                      | 6                      | 6                         | 6                        |
| 3. Number of educational activities and events                             | 16                     | 15                     | 8                         | 15                       |
| 4. Number of participants attending gallery-related exhibitions and events | 2,875                  | 3,500                  | 3,500                     | 3,750                    |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Press Releases created  | 24                     | 25                     | 25                        | 30                       |
| 2. Number of Press Releases created for grant recipients and local arts and cultural organizations | 4                      | 10                     | 10                        | 15                       |
| 3. Number of calendar submissions entered/maintained   | 169                    | 175                    | 175                       | 175                      |
| 4. Number of Web pages created   | 39                     | 50                     | 50                        | 40                       |
| 5. Number of Web pages maintained  | 150                    | 195                    | 175                       | 210                      |
| 6. Number of media hits received for Arts Council programs & services                              | 202                    | 125                    | 125                       | 150                      |
| 7. Total number of marketing/collateral pieces created   | 39                     | 40                     | 40                        | 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 required in FY10.

**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.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$716,090</b> |
| Real Estate Taxes                  | \$716,090     |                  |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$10,400</b>  |
| Street Performers License          | \$10,400      |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$33,700</b>  |
| Direct State Grant Revenue         | \$17,200      |                  |
| State Cherry Sheet Revenue         | \$16,500      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$760,190</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$373,165</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$385,900</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$1,125</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$760,190</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>5</b>    | <b>4</b>    | <b>4</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

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 FY10, the City has allocated \$37,500 for this purpose.

| FINANCING PLAN                     | DETAIL   | SUMMARY         |
|------------------------------------|----------|-----------------|
| <b>TAXES</b>                       |          | <b>\$37,500</b> |
| Real Estate Taxes                  | \$37,500 |                 |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |          | <b>\$37,500</b> |

| STATUTORY ANALYSIS                      | SUMMARY         |                 |
|---|-----------------|-----------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$0</b>      |                 |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$37,500</b> |                 |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>      |                 |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>      |                 |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> |                 | <b>\$37,500</b> |

# SUMMARY: PUBLIC SAFETY

| <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>PROJECTED</b> | <b>PROGRAM EXPENDITURES</b>      | <b>FY10<br/>BUDGET</b> |
|------------------------|---------------------------|----------------------------------|------------------------|
| \$258,445              | \$271,940                 | Animal Commission                | \$279,945              |
| \$33,890,155           | \$36,086,880              | Fire Department                  | \$36,110,875           |
| \$36,579,230           | \$39,874,570              | Police                           | \$40,336,070           |
| \$9,178,715            | \$9,529,130               | Traffic Parking & Transportation | \$9,886,180            |
| \$84,555               | \$88,230                  | Police Review and Advisory Board | \$86,455               |
| \$2,494,235            | \$2,614,745               | Inspectional Services            | \$2,722,150            |
| \$866,215              | \$823,185                 | License Commission               | \$830,755              |
| \$112,315              | \$117,910                 | Weights & Measures               | \$120,645              |
| \$2,621,290            | \$2,735,095               | Electrical                       | \$2,760,880            |
| \$163,110              | \$173,275                 | Emergency Management             | \$156,230              |
| <u>\$3,596,485</u>     | <u>\$3,901,395</u>        | Emergency Communications         | <u>\$3,879,075</u>     |
| <b>\$89,844,750</b>    | <b>\$96,216,355</b>       |                                  | <b>\$97,169,260</b>    |

| <b>FINANCING PLAN</b> | <b>FY10<br/>BUDGET</b> |
|-----------------------|------------------------|
|-----------------------|------------------------|

|                           |                     |
|---------------------------|---------------------|
| Taxes                     | \$71,867,000        |
| Charges For Services      | \$8,187,125         |
| Licenses and Permits      | \$5,608,720         |
| Fines & Forfeits          | \$7,467,955         |
| Intergovernmental Revenue | \$2,031,210         |
| Miscellaneous Revenue     | <u>\$2,007,250</u>  |
|                           | <b>\$97,169,260</b> |



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**ANIMAL COMMISSION**

\$103,500  
\$154,945  
\$258,445

\$109,160  
\$162,780  
\$271,940

ADMINISTRATION  
ANIMAL CONTROL

\$112,160  
\$167,785  
\$279,945

**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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Continued a multi-department effort to develop guidelines, regulations, locations for dog parks in the city and to determine what areas can be utilized for shared space for possible off leash hours.
- The Cambridge Animal Commission collaborated with the Merrimac River Feline Rescue Society to visit Cambridge 3 times-February, March and April of 2009, to spay/neuter and vaccinate cats in the City of Cambridge.
- The Cambridge Animal Commission continued to facilitate the Animal Rescue League's "Spay Waggin" visits to the city every two months. In fall 2008 the "Spay Waggin" spayed/neutered 13 cats and 2 dogs, and provided complete vaccinations and micro-chipping. 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.
- Conducted outreach to solicit donations for the Helen K. Holland Trust Fund, which provides medical care for many stray cats and dogs.
- Collaborated with the Cambridge Water Department and the State Fisheries and Wildlife Department to provide an informational session concerning "Coyotes in the City" at the Walter J. Sullivan Water Treatment Plant, which allowed residents an opportunity to learn about the dynamics of coyotes in the city and surrounding towns.
- In conjunction with the Cambridge Police Department, attended several community meetings, which included a discussion of neighborhoods that experienced problems with animals.
- Through an active dog license campaign, the Animal Commission licensed approximately 2,400 dogs during the 2009 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. An animal control officer has been named to the legislative board of The Massachusetts

Animal Control Officers Association and is representing this group at the Massachusetts Chiefs of Police Association meetings.

- Sponsored a Rabies Vaccination Clinic-for dogs only, at the Public Works Department in the spring of 2009.
- Participated in two "License Days" at the Fresh Pond Reservoir, to increase awareness and make the licensing process available at the reservoir.

**FY10 GOALS**

- *GOAL 1: Enforce the provisions of the Animal Control Ordinance.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of dog licenses issued   | 2,265                  | 2,350                  | 2,400                     | 2,400                    |
| 2. Citations issued for failure to restrain, dispose, license, display license | 146                    | 125                    | 140                       | 140                      |
| 3. Number of dogs picked up  | 34                     | 40                     | 41                        | 41                       |
| 4. Number of dogs impounded  | 10                     | 25                     | 6                         | 6                        |
| 5. Number of dogs returned to owner  | 29                     | 38                     | 39                        | 39                       |
| 6. Number of dogs and cats adopted   | 62                     | 50                     | 60                        | 60                       |

- *GOAL 2: Provide low cost rabies vaccination clinics for cats and dogs.*

| <b>PERFORMANCE MEASURES</b>     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of animals vaccinated | 165                    | 170                    | 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.*

| <b>PERFORMANCE MEASURES</b>                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of calls/inquiries                 | 3,089                  | 3,600                  | 3,400                     | 3,400                    |
| 2. Number of quarantine in-house inspections | 181                    | 160                    | 140                       | 140                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of animals (dogs, cats, raccoons, skunks, bats, squirrels, other wildlife and exotic pets) transported | 113                    | 130                    | 140                       | 140                      |

- *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 and to help reduce pet overpopulation.*

| <b>PERFORMANCE MEASURES</b>                          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of animals (cats and dogs) spayed/neutered | 85                     | 90                     | 90                        | 90                       |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$266,245</b> |
| Real Estate Taxes                  | \$266,245     |                  |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$200</b>     |
| Animal Boarding                    | \$200         |                  |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$11,500</b>  |
| Animal License                     | \$11,500      |                  |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$1,250</b>   |
| Animal Fines                       | \$1,250       |                  |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$750</b>     |
| Sale of Animals                    | \$750         |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$279,945</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$266,490</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$13,305</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$150</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$279,945</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>3</b>    | <b>3</b>    | <b>3</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**FIRE DEPARTMENT**

\$13,134,295  
 \$4,641,540  
 \$3,718,210  
 \$3,201,665  
 \$1,752,570  
 \$1,832,225  
 \$3,741,650  
\$1,868,000  
 \$33,890,155

\$14,576,565  
 \$4,809,760  
 \$3,981,705  
 \$3,367,960  
 \$1,805,495  
 \$1,913,985  
 \$3,810,460  
\$1,820,950  
 \$36,086,880

**HEADQUARTERS** \$14,433,600  
**LAFAYETTE SQUARE** \$4,721,505  
**EAST CAMBRIDGE** \$3,962,720  
**PORTER SQUARE** \$3,312,140  
**INMAN SQUARE** \$1,818,130  
**RIVER STREET** \$1,959,050  
**SHERMAN STREET** \$3,907,175  
**LEXINGTON AVENUE** \$1,996,555  
**\$36,110,875**

**PURPOSE & OVERVIEW:** The mission of the Cambridge Fire Department (CFD) 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; 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, in 2008, the Department is a professional organization, a nationally rated Class 1 Fire Department, which 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, plus Massport, participate in Metrofire, providing mutual support as needed to major as well as 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 with 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."

#### **FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Appointed 6 new Firefighters-on-Probation to fill existing vacancies. Four of these Firefighters-on-Probation were previously trained and certified as Firefighter I/II, and following two weeks of supplementary in-house training, were assigned to fire suppression companies. The other two spent 12 weeks at the Massachusetts Firefighting Academy and graduated from the Recruit Training Program in September 2008. Following two weeks of in-house training via the Cambridge Fire Department Training Division, these two were assigned to fire suppression companies.
- Planning with Public Works and architects has begun to start the repairs to living quarters at the Lafayette Square and the Headquarters fire houses, which includes upgrades to plumbing, bathrooms and showers. The ceiling above the Ladder 3 stall at Lafayette Square is also scheduled to be replaced. Demolition and construction on these jobs should start in the late spring.
- The windows on the second floor of Engine Company No.5 in Inman Square firehouse have been replaced. The windows on third floor will be completed soon. The roof on this building has been replaced and a secure storage room for firefighting gear and personal protective equipment has been installed on the apparatus floor.
- Ongoing maintenance and repairs at various CFD facilities by the Public Works Department has continued and includes 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 as well as generate energy savings.
- Participated in multi-agency mass decontamination drills in cooperation with the Cambridge Health Alliance and the Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE drill "Operation Potter" at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was set up and utilized during this drill.
- Continued Fire Company training in RIT (Rapid Intervention Team) procedures. A RIT unit is in place at every major incident. The RIT unit is specially trained to be able to rescue firefighters who have become entrapped or lost in life-threatening circumstances.
- 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 where Massachusetts General Hospital resident intern medical doctors ride and respond with Cambridge Fire paramedic units.

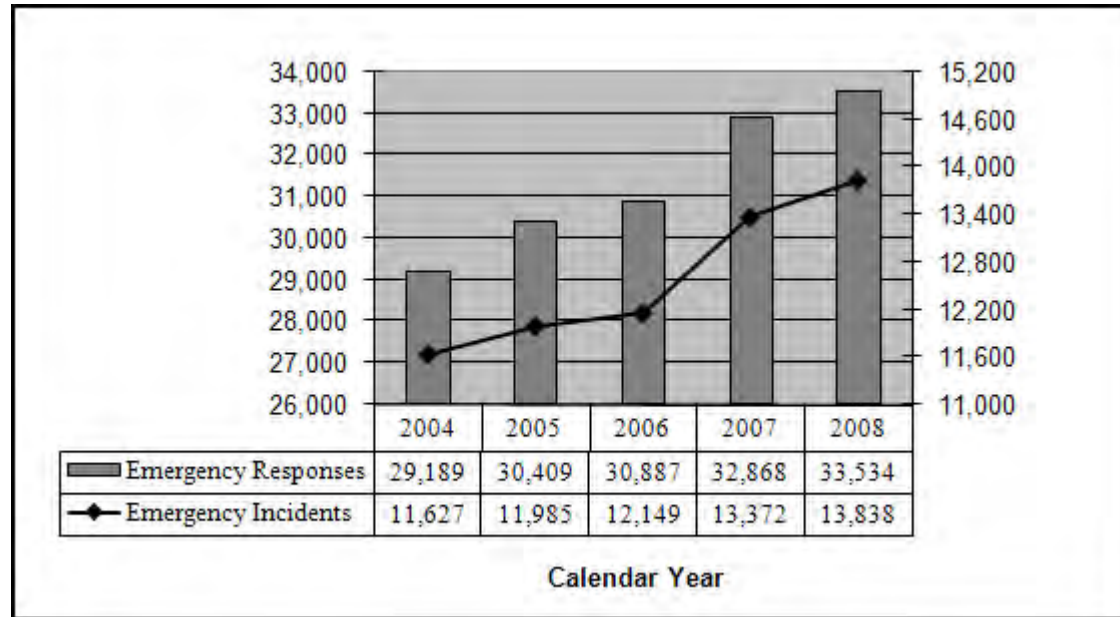
| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$35,169,075</b> |
| Real Estate Taxes                  | \$35,169,075  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$820,800</b>    |
| Photocopy/Reproduction             | \$800         |                     |
| Smoke Detectors                    | \$50,000      |                     |
| Rescue Unit Fees                   | \$720,000     |                     |
| Fire Detail Surcharge              | \$50,000      |                     |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$90,000</b>     |
| Fire Permits                       | \$90,000      |                     |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$4,000</b>      |
| False Alarm Ordinance Fee          | \$4,000       |                     |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$27,000</b>     |
| Overtime Reimbursement             | \$15,000      |                     |
| Misc Reimbursement                 | \$12,000      |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$36,110,875</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$34,525,155</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$1,018,970</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$456,750</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$110,000</b>    |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$36,110,875</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>284</b>  | <b>284</b>  | <b>284</b>  |

**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 2008. 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**

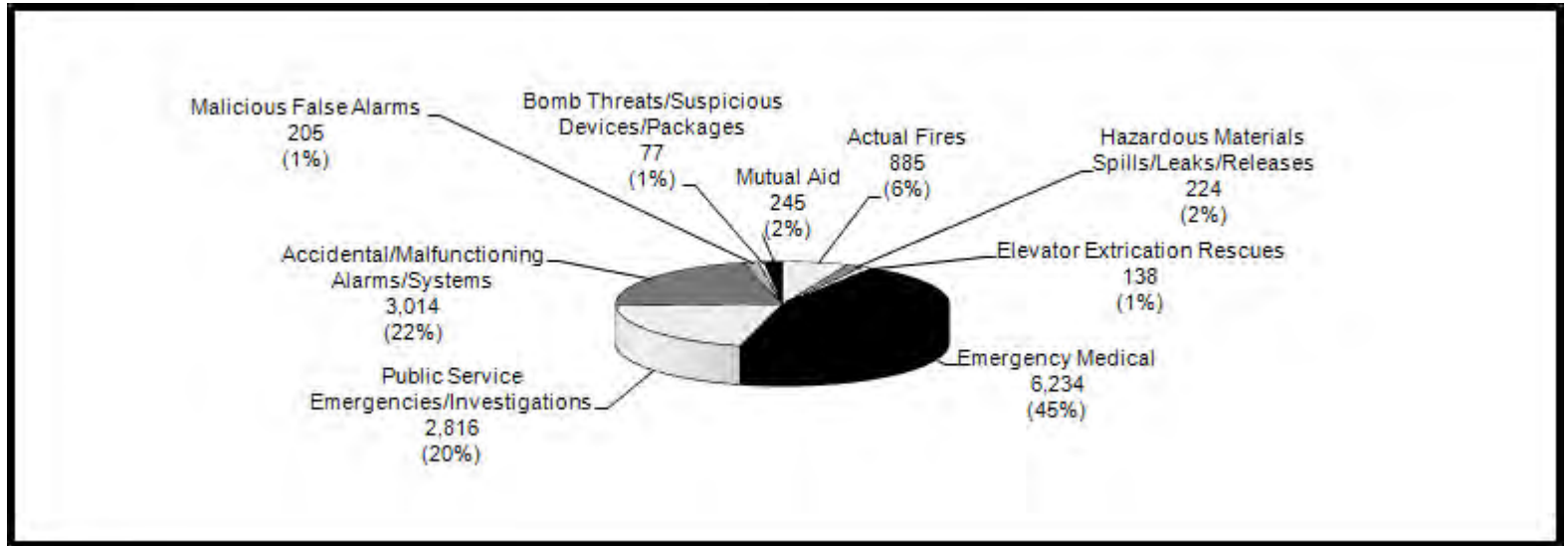
An **Emergency Incident** is a call for service of an urgent nature, sometimes life-threatening and/or immediately threatening to residential or commercial property or to the environment.

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: 2008 Emergency Incidents by Category**

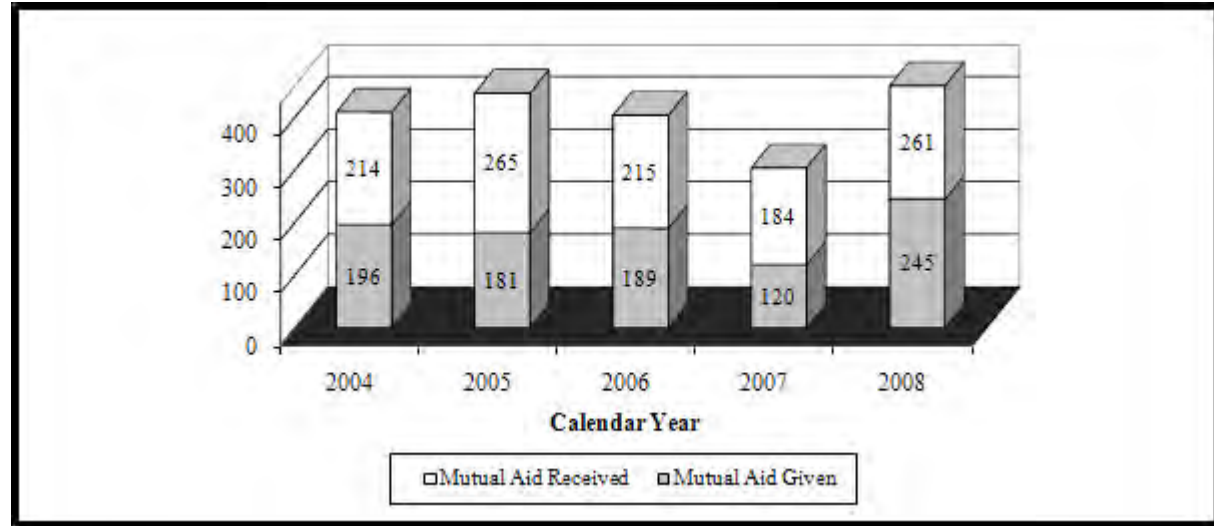
The figure below shows the breakdown by category of the 13,838 total emergency incidents that occurred in the City of Cambridge. As shown in Figure 1, these incidents had 33,534 corresponding responses, which are defined by the number of units that respond to an individual incident.



| <b>Incident Category Descriptions</b>  | <b># of Incidents</b> |
|--|-----------------------|
| <b>Actual Fires</b> include all categories of fires, from the multiple-alarm building fire to the outside rubbish fire.  | 885                   |
| <b>Hazardous Materials Spills/Leaks/Releases</b> include gasoline overflows from a vehicle fuel tank, natural gas leaks caused by a broken pipe and laboratory chemical releases.  | 224                   |
| <b>Elevator Extrication Rescues</b>  | 138                   |
| <b>Emergency Medical</b> incidents include both life-threatening and non-life threatening incidents.   | 6,234                 |
| <b>Public Service Emergencies/Investigations</b> include water leaks, structural evaluations, assisting persons in distress, lock-ins, steam emergencies and other investigations.   | 2,816                 |
| <b>Bomb Threats/Suspicious Devices/Packages</b> 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 CPD Explosive Ordinance Device Unit, examine suspicious packages and renders them safe if necessary. | 77                    |
| <b>Accidental/Malfunctioning Alarms/Systems</b>  | 3,014                 |
| <b>Malicious False Alarms</b>  | 205                   |
| <b>Mutual Aid</b>  | 245                   |
| <b>TOTAL</b>   | <b>13,838</b>         |

**Figure 3: Historical Comparison of Mutual Aid Given and Received**

The Cambridge Fire Department works and trains with our Mutual Aid Fire Departments, 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 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 fires. 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 for pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities. Throughout the year, suppression units 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 performed by suppression units. During winter weather, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

**Figure 4: Calendar Year 2008 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     | Sq. Miles   | Density Pop./Sq. Mi. | Total Fires  | Emergency Medical Calls | Total Emergency Calls | Emergency Calls per Square Mile |
|----------------------|----------------|-------------|----------------------|--------------|-------------------------|-----------------------|---------------------------------|
| <b>Cambridge</b>     | <b>101,355</b> | <b>6.25</b> | <b>16,217</b>        | <b>885</b>   | <b>6,234</b>            | <b>13,838</b>         | <b>2,214</b>                    |
| Syracuse, NY         | 140,000        | 25.0        | 5,600                | 1,141        | 11,261                  | 19,122                | 765                             |
| Hartford, CT         | 121,578        | 18.6        | 6,536                | 1,158        | 14,844                  | 22,011                | 1,183                           |
| Stockton, CA         | 285,966        | 60.4        | 4,735                | 1,453        | 27,607                  | 37,468                | 620                             |
| <b>Median</b>        | <b>121,578</b> | <b>25.0</b> | <b>5,600</b>         | <b>1,090</b> | <b>11,261</b>           | <b>15,004</b>         | <b>620</b>                      |
| Charleston, SC       | 121,569        | 109.8       | 1,107                | 1,090        | 3,057                   | 15,004                | 137                             |
| Huntington Beach, CA | 198,025        | 28.0        | 7,072                | 430          | 11,482                  | 13,893                | 496                             |
| Milford, CT          | 53,874         | 23.8        | 2,264                | 224          | 4,347                   | 7,369                 | 310                             |

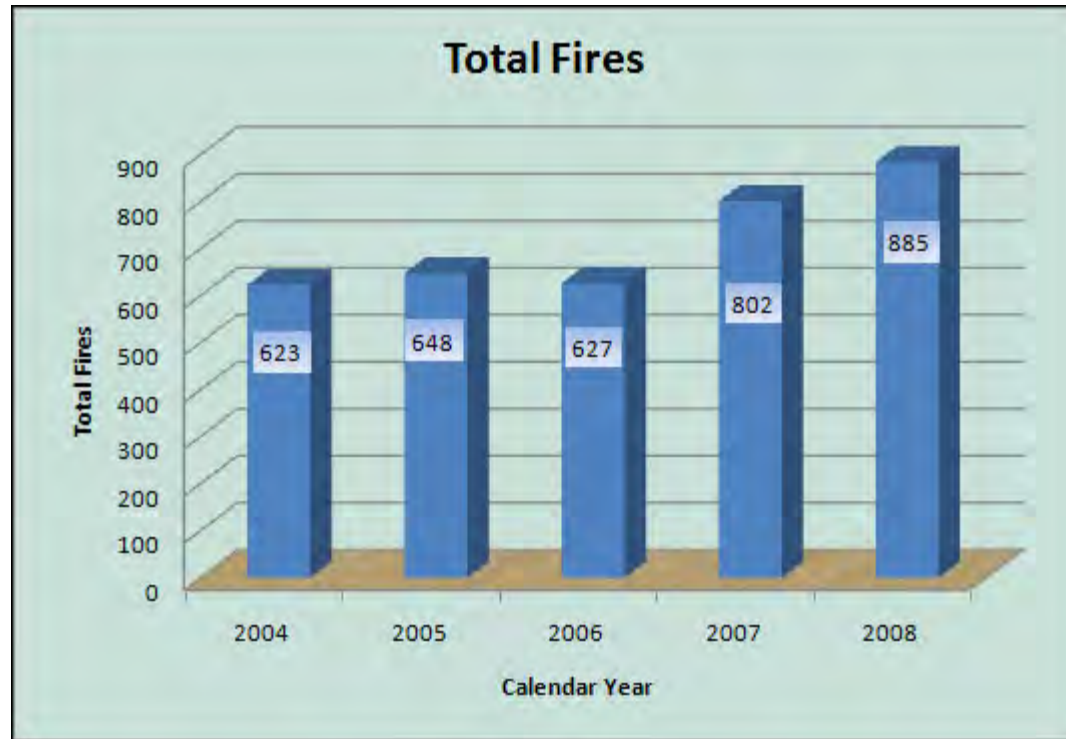
**FY10 GOALS:**

- 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                                    | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. First response to fire emergency within four minutes | 98%            | 98%            | 98%               | 98%              |

**Figure 5: Historical Fires in Cambridge**

The figure below shows a 5 year comparison of the number of fires in Cambridge, with 885 total fires occurring in 2008. 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 fires in 2008 include the 2 ½-story, building on Broadway (February); several residential, three story buildings on Amory Street (May); three separate building fires started by lightning strikes on Second Street, Pearl Street and Orchard Street (June); a fire in an apartment building on Harvard Street (September); a five-alarm fire involving several 3-story, wood-frame dwellings on Prince Street (November); and a four alarm fire involving several 3 ½-story, wood-frame dwellings on Lexington Avenue (December).

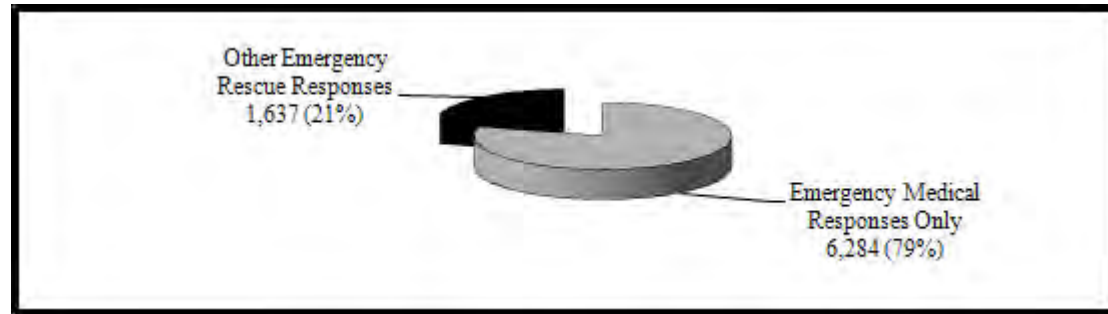


- **GOAL 2:** *Deliver emergency medical services (EMS) in a professional and timely manner.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Respond to requests for emergency medical services within four minutes, 90% of the time | 98%                    | 98%                    | 98%                       | 98%                      |

**Figure 6: Calendar Year 2008 Fire Paramedic Unit Responses**

Cambridge Fire Paramedic Units responded to 7,921 emergency incidents in 2008. Fire Department Paramedic Units include Rescue Company #1 (Midtown/Harvard Square), Squad #2 (Downtown/Lafayette Square) and Squad #4 (Uptown/Porter Square.) At major incidents, more than one paramedic unit may operate at the same event. Cambridge Fire Medics are trained as tactical paramedics. The members can operate at technical rescue emergencies such as chemical, biological, radiation and gas emergencies, confined space, hi-angle, structural collapse 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.*

| <b>PERFORMANCE MEASURES</b>                          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of active hydrants tested                  | 1,750                  | 1,800                  | 1,800                     | 1,800                    |
| 2. Number of annual service tests on pumping engines | 10                     | 10                     | 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, youths, building owners, business people and other members of the public, this Division provides invaluable public safety service. Public awareness and education regarding 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 is also responsible for ensuring compliance with Nicole’s Law, the state carbon monoxide detector law.

- *GOAL 1: Perform fire prevention inspections in all neighborhoods of the city.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of state mandated inspections of facilities including hospitals, schools, nursing homes and theaters | 425                    | 470                    | 470                       | 470                      |
| 2. License Commission compliance inspections   | 80                     | 100                    | 100                       | 100                      |
| 3. License Commission Task Force inspections   | 320                    | 240                    | 240                       | 240                      |
| 4. Complaint investigations  | 61                     | 50                     | 50                        | 50                       |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 5. Residential smoke detector compliance inspections (MGL Ch. 148, Sec. 26F) | 1,475                  | 1,750                  | 1,200                     | 1,300                    |

■ *GOAL 2: Issue assorted permits.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Annual storage of flammable liquids and gases, # of permits  | 555                    | 450                    | 450                       | 450                      |
| 2. Installation of fire protection systems (fire alarm systems, sprinkler systems, special suppression systems) | 1,065                  | 800                    | 800                       | 800                      |
| 3. Cutting/welding operations   | 345                    | 350                    | 350                       | 350                      |
| 4. Miscellaneous permits, i.e. sale of Christmas trees, use of portable heat devices, tar kettles, etc.         | 175                    | 100                    | 100                       | 100                      |
| 5. Storage tank compliance permits including installation, removal and safe operation                           | 85                     | 100                    | 100                       | 100                      |

■ *GOAL 3: Conduct Fire Protection Plan reviews and assessments.*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Major projects and developments | 30                     | 20                     | 20                        | 20                       |
| 2. Renovations and improvements    | 272                    | 250                    | 250                       | 250                      |

## **TRAINING DIVISION**

**PURPOSE & OVERVIEW:** All new Cambridge Firefighters attend the Massachusetts Fire Academy Recruit Training Academy before fighting fires in the City of Cambridge. After graduating from this 12-week course, new recruits are designated to a level of Firefighter I and Firefighter II. They then report to the CFD. Training Division for specialized instruction and training such as driver training. Thus equipped with the basics as firefighters, they arrive at their designated firehouses as Firefighters on Probation (FFOP). The FFOP's progress as firefighters is monitored by their Company Officer, who is their immediate supervisor. For one year, quarterly reports are submitted on their progress toward a permanent position in the Cambridge Fire Department. During this period, the Company Officer spends significant time and energy with hands-on training and education. These recruits, as part of a functioning company, are gathering experience and attending training through the CFD Training Division. Fighting fires is just one of a many tasks that a firefighter must master.

The Emergency Medical Services (EMS) aspect of a firefighter's job, requires training to respond properly to a traumatic injury, a chronic disease or a Mass Casualty Incident, is part of a First Responder's duties. Cardiopulmonary Resuscitation and use of Semi-Automated External Defibrillators are high priority training targets every year. Other EMS areas in which CFD trained this year were acute respiratory distress, traumatic brain injury, pediatric asthma, airway management, identifying child abuse and paramedic assistance. As the City's lead agency on EMS, the Fire Department has developed a strong relationship with the City's EMS contractor, Professional Ambulance. This interaction between providers has increased our ability to serve the citizens of Cambridge. As in all facets of our lives, technological advances have been made in fighting fires. Training with new tools is critical and maintaining these skills is an ongoing project. The use of thermal imaging cameras (TIC's), radiological detection and monitoring equipment, four gas meters and MultiRae gas meters, along with computer training, were some of the more technical courses held recently.

Interoperability is a significant factor for all members of public safety. Great strides are being made with the Cambridge Police Department towards this end. A Tactical Medics program is currently being developed and some initial training and drills have taken place. A developing plan for a joint response to a radiological incident has also enhanced the interoperability bond with public safety. Interoperability with the two hospitals with emergency rooms in the city was strengthened with drills at both facilities. A course run by the FBI, another run by the Massachusetts Department of Fire Services and yet another run by the MBTA, help to keep our First Responders up to date on issues that affect our community.

The Training Division puts a high premium on "target hazards." Inspections of schools and the delivery of permits required by the Bureau of Fire Prevention allow our First Responders to visually inspect areas that they respond to, as do familiarization tours when are conducted by the Training Division. This year, familiarization tours were conducted. Harvard's new Northwest labs on Oxford St., the Middlesex County Jail on Thorndike St. and the new Stanton building at the Mt. Auburn Hospital. This important training because of the interaction with building facilities experts, which allows our members a hands-on opportunity to inspect the buildings' supervisory and utility systems. An area of training in which fire service across the United States have committed



to over the past few years is the “Everybody Goes Home” program, The CFD is dedicated to this program, which emphasizes training courses for firefighter safety. This year, members received training in firefighter survival skills, firefighter rescue procedures, rope rescue and rapid intervention team (R.I.T.) training.

Fifty training programs were run by the CFD Training Division this year, through which important skills, abilities, proficiencies and knowledge provide impart to Cambridge firefighters. The Training Division classroom has a sign that says it all, “Great Firefighters Are Not Born, They Are Trained.”

**FY10 GOALS:**

- *GOAL 1: Promote firefighter safety by conducting training courses and issuing periodic training bulletins.*

| <b>PERFORMANCE MEASURES</b>                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Cumulative number of training hours            | 84,973                 | 80,000                 | 80,000                    | 80,000                   |
| 2. Number of training hours for uniform personnel | 355                    | 325                    | 325                       | 325                      |
| 3. Number of training bulletins issued            | 37                     | 30                     | 30                        | 30                       |

**EMERGENCY PREPAREDNESS AND COORDINATION (EPAC)**

**PURPOSE & OVERVIEW:** In compliance with the Superfund Amendment and Reauthorization Act (SARA-Title III), the City of Cambridge established a Local Emergency Planning Committee (LEPC). The Cambridge LEPC is one of a handful of fully certified LEPCs in the Commonwealth of Massachusetts. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:

- Coordinator of the 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.
- Conducts periodic compliance inspections of laboratory/research facilities.

- 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 is Special Events Committee.
- Serves as the Public Relations/Public Information Officer of the Cambridge Fire Department. The role of an office like the EPAC continues to evolve in Cambridge. The influx of laboratory/research facilities in the city requires diligence along with the ability to forge partnerships to continually enhance the ability of the city 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.*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of personnel trained     | 278                    | 276                    | 276                       | 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.*

| <b>PERFORMANCE MEASURES</b>                                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of fire safety programs held                      | 154                    | 330                    | 421                       | 330                      |
| 2. Elderly housing residents attending fire safety programs | 77                     | 250                    | 85                        | 150                      |
| 3. School students attending fire safety programs           | 4,717                  | 5,000                  | 5,000                     | 5,000                    |
| 4. Industry personnel attending fire safety programs        | 138                    | 200                    | 150                       | 150                      |
| 5. Total number of individuals attending all classes        | 4,932                  | 5,450                  | 5,500                     | 5,000                    |

### **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 supports and maintains eight fire stations. This includes the internal and external systems of the buildings. The TSD provides information technology (IT) to the Department’s members and is part of a Public Safety IT Team which manages all of the computers, servers and other IT equipment for Cambridge Public Safety. This team works with the City’s Department on various projects. The TSD also procures, maintains and calibrates the sophisticated sampling devices and meters used to detect substances that can range from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction.

The Motor Squad works under the umbrella of the TSD and provides high quality repairs and maintenance to Fire Department vehicles. The TSD also prepares specifications for renovations and new purchases for the Fire Department’s apparatus.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                     |                     |  |  |
|---------------------|---------------------|--|--|
| \$1,919,390         | \$1,922,265         |  |  |
| \$26,189,420        | \$27,871,395        |  |  |
| <u>\$8,470,420</u>  | <u>\$10,080,910</u> |  |  |
| <u>\$36,579,230</u> | <u>\$39,874,570</u> |  |  |

**LEADERSHIP  
OPERATIONS DIVISION  
SUPPORT SERVICES**

**\$2,049,090  
\$27,821,175  
\$10,465,805  
\$40,336,070**

**PURPOSE & OVERVIEW:** The Cambridge Police Department is committed to providing the citizens of Cambridge with the highest level of professional law enforcement services through community policing, proactive strategies and efficient emergency responses. The Department provides this high level of service while respecting the constitutional rights of every person living in or visiting the city. Our goal is to develop and sustain viable partnerships with community members and other City agencies that will lead to improved relations and effective problem solving.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY10 Police Department Budget reflects the reduction of four vacant Police Officer positions totaling \$431,000. Four positions were added in FY09 to create a dedicated full-time Explosive Ordnance Unit (EOU). Although the EOU will not be a full-time assignment, Explosive Ordnance services will still be staffed by specially trained police officers. Also, the full funding of a Crime Analyst III position has been included, which was partially funded in FY09, in order to provide better data to police officers and the public on patterns of crime. In addition, the FY10 Budget includes \$100,000 in funding to support the building operations of the new public safety facility, which the City occupied in December 2008.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- As part of the Department's ongoing Vision Planning, several initiatives were instituted to continue to promote effective deployment strategies, community partnerships and programs to address quality of life issues. The Department continued to expand the Youth and Family Services Unit (YFS) as well as the role of the officers assigned to the unit. The YFS unit is comprised of seven School Resource Officers, two Juvenile Detectives, Police Sergeant and a Police Lieutenant. School Resource Officers are assigned to each school in the district as well as a youth center. They participate in after school programs as well as evening programs with DHSP. They are liaisons with school officials, school security, probation officers from Middlesex County, Department of Youth Services (DYS) agents, Department of Children and Families, 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 to foster positive interactions with 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 referral to 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 residents. Additionally, the Department has sponsored team building training with DHSP youth workers to better understand the role of the YFS unit and to foster positive relationships and support systems for youth in the community. In

addition, members of the Bicycle Patrol Unit have been working closely with various churches to facilitate programs and provide outreach.

- The Department assigned a dedicated police officer to provide outreach and resources to the homeless population in the City. The Homeless Liaison responded to all calls for service involving a homeless person including disorderly conduct, drinking in public, request for transportation for shelter and medical emergencies. The role of this position is to provide community support to this endangered population and provide necessary resources. Currently, the Department is assessing the case load for the homeless population interested in seeking services, and upon a full review may require additional resources to address quality of life issues for this population.
- The Cambridge Police Department, along with the Arlington and Belmont Police Departments, the Middlesex District Attorney, The Guidance Center, Inc., a private, nonprofit victim services agency, and numerous other partners, have joined forces to create the Cambridge/Arlington/Belmont High-Risk Assessment and Response Team (hereafter referred to as the "Team"). The Team's objective is to provide a coordinated, multi-disciplinary, community-based approach to identification, assessment and intervention in domestic violence cases that pose the highest risk of lethality. The overarching goal of the Team is to prevent domestic violence-related homicides in the tri-community area. The Team will create a coordinated mechanism through which the organizations involved in domestic violence cases in the three communities will be able to review and provide follow-up services to victims at highest risk. Through the use of assessment tools, practitioners will analyze certain risk factors associated with increased risk of homicides in violent relationships. Members of all participating agencies have or will receive training in high risk assessment for domestic violence victims. Department personnel received this training during in-service in 2008. At a minimum, the assessment process will enable women to better understand the potential for danger and the level of their risk. Cases identified as high risk will also be better tracked in order to hold offenders accountable and enable effective implementation of law enforcement policies. The Cambridge Police Department, as the lead agency for this project, recently submitted a grant application on behalf of the Team to the U.S. Department of Justice, Office of Violence Against Women, seeking funding to enable the Team to hire a program coordinator, provide training to all participating agencies and organizations, and otherwise fulfill its mission.
- The Department was awarded \$307,658 through an FY09 Executive Office of Public Safety (EOPS) Community Policing grant, to promote community policing initiatives and neighborhood programs. Although there was a reduction in funding, the Department was still able to provide community grants, training and other community 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 \$54,030 to reduce crime, utilizing problem solving methodology against anti-gang violence. The Department is working closely with the Somerville Police Department to combat overlapping issues in the communities. In addition, the Department is working with DHSP to focus on prevention programs in the middle schools.
- The Department was awarded a grant in the amount of \$39,000 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).

**2008 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.

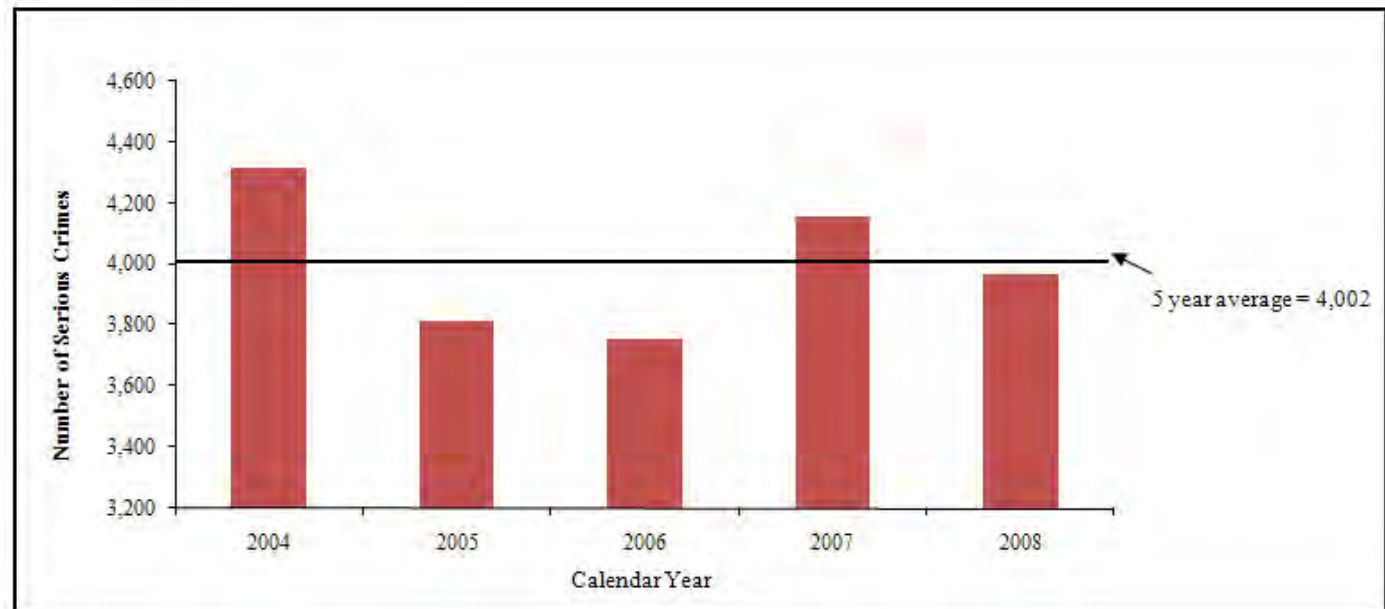
**Table 1: The table below identifies selected offenses comparing the 2007 to 2008 Crime Index**

| <b>Crime</b>                | <b>2007<br/>Jan.-Dec.</b> | <b>2008<br/>Jan.-Dec.</b> | <b>Percentage<br/>Change</b> |
|-----------------------------|---------------------------|---------------------------|------------------------------|
| <b>Murder</b>               | 0                         | 1                         | Inc.                         |
| <b>Rape</b>                 | 16                        | 17                        | 6%                           |
| Stranger                    | 1                         | 2                         | Inc.                         |
| Non-Stranger                | 15                        | 15                        | No change                    |
| <b>Robbery</b>              | 161                       | 177                       | 10%                          |
| Commercial                  | 41                        | 36                        | -12%                         |
| Street                      | 120                       | 141                       | 18%                          |
| <b>Aggravated Assault</b>   | 243                       | 274                       | 13%                          |
| <b>Total Violent</b>        | <b>420</b>                | <b>469</b>                | <b>12%</b>                   |
| <b>Burglary</b>             | 653                       | 467                       | -28%                         |
| Commercial                  | 134                       | 76                        | -43%                         |
| Residential                 | 519                       | 391                       | -25%                         |
| <b>Larceny</b>              | 2,838                     | 2,788                     | -2%                          |
| From Building               | 418                       | 417                       | No Change                    |
| Motor Vehicle               | 1,234                     | 1,053                     | -15%                         |
| From Person                 | 344                       | 357                       | 4%                           |
| From Bicycle                | 228                       | 277                       | 21%                          |
| Shoplifting                 | 349                       | 352                       | 1%                           |
| From Residence              | 162                       | 214                       | 32%                          |
| Of MV Plate                 | 37                        | 65                        | 76%                          |
| Of Services                 | 22                        | 26                        | 18%                          |
| Misc.                       | 44                        | 27                        | -39%                         |
| <b>Auto Theft</b>           | 244                       | 244                       | No Change                    |
| <b>Total Property Crime</b> | <b>3,735</b>              | <b>3,499</b>              | <b>-6%</b>                   |
| <b>Crime Index Total</b>    | <b>4,155</b>              | <b>3,968</b>              | <b>-5%</b>                   |

The 3,968 serious crimes recorded in Cambridge in 2008 is the third lowest Uniform Crime Reporting Index number reported to the FBI in over 40 years. This number corresponds to a decrease of 5% (187 fewer incidents) from the

number reported in 2007. This decrease can be attributed to a substantial decline (28%) in burglary (both residential and commercial) and a 15% reduction in larcenies from motor vehicles. Violent crime, on the other hand, rose by 12%, which was due to increases reported in all categories (murder, rape, robbery and aggravated assault). Street robberies experienced the largest violent crime increase in 2008 (up 18%), but this should be tempered by the fact that the number reported in 2007 was the lowest street robbery total Cambridge has experienced in more than 20 years. Also of note is that Cambridge experienced its first homicide in over 2 years in June 2008, but this is still well below the national murder average for cities of 100,000 people.

**Figure 1: Historical Trends for Total Crime Index**



**NATIONAL/REGIONAL CRIME COMPARISON:** A comparison of Cambridge's 2008 Index Crimes per 100,000 residents to crime totals nationwide indicates that Cambridge ranked below the national average for almost 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: 2007 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 2007, 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> |
|-------------------------|---------------|-------------|----------------|----------------|-----------------|----------------|-------------------|--------------|
| Mission Viejo, CA       | 0             | 1           | 28             | 53             | 205             | 1,007          | 101               | 1,395        |
| Cary, NC                | 1             | 11          | 58             | 64             | 448             | 1,584          | 88                | 2,254        |
| Vacaville, CA           | 5             | 26          | 83             | 149            | 289             | 1,473          | 274               | 2,299        |
| Daly City, CA           | 0             | 15          | 186            | 92             | 281             | 1,410          | 410               | 2,394        |
| Livonia, MI             | 1             | 27          | 31             | 94             | 421             | 1,730          | 267               | 2,571        |
| Arvada, CO              | 6             | 29          | 46             | 136            | 423             | 1,929          | 238               | 2,807        |
| Burbank, CA             | 3             | 14          | 98             | 159            | 487             | 1,840          | 440               | 3,041        |
| Woodbridge Township, NJ | 1             | 14          | 99             | 120            | 439             | 2,180          | 260               | 3,113        |
| Richardson, TX          | 2             | 22          | 136            | 130            | 793             | 2,084          | 230               | 3,397        |
| Green Bay, WI           | 2             | 67          | 89             | 458            | 565             | 2,094          | 184               | 3,459        |
| South Gate, CA          | 9             | 17          | 321            | 230            | 456             | 1,090          | 1,375             | 3,498        |
| Erie, PA                | 3             | 75          | 264            | 201            | 831             | 2,062          | 175               | 3,611        |
| Santa Clara, CA         | 3             | 32          | 73             | 123            | 553             | 2,420          | 457               | 3,661        |
| Denton, TX              | 2             | 76          | 84             | 204            | 718             | 2,614          | 173               | 3,871        |
| <b>Cambridge, MA</b>    | <b>1</b>      | <b>15</b>   | <b>176</b>     | <b>274</b>     | <b>465</b>      | <b>2,769</b>   | <b>241</b>        | <b>3,941</b> |
| Ventura, CA             | 1             | 27          | 151            | 189            | 746             | 2,733          | 348               | 4,195        |
| Lowell, MA              | 3             | 44          | 241            | 587            | 953             | 1,891          | 482               | 4,201        |
| Miramar, FL             | 7             | 26          | 202            | 363            | 1,038           | 2,274          | 500               | 4,410        |
| Compton, CA             | 37            | 42          | 466            | 1,078          | 636             | 1,034          | 1,135             | 4,428        |
| <b>Average</b>          | <b>10</b>     | <b>35</b>   | <b>222</b>     | <b>329</b>     | <b>863</b>      | <b>2,728</b>   | <b>583</b>        | <b>4,794</b> |
| Dearborn, MI            | 1             | 27          | 146            | 292            | 581             | 2,945          | 807               | 4,799        |
| Gresham, OR             | 1             | 74          | 170            | 225            | 627             | 2,671          | 1,034             | 4,802        |
| Odessa, TX              | 6             | 7           | 92             | 424            | 870             | 3,144          | 288               | 4,831        |
| Fairfield, CA           | 7             | 36          | 221            | 368            | 696             | 2,988          | 668               | 4,984        |
| Charleston, SC          | 15            | 56          | 269            | 569            | 746             | 3,056          | 444               | 5,155        |
| Gary, IN                | 71            | 57          | 324            | 217            | 1,746           | 2,062          | 859               | 5,336        |
| Albany, NY              | 3             | 45          | 376            | 704            | 965             | 2,998          | 286               | 5,377        |
| Portsmouth, VA          | 17            | 36          | 326            | 425            | 1,101           | 3,646          | 302               | 5,853        |

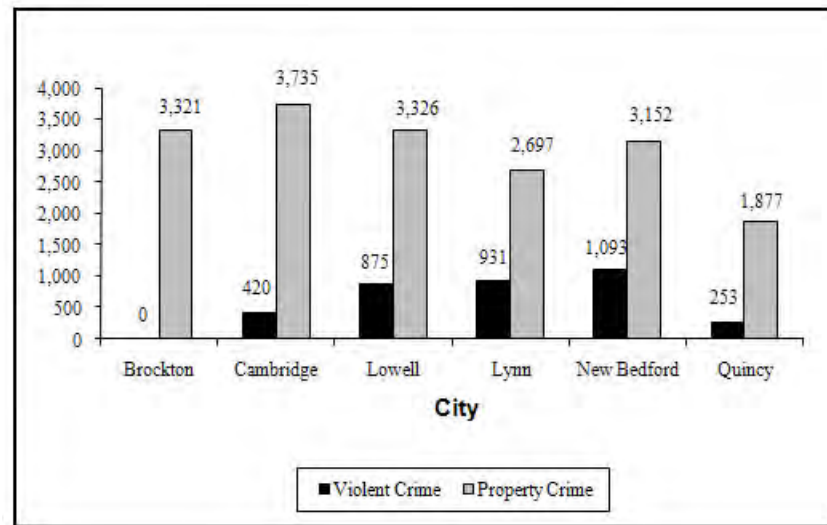


| <i>City</i>              | <i>Murder</i> | <i>Rape</i> | <i>Robbery</i> | <i>Assault</i> | <i>Burglary</i> | <i>Larceny</i> | <i>Auto Theft</i> | <i>Total</i> |
|--------------------------|---------------|-------------|----------------|----------------|-----------------|----------------|-------------------|--------------|
| Athens-Clarke County, GA | 7             | 38          | 142            | 248            | 1,306           | 3,836          | 351               | 5,928        |
| Allentown, PA            | 20            | 20          | 552            | 277            | 1,335           | 3,462          | 536               | 6,202        |
| Richmond, CA             | 47            | 31          | 492            | 650            | 1,265           | 1,933          | 2,309             | 6,727        |
| Pueblo, CO               | 6             | 43          | 206            | 470            | 1,499           | 4,526          | 588               | 7,338        |
| Wichita Falls, TX        | 4             | 31          | 228            | 313            | 1,540           | 4,797          | 498               | 7,411        |
| Berkeley, CA             | 5             | 24          | 431            | 179            | 1,172           | 4,949          | 995               | 7,755        |
| Macon, GA                | 22            | 43          | 302            | 365            | 1,979           | 5,166          | 852               | 8,729        |
| Everett, WA              | 7             | 61          | 209            | 287            | 1,405           | 5,456          | 1,878             | 9,303        |
| Miami Gardens, FL        | 24            | 61          | 686            | 1,134          | 1,668           | 4,904          | 1,034             | 9,511        |
| Brockton, MA             | 11            | 42          | 199            | n/a            | 695             | 2,163          | 463               | n/a          |

For additional crime reporting statistics, please visit our Website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the 2008 Annual Crime Report available online.

**Figure 2: Regional Crime Comparison - 2007**

The chart below reflects a crime comparison among regional communities by violent and property crime. The crime information is based on 2007 data because official data for 2008 is not yet available for these selected cities. In review of the 2007 crime numbers, Cambridge registered with a lower violent crime total than most of the featured cities, but had the highest property crime total in that year.

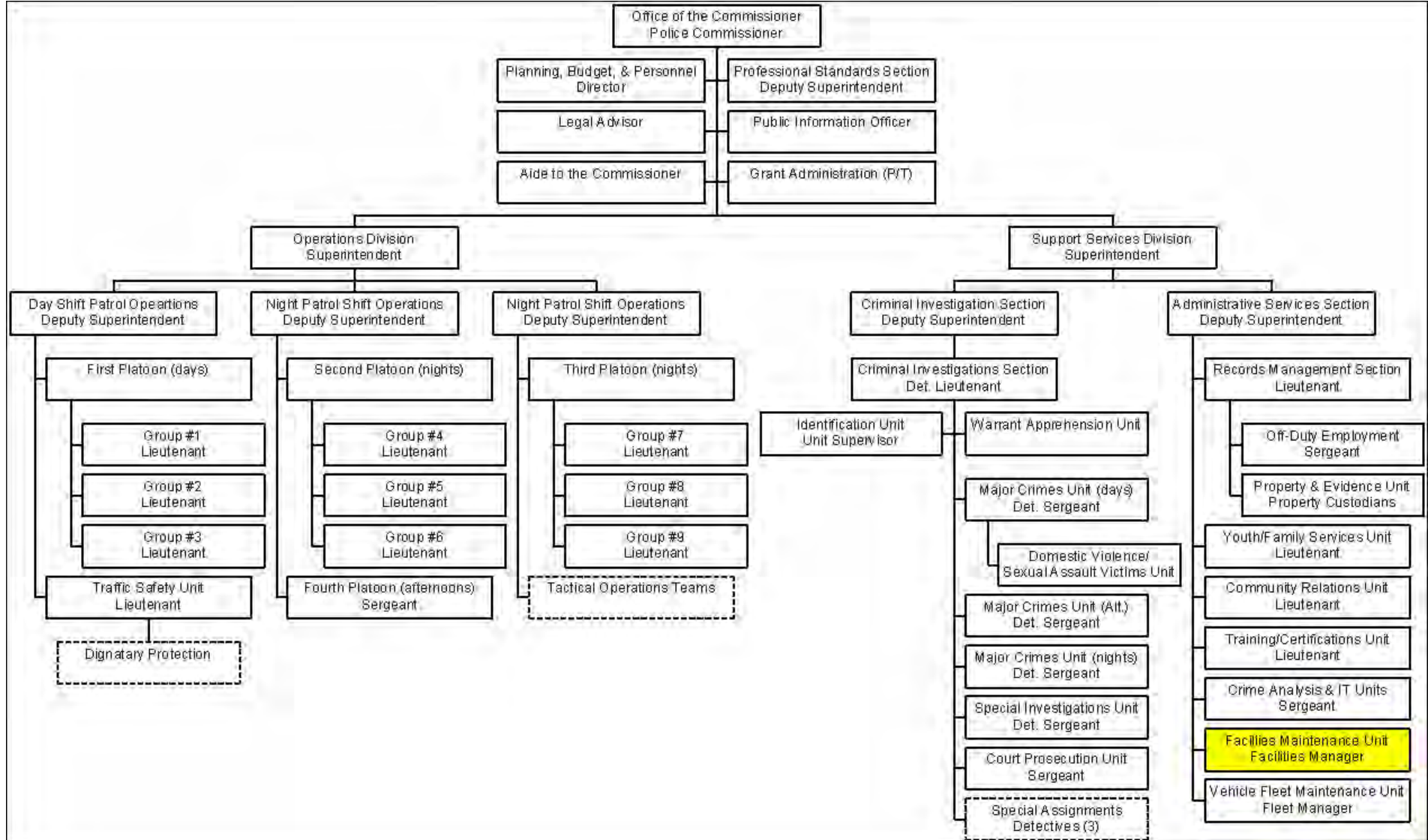


| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$31,891,905</b> |
| Real Estate Taxes                  | \$31,891,905  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$1,615,355</b>  |
| 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      |                     |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$125,465</b>    |
| Street Obstruction Permits         | \$122,065     |                     |
| Sunday Permits                     | \$500         |                     |
| Firearms I.D.                      | \$400         |                     |
| Revolver Permit                    | \$2,500       |                     |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$3,210,925</b>  |
| Parking Fines                      | \$2,603,425   |                     |
| Moving Violations                  | \$525,000     |                     |
| False Alarm Ordinance Fee          | \$78,000      |                     |
| Bicycle Fines                      | \$4,500       |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$1,755,420</b>  |
| State Cherry Sheet Revenue         | \$859,085     |                     |
| Cherry Sheet-Police Career In      | \$896,335     |                     |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$1,737,000</b>  |
| Free Cash                          | \$1,700,000   |                     |
| Overtime Reimbursement             | \$37,000      |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$40,336,070</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$37,740,070</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$1,912,400</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$291,500</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$392,100</b>    |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$40,336,070</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>307</b>  | <b>313</b>  | <b>311</b>  |

## Cambridge Police Department Organizational Chart



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**POLICE  
-Leadership**

|                    |                    |   |                    |
|--------------------|--------------------|---|--------------------|
| \$852,155          | \$916,040          | <b>COMMISSIONER'S OFFICE<br/>PLANNING, BUDGET &amp; PERSONNEL<br/>QUALITY CONTROL</b> | \$867,745          |
| \$390,990          | \$443,790          |   | \$492,725          |
| <u>\$676,245</u>   | <u>\$562,435</u>   |   | <u>\$688,620</u>   |
| <b>\$1,919,390</b> | <b>\$1,922,265</b> |   | <b>\$2,049,090</b> |

**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, staff investigations and proactive communication regarding officer's performance remain the primary responsibilities of the Professional Standards Unit (formerly Quality Control). 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 Professional Standards 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 continued focus on an evolving 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 a Department that operates effectively and efficiently. In 2003, the Department embarked on a Vision Project to enhance the organization in various capacities. During the early stages of the 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. Some employees surveyed cited the state of the building, staffing levels, operational communication across groups and wider application of community policing strategies. Since 2006, the Department, working in collaboration with City officials, established a Transition Steering Committee to assist and prepare for the transition to the new facility. In December 2008, the Department moved into the new Robert W. Healy Public Safety Facility. The state-of-the-art facility houses the Police Department, Emergency Communications Department and 911 Dispatch Center. Green building technologies were incorporated into the design of the facility. This included installation of highly efficient mechanical and electrical systems with chilled beam heating and cooling technology, a green roof, a highly advanced security system design and building management/lighting control systems. The design of this building is expected to result in a U.S. Green Building Council Leadership in Energy & Environmental Design

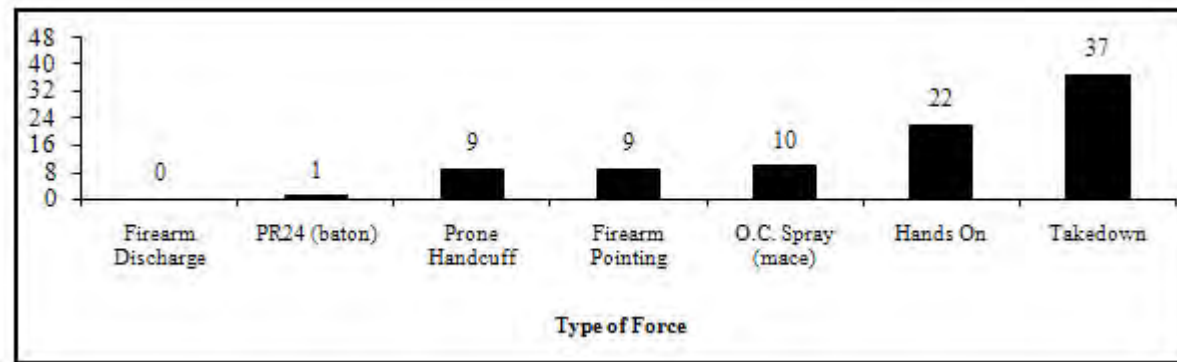
(LEED) Silver level certification.

Over the past year, the Department has successfully transitioned into the new facility, increased training opportunities and implemented a wider application of community policing by developing enhanced partnerships with various neighborhood and business groups. Additionally, the Department worked to alter its deployment strategies and, through the collective efforts of the entire membership, changed its modality of policing within the city. Through the use of crime data and calls for service, we undertook a 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, which 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 needed 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.

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 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 2008, the Cambridge Police Department responded to over 100,000 calls for service. There were 88 reported incidents of use of force in 2008. 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. This reflects a decrease incidents reported in 2007, which totaled 130. 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 2008**



**FY10 GOALS:**

- GOAL 1:** *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   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Number of administrative audits conducted by staff                | 9              | 9              | 9                 | 8                |
| 2. Complete "quality of service" assessment forms - incident reports | 250            | 245            | 250               | 245              |
| 3. Complete "quality of service" assessment forms - m/v stops        | 250            | 255            | 250               | 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, FY07 and FY08. 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 | FY08 | % Change (FY05-FY08) |
|---|------|------|------|------|----------------------|
| Response of Call Taker                        | 96%  | 93%  | 85%  | 87%  | -9%                  |
| Timeliness of Officer Response                | 91%  | 96%  | 84%  | 87%  | -4%                  |
| Officer 's Response to Questions              | 97%  | 95%  | 95%  | 97%  | 0%                   |
| Professionalism of Officer Conduct            | 99%  | 96%  | 97%  | 99%  | 0%                   |
| Percentage of Cases Followed up by Detectives | 61%  | 64%  | 57%  | 58%  | -3%                  |
| Responsiveness of Detective                   | 54%  | 87%  | 51%  | 53%  | -1%                  |
| Overall Response by Department                | 90%  | 89%  | 78%  | 94%  | 4%                   |

- **GOAL 2:** *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.*



**POLICE  
-Operations Division**

| ACTUAL<br>FY08      | PROJECTED<br>FY09   |                            | BUDGET<br>FY10      |
|---------------------|---------------------|----------------------------|---------------------|
| \$6,439,345         | \$6,445,640         | <b>DAY PATROL</b>          | \$5,895,375         |
| \$14,574,690        | \$15,524,530        | <b>NIGHT PATROL</b>        | \$15,784,490        |
| \$2,561,825         | \$2,419,505         | <b>TRAFFIC</b>             | \$2,577,720         |
| \$159,085           | \$188,155           | <b>COMMUNICATIONS</b>      | \$195,100           |
| \$1,879,875         | \$2,149,465         | <b>COMMUNITY RELATIONS</b> | \$2,805,950         |
| \$574,600           | \$455,285           | <b>SCHOOL CROSSING</b>     | \$487,540           |
| <u>\$0</u>          | <u>\$688,815</u>    | <b>TACTICAL OPERATIONS</b> | <u>\$75,000</u>     |
| <u>\$26,189,420</u> | <u>\$27,871,395</u> |                            | <u>\$27,821,175</u> |

**PURPOSE & OVERVIEW:** As the Department's primary and most visible staff resource, this Division is responsible for the suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. The Operations Division is divided into Day Patrol, Night

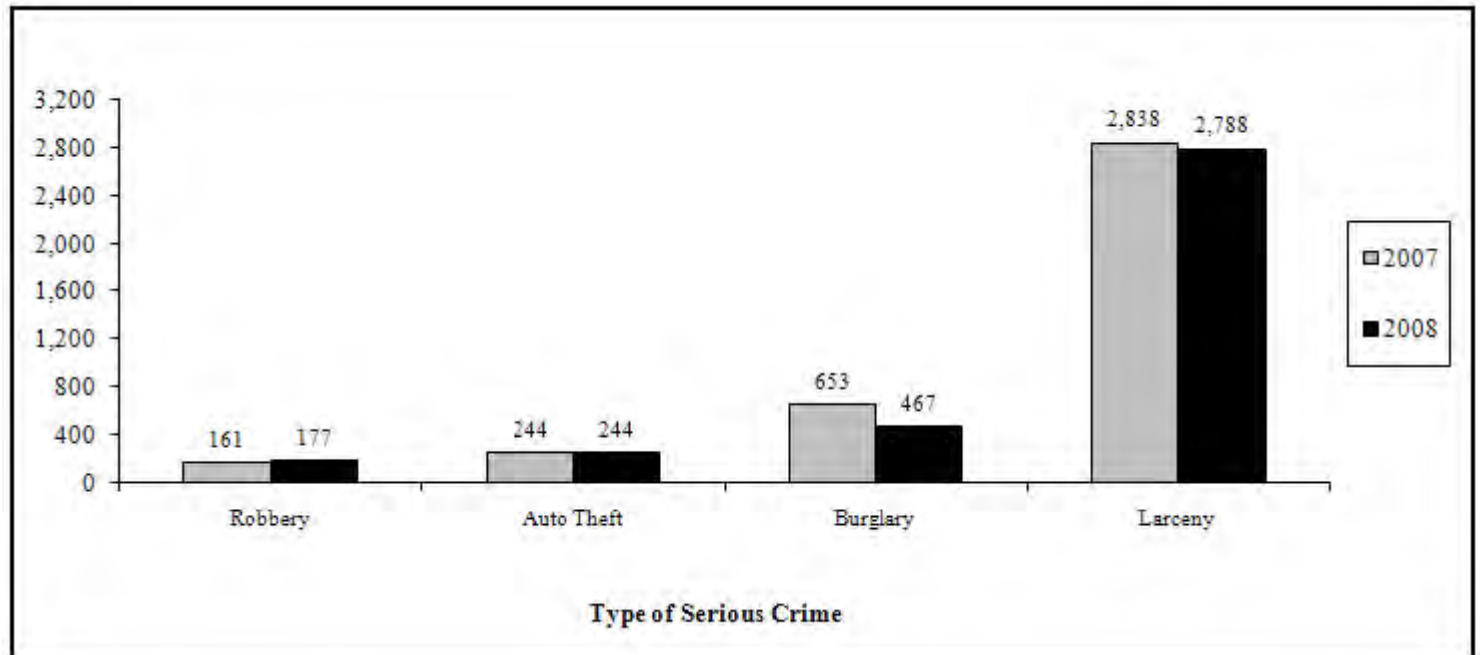
Patrol, Selective Enforcement and Tactical Operations. The Day and Night Patrol perform the essential duties of responding to all calls for service. Police Officers are assigned throughout the city to increase visibility, enforce the laws of the Commonwealth and foster positive relationships with community members. 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 Tactical Operations Unit is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiator Team. The SRT is a highly trained, disciplined and tactical team that is able and prepared to respond to any major crisis within the city. Their primary mission is to resolve high-risk incidents, with a minimal loss of human life. Some of these incidents include hostage situations, high-risk search and arrest warrants, barricaded suspects and any other situation deemed appropriate. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include but are not limited to riots, protests, and any other situation where citizen unrest may result. Officers of the Tactical Patrol Force are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of city residents in an explosive-related incident. They are responsible for the handling, transportation and rendering safe of all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the Department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is committed to the concept of reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

**FY10 GOALS:**

- **GOAL 1:** *Provide a professional standard of law enforcement services to the citizens of Cambridge through suppression and prevention of crime, the apprehension of offenders, the recovery of stolen property, the regulation of non-criminal activity and the maintenance of peace in the community. Various deployment strategies are developed through collective efforts of the entire membership of the department to address current crime trends.*

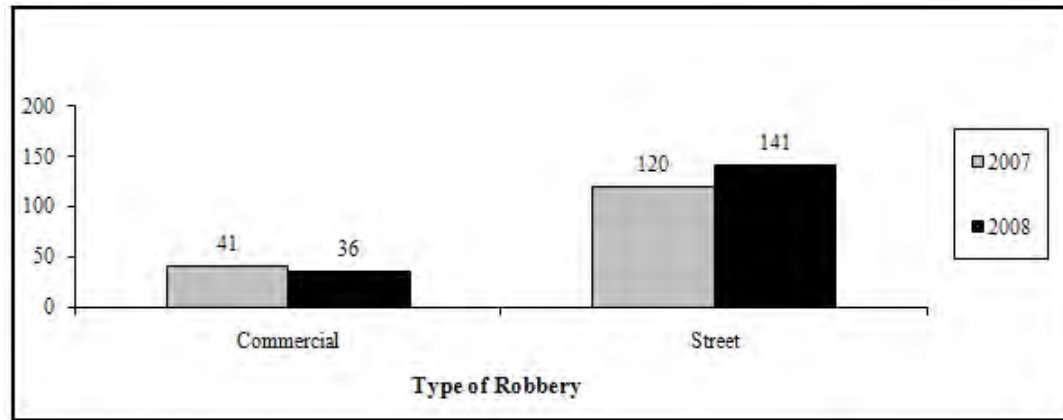
**Figure 5: Selected Serious Crimes for Calendar Year 2007 v. 2008**

Of these four selected serious crimes, only robberies experienced an increase in the City of Cambridge in 2008. The other three featured crimes (all property-related) registered decreases or no change last year. This was particularly true for burglaries, which dropped by 28%, and larcenies from motor vehicles, which were 15% lower than in 2007. These decreases in property crimes led to an overall decrease of 5% in total index crimes in 2008. Auto thefts remained the same from 2007 to 2008, and approximately 76% of the cars reported stolen in 2008 have been recovered to date.



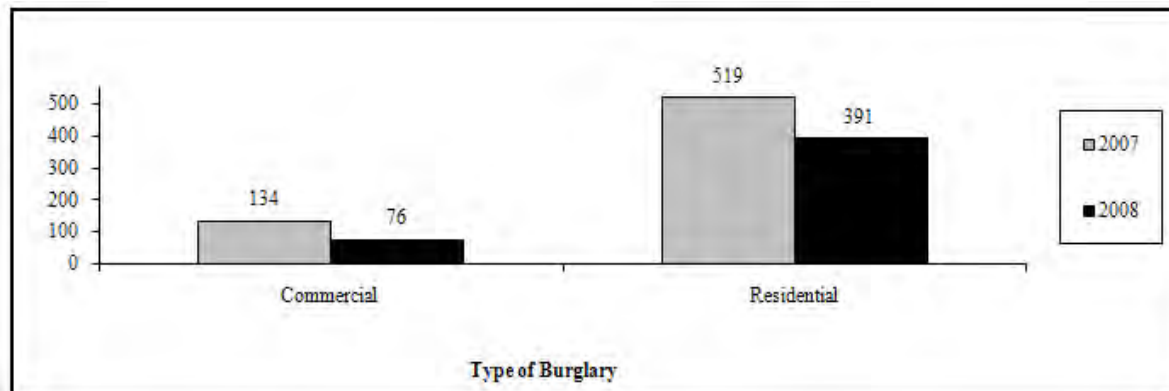
**Figure 6 (a): Calendar Year 2007 v. 2008 Breakdown of Robberies by Type**

In 2008, robberies in Cambridge increased by 10% over 2007. Despite this overall increase, commercial robberies actually experienced a decrease in 2008, dropping from 41 incidents in 2007 to 36 in 2008. Street robberies, on the other hand, increased by 18%. However, it should be noted that the number of street robberies reported in 2007 (120) was the lowest number reported in the City in over 20 years, so even though Cambridge reported an increase in 2008, the total of 141 still remains below the 10-year average of 158.



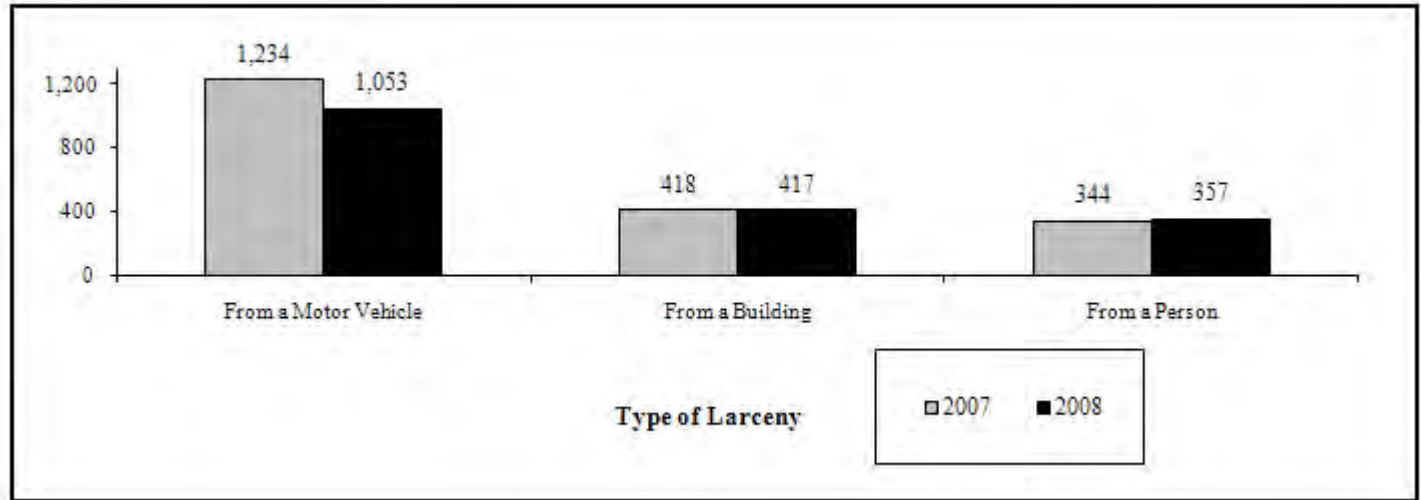
**Figure 6 (b): Calendar Year 2007 v. 2008 Burglaries by Type**

Burglaries experienced the largest decrease in 2008 of all the major crime types. Both categories of burglaries (commercial and residential) reported notable declines. Commercial breaks dropped by 43% in 2008, with no long-term patterns emerging throughout the year. Housebreaks also dropped substantially, from 519 in 2007 to 391 in 2008, due in part to fewer patterns of housebreaks emerging in 2008 than usual. The overall burglary total of 467 incidents reported in 2008 is the lowest total reported in Cambridge in over 20 years.



**Figure 7: Calendar Year 2007 v. 2008 Breakdown of Larcenies by Type**

Larceny decreased by 2% overall in 2008. This decrease can mostly be attributed to a 15.7% decline in larcenies from motor vehicles (LMVs). In 2007, LMVs at their highest level ever recorded in Cambridge, due in large part to a dramatic increase in GPS system thefts from vehicles, so it is important to note that 2008 experienced a reduction in this problem. In other notable larceny categories in 2008, larcenies from persons increased by 13 incidents and larcenies from buildings remained essentially unchanged.



For additional statistics, please visit our Website at [www.CambridgePolice.org](http://www.CambridgePolice.org) to view the complete 2008 Annual Crime Report online.

- **GOAL 2:** *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   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Number of assignments for deployment of units for the enforcement of truck restrictions | 1,358          | 1,500          | 1,100             | 1,000            |

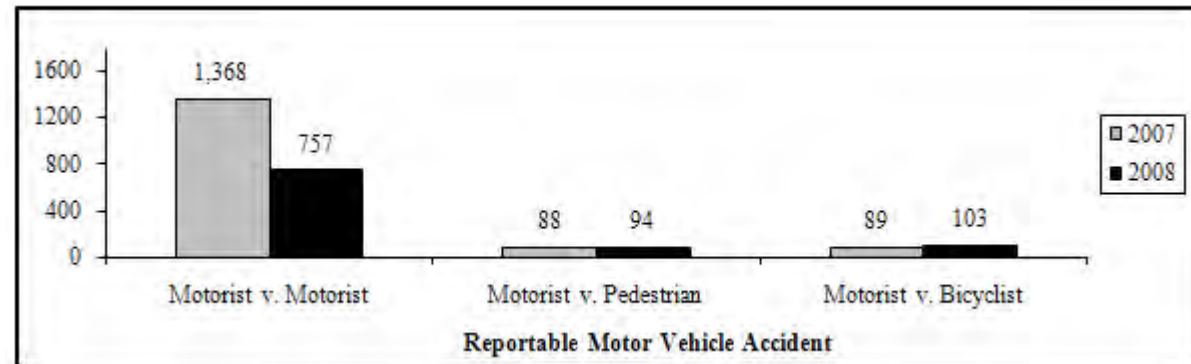
■ *GOAL 2: (continued)*

| PERFORMANCE MEASURES   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 2. Number of selective traffic enforcement assignments citywide                              | 11,399         | 11,000         | 12,000            | 12,000           |
| 3. Number of assignments for deployment of units for the enforcement of crosswalk violations | 3,227          | 4,400          | 3,000             | 4,500            |
| 4. Number of selective bicycle enforcement assignments                                       | 837            | 1,000          | 1,050             | 1,500            |

■ *GOAL 3: 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.*

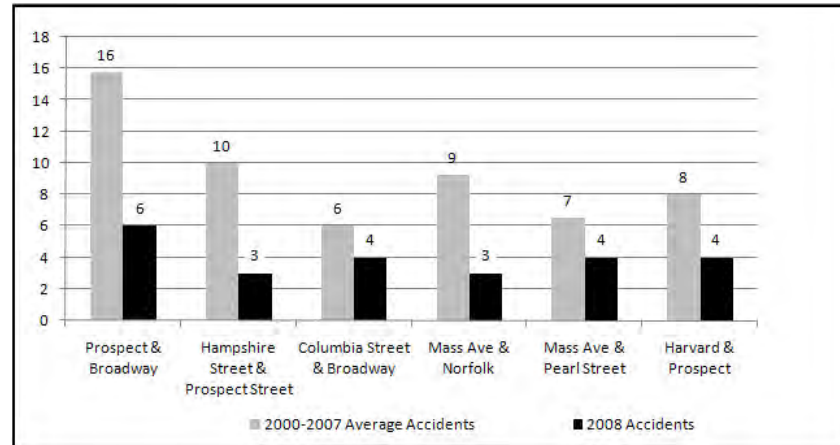
**Figure 8: Reportable Motor Vehicle Accidents**

The chart below reflects a comparison of reportable motor vehicle accidents in 2007 v. 2008 by type of accident. Motorist v. Motorist also includes single car accidents involving property damage.



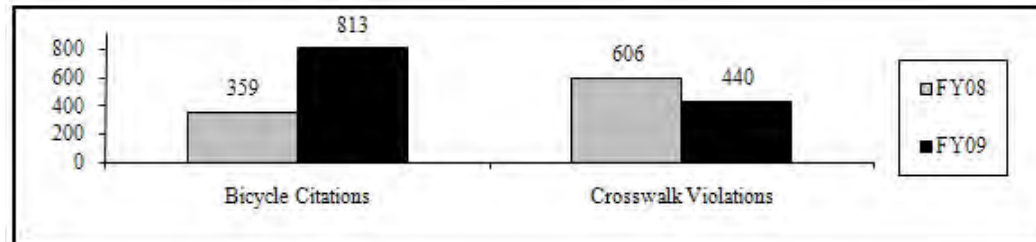
**Figure 9: Analysis of Accidents at Strategic Impact Traffic Enforcement Locations**

The chart below reflects the Departments effort to reduce motor vehicle accidents by strategic impact traffic enforcement at high accident locations. As a result of this initiative, there was a significant reduction of accidents in these identified areas as well as a (53%) overall accident reduction citywide.



**Figure 10: Bicycle Citations and Crosswalk Violations for FY08 and FY09**

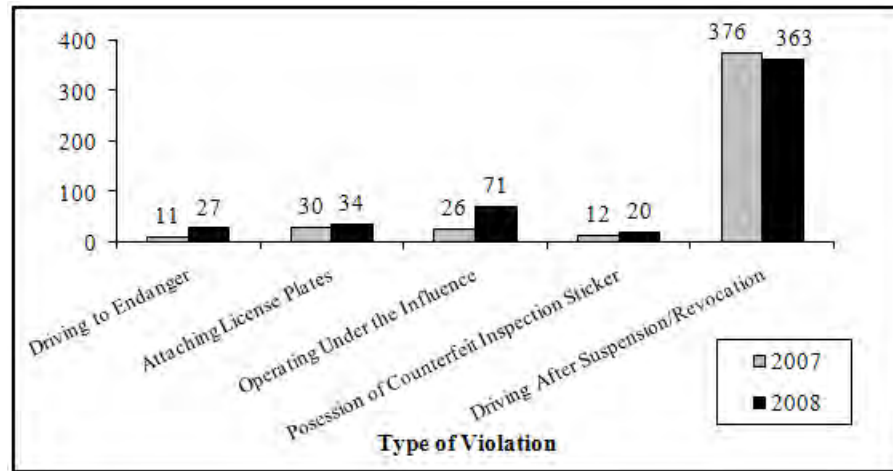
In a continued effort to provide the highest level of public safety services, the Department has increased enforcement of crosswalk violations and bicycle violations. The chart below reflects the number of bicycle citations and crosswalk citations issued from July 1 through December 31 of FY08, versus July 1 through December 31 of FY09. For additional statistics, please visit our Website at [www.cambridgepolice.org](http://www.cambridgepolice.org) to view the 2008 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 11: Traffic Arrests for Calendar Year 2007 v. 2008**

The chart below reflects the number of traffic arrests by type of incident comparing 2007 v. 2008.



- GOAL 4:** *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               | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|------------------------------------|----------------|----------------|-------------------|------------------|
| 1. Child Safety Seat installations | 893            | 1,000          | 900               | 1,000            |

- GOAL 5:** *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   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Directed patrol assignments to address quality of life issues | 6,436          | 10,000         | 10,000            | 8,000            |
| 2. Park patrols performed utilizing bicycle officers             | 230            | 450            | 450               | 500              |

■ *GOAL 5: (continued)*

| <b>PERFORMANCE MEASURES</b>                              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 3. Park & Walk assignments performed throughout the city | 14,676                 | 15,000                 | 15,000                    | 15,000                   |



**POLICE  
-Support Services**

| ACTUAL<br>FY08     | PROJECTED<br>FY09   |                                    | BUDGET<br>FY10            |
|--------------------|---------------------|------------------------------------|---------------------------|
| \$1,579,485        | \$1,834,105         | <b>ADMINISTRATION</b>              | <b>\$1,749,850</b>        |
| \$1,114,900        | \$1,324,625         | <b>SPECIAL INVESTIGATION UNIT</b>  | <b>\$1,344,225</b>        |
| \$312,390          | \$332,800           | <b>TRAINING</b>                    | <b>\$310,045</b>          |
| \$3,393,645        | \$3,503,105         | <b>MAJOR CRIME UNIT</b>            | <b>\$3,793,415</b>        |
| \$146,890          | \$215,755           | <b>DETAIL OFFICE</b>               | <b>\$405,630</b>          |
| \$703,380          | \$954,560           | <b>TECHNICAL SERVICES</b>          | <b>\$992,540</b>          |
| <u>\$1,219,730</u> | <u>\$1,915,960</u>  | <b>OPERATION &amp; MAINTENANCE</b> | <b><u>\$1,870,100</u></b> |
| <b>\$8,470,420</b> | <b>\$10,080,910</b> |                                    | <b>\$10,465,805</b>       |

**PURPOSE & OVERVIEW:** The Support Services Division consists of the Administration Unit, Training Unit, Major Crime Unit, Special Investigation Unit (SIU), Identification Unit, Detail Office, Community Relations Unit (moved from the Operations Division to more accurately reflect its role in supporting the overall mission of the Department) and Technical Services Unit.

This Division is responsible for supporting the daily operations of the Department. The Administration Unit processes and coordinates departmental support services such as records, details (off-duty employment), fleet maintenance, property and evidence. 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 Identification Unit works closely with the Major Crime Unit and SIU in processing crime scenes, evidence and fingerprint classification. The function of the Community Relations Unit 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 Youth and Family Services Unit comprised of School Resource Officers (SRO) and Juvenile Detectives are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. This Unit works closely with other law enforcement agencies and community partnerships to identify youth in need of services such as the juvenile diversion program. 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, spreeds, hot spots and trends. Once such a problem is identified, this 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. This Unit is also responsible for maintaining the Department's computer systems infrastructure and radio system.

**FY10 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.*

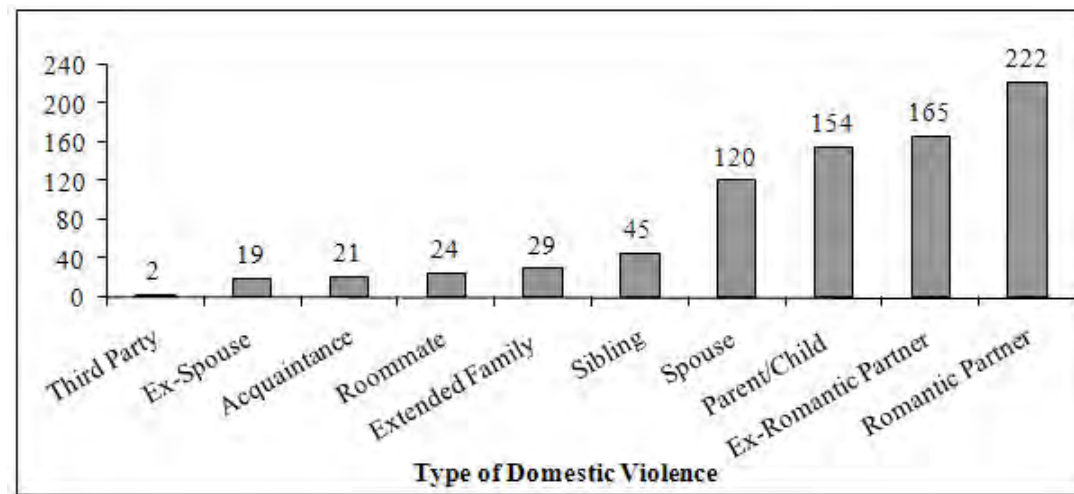
| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of officers attending live firearms training  | 242                    | 250                    | 249                       | 272                      |
| 2. Number of officers attending simulation training*  | 242                    | 250                    | 0                         | 272                      |
| 3. Number of officers attending simulated firearms training*  | 0                      | 250                    | 0                         | 272                      |
| 4. Number of training bulletins issued per year   | 86                     | 60                     | 75                        | 75                       |
| 5. Number of specialized trainings attended by sworn and non sworn personnel                                  | 269                    | 300                    | 250                       | 300                      |
| *Training offered at least every other year and each year if possible (scheduling for FY09 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of domestic violence trainings conducted for various agencies throughout the city   | 15                     | 12                     | 30                        | 30                       |
| 2. Percentage of domestic violence case investigations pursued in court while supporting victims and assisting with available resources for services *<br>*The Department has enhanced services by providing additional resources to the DV Unit. | 65%                    | 65%                    | 91%                       | 90%                      |

**Figure 11: Domestic Violence by Relationship Category for Calendar Year 2008**

The chart below reflects the number of domestic violence incidents reported in 2008 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 experienced the most drug incidents with 21 or 19% of the incidents citywide. Agassiz and the Cambridge Highlands reported no drug incidents. In 2008, a total of 111 incidents were reported and 125 arrests were made.

| AREA                | 2006       | 2007       | 2008       | % of Total  |
|---------------------|------------|------------|------------|-------------|
| East Cambridge      | 7          | 20         | 14         | 13%         |
| M.I.T. Area         | 1          | 3          | 1          | 1%          |
| Inman/Harrington    | 14         | 23         | 12         | 11%         |
| Area 4              | 45         | 37         | 21         | 19%         |
| Cambridgeport       | 27         | 28         | 13         | 12%         |
| Mid-Cambridge       | 12         | 16         | 15         | 13%         |
| Riverside           | 11         | 14         | 14         | 13%         |
| Agassiz             | 1          | 0          | 0          | 0%          |
| Peabody             | 6          | 8          | 3          | 3%          |
| West Cambridge      | 6          | 3          | 7          | 6%          |
| North Cambridge     | 18         | 12         | 8          | 7%          |
| Cambridge Highlands | 1          | 1          | 0          | 0%          |
| Strawberry Hill     | 1          | 1          | 3          | 2%          |
| <b>TOTAL</b>        | <b>150</b> | <b>166</b> | <b>111</b> | <b>100%</b> |

- **GOAL 3:** *Enhance access to information for residents on neighborhood crime and improve communication between the community and the Police Department in order to become effective allies in the campaign against drug abuse and crime in our community. 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 introducing a new technology: "Text A Tip."*

- GOAL 4:** *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of youth and/or family referrals made to mental health specialist for assistance         | n/a                    | n/a                    | 25                        | 40                       |
| 2. Number of youth referred to the Police Department's Juvenile Diversion Program                  | n/a                    | n/a                    | 50                        | 75                       |
| 3. Number of referrals made to the Middlesex District Attorney's Office Juvenile Diversion Program | n/a                    | n/a                    | 6                         | 6                        |
| 4. Number of youth introduced to the juvenile justice system through a court complaint or arrest   | n/a                    | n/a                    | 30                        | 25                       |

- GOAL 5:** *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. Surveys are offered to all residents through the Community Relations Unit, as well to victims of burglaries, but are voluntary.*

| <b>PERFORMANCE MEASURES</b>       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Business surveys conducted     | 11                     | 50                     | 10                        | 25                       |
| 2. Residential surveys conducted* | 26                     | 45                     | 25                        | 30                       |

■ *GOAL 5: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Private security meetings attended per year<br>*Residential surveys are offered to all residents through the Community Relations Unit. In addition, all victims of burglaries are offered this service by the responding Police Officer. | 12                     | 12                     | 13                        | 15                       |

■ *GOAL 6: 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 with the citizenry of Cambridge about public safety issues, including Homeland Security and emergency planning initiatives with Fire, Emergency Communications and Emergency Management.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Community members attending sergeants' meetings citywide   | 703                    | 400                    | 500                       | 500                      |
| 2. Community policing problem solving projects*   | 4                      | 5                      | 6                         | 8                        |
| 3. Community policing neighborhood grants awarded   | 21                     | 30                     | 25                        | 30                       |
| 4. Youth participating in Department sponsored leagues and programs<br>*Neighborhood problem solving projects are designed to impact problems identified in the community by utilizing law enforcement techniques and strategies to impact the crime. | 200                    | 250                    | 91                        | 200                      |

- *GOAL 7: Provide crime prevention classes to residents while creating opportunities to improve relationships and communications among youth, the community and police officers.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Students in the district served by High School Advisory classes                                      | 190                    | 1,000                  | 500                       | 1,000                    |
| 2. Students receiving Safety Training (bike safety, drivers' education, bullying and "points 4 safety") | 1,251                  | 1,000                  | 650                       | 1,000                    |
| 3. Citizens participating in Rape Aggression Defense (RAD) Training                                     | 104                    | 75                     | 60                        | 60                       |
| 4. Citizens participating in Citizen, Youth and Senior Citizen Police Academies                         | 59                     | 50                     | 40                        | 50                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**TRAFFIC PARKING &  
TRANSPORTATION  
-Summary**

|   |   |   |   |
|---|---|---|---|
| <p>\$1,802,375<br/>\$6,480,295<br/><u>\$896,045</u><br/>\$9,178,715</p> | <p>\$1,830,585<br/>\$6,707,010<br/><u>\$991,535</u><br/>\$9,529,130</p> | <p align="center"><b>TRAFFIC CONTROL</b><br/><b>PARKING CONTROL</b><br/><b>SUPPORT SERVICES</b></p> <p>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.</p> <p>The Department is organized in three divisions: Traffic Control, Parking Control and Support Services.</p> <p><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Resident Permits: <ul style="list-style-type: none"> <li>○ For the first time, Resident Parking Permits were available online for qualified residents. The program has been a great success with 6,720 residents applying and paying online during renewal. The permits were processed and mailed 2 - 3 days from the date the application was received. Within the first 30 days, 46% of Resident Parking Permit applications were submitted online.</li> <li>○ Annual Photo Contest: 125 photos were submitted for the 2009 resident parking permit contest. The winner of the contest was Israel Ferraz, a Cambridge resident. The title of the winning photo was "The City Hall Bell Tower." Many of the other photos submitted were published in our Resident Information Booklet. A photo album of all submissions can be seen on the Traffic Website.</li> </ul> </li> <li>• Enforcement: <ul style="list-style-type: none"> <li>○ Sidewalk snow/ice ticket enforcement was increased. The Traffic Dept. worked in conjunction with DPW's task force. New priority enforcement routes made enforcement easier for Parking Control Offices (PCOs) through use of their handheld machines and placing hangtag notices at the properties ticketed. We have seen increased enforcement as a result.</li> <li>○ Numbered stickers were placed on 2 sides of each parking meter, citywide. The stickers aid the PCOs to properly identify the meter when ticketing and provide a short cut to location when</li> </ul> </li> </ul> | <p>\$1,812,965<br/>\$7,129,245<br/><u>\$943,970</u><br/>\$9,886,180</p> |
|---|---|---|---|

**PURPOSE & OVERVIEW:** The Department oversees public parking and traffic operations in the city, and actively promotes walking, bicycling and transit. Parking control includes promulgating,



using the handhelds.

- Signals:
  - South Massachusetts Avenue between Memorial Drive and Lafayette Square - The six traffic signals now have new cabinets, controllers, poles, and LED vehicle and countdown pedestrian signals. Signal timing at all locations has been optimized and coordinated along Massachusetts Avenue.
  - Galileo Galilei, Binney Street and Fulkerson Street - This is a new signal installation. The signal adds a new vehicle movement out of the Kendall Square Garage without having to cut through the East Cambridge neighborhood.
  - Harvard Square - Assisted DPW with traffic management in the heart of the square during construction of the new traffic signal equipment and expanded crosswalk.
  - Rindge at Sherman - Replaced pole-mounted control cabinet with a new one mounted on the ground. Optimized signal timing.
  - Cambridgepark Drive - Split northbound Cambridgepark Place approach from southbound move. This improvement eliminates a conflict northbound drivers experienced from the opposing double left.
- Signing/Pavement Markings:
  - Major street identification project - Completed installing larger and more visible street name signs at all traffic signal locations throughout the city. The signs are installed onto the mast-arm signal poles, resulting in a more uniform posting at all intersections making the signs easier to see by both pedestrians and drivers. Also, included NTOR where needed to improve pedestrian safety.
  - Massachusetts Ave. at Inman Street - Upgraded audible pedestrian signals for use by the visually impaired.
  - Binney Street at Sixth Street - Installed new pedestrian warning signal to improve the safety at this mid-block crosswalk.
- Special Studies:
  - Speed study database - Built a database (600 records) of all speed studies conducted by the Engineering Division. Converted database into a GIS map.
  - Bike Accident study - The Engineering Division obtained every crash report involving a bicycle for the years between 2004 and 2008 from the Police Department. Each report was carefully read and summarized and the results were coded into a GIS map. Almost 400 crashes are in the database. The study will help us identify bicycle safety priorities.
  - Pedestrian signal head upgrade - Replaced nearly 300 incandescent pedestrian signal heads with more visible, lower-maintenance LED units. Many feature the 'countdown' legend.

- Inventoried the number of bicycles parked in Harvard Sq., Central Sq. and Inman Sq.-14 new bike racks installed based on study. Re-inventoried Harvard Sq. 12 months later and found a 28% increase in bicycle parking.
- Project Review/Development:
  - Reviewed Traffic Impact Studies for 5 large development projects and provided comment letters to the Planning Board, including recommended traffic mitigation. Tracked and monitored transportation mitigation required by the Planning Board on large projects.
  - Reviewed smaller projects seeking building permit and certificate of occupancy sign-off from the Department. Approved 7 building permits. Worked with the developers and neighbors to make adjustments and improve safety and operation of the sites.
  - Worked with CDD to create an official City of Cambridge Bicycle Parking Guide.
  - Project Review section was added to the department's Website providing information for developers and contractors regarding TP&T reviews and requirements. We have received good feedback from the users of this enhancement.
  - Hosted monthly parking coordination meetings for TP&T, Inspectional Services, Licensing and Community Development.
- Parking Garages Multi-Year Maintenance Program:
  - Phase Two improvements included concrete and waterproofing repairs at the East Cambridge Garage. All of the exposed roof level at the East Cambridge garage has been waterproofed and several other nuisance leaks were repaired.
  - Phase Three has been prepared for bidding. Green Street Garage work includes waterproofing of the exposed roof level and replacement of selected joint sealant throughout the garage. Work at the East Cambridge Garage includes replacement of the Second Street stair tower windows.
- Vehicles:
  - A 6.5% decrease in fuel usage is in part due to adding 2 hybrid vehicles to the department fleet.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$5,103,400</b> |
| Parking Fund Parking Usage         | \$5,103,400   |                    |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$302,500</b>   |
| Street Obstruction Permits         | \$302,500     |                    |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$4,250,280</b> |
| Parking Fines                      | \$4,250,280   |                    |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$230,000</b>   |
| Interest Earnings                  | \$200,000     |                    |
| Private Grants                     | \$30,000      |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$9,886,180</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$6,527,740</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$3,285,040</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$23,400</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$50,000</b>    |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$9,886,180</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>80</b>   | <b>80</b>   | <b>81</b>   |

**TRAFFIC PARKING &  
TRANSPORTATION  
-Traffic Control**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

|                  |                  |
|------------------|------------------|
| \$467,650        | \$460,040        |
| \$586,585        | \$627,440        |
| <u>\$748,140</u> | <u>\$743,105</u> |
| \$1,802,375      | \$1,830,585      |

|   |  |
|---|--|
| <p><b>TRAFFIC SIGNAL MAINTENANCE</b></p> <p><b>TRAFFIC ENGINEERING</b></p> <p><b>PAVEMENT MARKINGS/SIGN<br/>POSTING</b></p> | <p><b>\$461,780</b></p> <p><b>\$624,025</b></p> <p><b><u>\$727,160</u></b></p> <p><b>\$1,812,965</b></p> |
|---|--|

**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.

**FY10 GOALS:**

- *GOAL 1: Implement programs that improve pedestrian safety and ease of mobility.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of signalized intersections adjusted to enhance pedestrian crossing | 10                     | 7                      | 10                        | 10                       |
| 2. Number of new crosswalks   | 20                     | 20                     | 11                        | 10                       |
| 3. Total number of crosswalks citywide  | 1,956                  | 1,976                  | 1,976                     | 1,986                    |
| 4. Number of Snow/Ice tickets written by PCOs                                 | 568                    | 500                    | 700                       | 700                      |

- *GOAL 2: Process and post obstruction and street closing permits in a timely and customer oriented manner.*

| <b>PERFORMANCE MEASURES</b>                                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of street obstruction and street closing permits issued | 6,173                  | 6,500                  | 6,500                     | 6,000                    |
| 2. Percentage of moving van permits submitted through pay online  | 73%                    | 80%                    | 80%                       | 85%                      |

- *GOAL 3: Increase safety on our streets by defining space allocated for vehicles and bicycles in the travel lane.*

| <b>PERFORMANCE MEASURES</b>                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of linear feet of bike lane | 92,023                 | 86,925                 | 92,573                    | 92,573                   |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of completed site investigations conducted by the Traffic Division | 106                    | 110                    | 110                       | 100                      |
| 2. Total number of completed minor traffic studies                                 | 13                     | 8                      | 8                         | 6                        |
| 3. Total number of traffic regulatory signs replaced or installed                  | 2,562                  | 2,000                  | 2,000                     | 1,750                    |
| 4. Total number of street name signs replaced                                      | 278                    | 180                    | 180                       | 150                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of large project traffic studies reviewed for projects seeking Planning Board permits | 6                      | 5                      | 5                         | 4                        |

**TRAFFIC PARKING &  
TRANSPORTATION  
-Parking Control**

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                                  | BUDGET<br>FY10     |
|--------------------|--------------------|----------------------------------|--------------------|
| \$1,975,980        | \$1,943,480        | <b>PARKING SERVICES</b>          | \$1,990,770        |
| \$1,083,230        | \$1,175,515        | <b>PARKING METER MAINTENANCE</b> | \$1,371,030        |
| \$965,860          | \$1,032,350        | <b>OFF STREET PARKING</b>        | \$1,082,350        |
| <u>\$2,455,225</u> | <u>\$2,555,665</u> | <b>PARKING ENFORCEMENT</b>       | <u>\$2,685,095</u> |
| \$6,480,295        | \$6,707,010        |                                  | \$7,129,245        |

**PURPOSE & OVERVIEW:** The Parking Control Division is responsible for the residential and metered parking programs, the City's two parking garages and nine metered parking lots, and for the enforcement, processing and adjudication of the City's

parking regulations.

The Parking Services Program is responsible for the issuance of resident parking permits and visitor parking permits, and the collection and adjudication of parking tickets. 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.

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.

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, until 10 p.m. on Thursday and Friday evenings. Saturday hours are 8:30 a.m. to 10 p.m.

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.

**FY10 GOALS:**

- *GOAL 1: Provide on-street parking for residents, their visitors and providers of services to residents, and issue residential parking permits in a timely and cost effective manner. Reduce parking permit abuse and maintain public safety.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of resident parking permits (stickers)  | 37,764                 | 40,000                 | 39,200                    | 40,000                   |
| 2. Number of resident permits issued during the renewal season (Oct. 15 - Jan. 31)                            | 27,675                 | 27,200                 | 28,700                    | 28,000                   |
| 3. Number of permits obtained by mail during the renewal season   | 12,177                 | 8,700                  | 6,600                     | 7,000                    |
| 4. Percentage of permits obtained by mail during the renewal season   | 44%                    | 32%                    | 23%                       | 25%                      |
| 5. Number of permits obtained at main office during the renewal season  | 14,944                 | 12,500                 | 12,340                    | 9,800                    |
| 6. Percentage of permits obtained at main office during the renewal season                                    | 54%                    | 46%                    | 43%                       | 35%                      |
| 7. Number of resident parking permit applications received through pay online during renewal season           | 554                    | 6,000                  | 9,760                     | 11,200                   |
| 8. Percentage of resident parking permits applications received through pay on line during the renewal season | 2%                     | 22%                    | 34%                       | 40%                      |
| 9. Number of resident permit violations   | 61,834                 | 61,000                 | 61,000                    | 62,000                   |
| 10. Number of public safety violations  | 19,424                 | 23,000                 | 23,000                    | 24,000                   |



- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of on-street, short term spaces managed by parking meters and pay stations | 3,075                  | 2,941                  | 2,941                     | 2,960                    |
| 2. Number of off-street short term spaces managed by parking meters & pay stations   | 274                    | 274                    | 274                       | 274                      |
| 3. Number of meter violations  | 191,583                | 190,000                | 190,000                   | 192,000                  |
| 4. Number of overtime meter violations (meter feeding)                               | 25,718                 | 23,000                 | 23,000                    | 25,000                   |

- *GOAL 3: Maintain effective collection of parking ticket fees with good customer service and a variety of payment options.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of tickets paid within 21 days from issuance without a notice              | 56%                    | 57%                    | 57%                       | 57%                      |
| 2. Percentage of paid tickets issued this fiscal year                                    | 70%                    | 85%                    | 75%                       | 75%                      |
| 3. Percentage of tickets paid at main office   | 15%                    | 13%                    | 13%                       | 12%                      |
| 4. Percentage of tickets paid via mail, telephone and online                             | 85%                    | 87%                    | 87%                       | 88%                      |
| 5. Percentage of tickets issued in this fiscal year that have been adjusted or dismissed | 5%                     | 5%                     | 5%                        | 4%                       |

**TRAFFIC PARKING &  
TRANSPORTATION  
-Support Services**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

\$896,045  
\$896,045

\$991,535  
\$991,535

**ADMINISTRATION**

\$943,970  
\$943,970

**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 public information materials; maintaining and improving the Department's Website; 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 more efficiently performing their jobs.

**FY10 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 Website with useful information. Provide online services that are user friendly and accomodate all resident and visitor needs with the click of a mouse.*

| <b>PERFORMANCE MEASURES</b>                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Web forms submitted for signal inquiries        | 66                     | 100                    | 65                        | 65                       |
| 2. Number of Web forms submitted for sign inquiries          | 69                     | 60                     | 70                        | 70                       |
| 3. Number of Web forms submitted for parking consideration   | 6,741                  | 5,000                  | 5,000                     | 5,000                    |
| 4. Number of Web forms submitted for parking ticket disputes | 14,740                 | 12,000                 | 10,000                    | 10,000                   |
| 5. Number of visitors to Department's Website                | 37,540                 | 65,000                 | 75,000                    | 80,000                   |

| ACTUAL<br>FY08  | PROJECTED<br>FY09   |  | BUDGET<br>FY10  | POLICE REVIEW AND ADVISORY<br>BOARD  |
|---|---|--|---|--|
| <p style="text-align: center;"><u>\$84,555</u><br/>\$84,555</p> | <p style="text-align: center;"><u>\$88,230</u><br/>\$88,230</p> | <p style="text-align: center;"><b>POLICE REVIEW AND ADVISORY<br/>BOARD</b></p> <p>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.</p> <p><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Continued an information sharing and case review process with the Police Department's Professional Standards Units.</li> <li>• Continued reviewing and monitoring investigation of complaints filed at the Police Department Professional Standards Unit.</li> <li>• All Board members are trained in police sensitivity techniques by attending a "Ride Along" program with individual police officers.</li> <li>• Developed a public service program "Know Your Rights" with City TV-8 to educate the audience about the work of PRAB.</li> <li>• Developed and conducted a "Know Your Rights" workshop highlighting proper behavior by citizens and Police for CRLS.</li> <li>• Continued to work closely with Human Rights Commission outreach programs.</li> <li>• Provides workshops for community organizations.</li> <li>• Continued attendance by the Board members for training seminars, community meeting, and lecture forums on behalf of PRAB.</li> <li>• Developed and distributed a new PRAB brochure.</li> <li>• Conducted workshops and presentations to homeless shelter residents.</li> </ul> | <p style="text-align: center;"><u>\$86,455</u><br/>\$86,455</p> | <p><b>Purpose &amp; Overview</b> The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police</p> |

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Board meetings open to the public | 10                     | 12                     | 8                         | 10                       |
| 2. Community training sessions       | 16                     | 18                     | 12                        | 12                       |

- *GOAL 2: Provide effective case intake, referral process, investigation and investigative related findings and actions.*

**Table 1: The following table lists the number of formal complaints received by the Police Department and PRAB during the last five calender years.**

|                   | 2004   |        | 2005   |        | 2006   |        | 2007   |        | 2008   |        |
|-------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
|                   | Opened | Closed | Opened | Closed | Opened | Closed | Opened | Closed | Opened | Closed |
| Police Complaints | 14     | 14     | 12     | 12     | 12     | 12     | 9      | 9      | 14     | 13     |
| PRAB Complaints   | 6      | 6      | 8      | 8      | 12     | 12     | 2      | 2      | 8      | 7      |
| <b>TOTAL</b>      | 20     | 20     | 20     | 20     | 24     | 24     | 11     | 11     | 22     | 20     |

- *GOAL 3: Collaborate with Police Department and other City departments to train Board members and police officers, to enhance the effectiveness of the Board's work.*

- *GOAL 4: Collaborate with the Police Department in reviewing and making public interest recommendations relating to policies and procedures of the Police Department.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>  |
|------------------------------------|---------------|-----------------|
| <b>TAXES</b>                       |               | <b>\$86,455</b> |
| Real Estate Taxes                  | \$86,455      |                 |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$86,455</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>  |
|---|-----------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$82,455</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$1,000</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$3,000</b>  |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>      |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$86,455</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>1</b>    | <b>1</b>    | <b>1</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**INSPECTIONAL SERVICES**

|                    |                    |
|--------------------|--------------------|
| \$2,255,925        | \$2,420,420        |
| \$191,155          | \$194,325          |
| \$47,155           | \$0                |
| <u>\$2,494,235</u> | <u>\$2,614,745</u> |

|                               |                           |
|-------------------------------|---------------------------|
| <b>INSPECTION/ENFORCEMENT</b> | <b>\$2,502,510</b>        |
| <b>ZONING APPEAL BOARD</b>    | <b>\$199,640</b>          |
| <b>BOARD &amp; RAZING</b>     | <b>\$20,000</b>           |
|                               | <b><u>\$2,722,150</u></b> |

**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 appropriation 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 appropriation 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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Worked with various City departments to create a Dumpster Ordinance.
- Performed over 1,400 multifamily inspections to ensure safety and compliance with Massachusetts Building Code Section 108.
- Worked with the Health Department to create a Transfat Regulation, which was adopted by the City Council.
- Continued effort to ensure control of rodent problems in the city through the Rodent Control Committee comprised of Department of Public Works (DPW), the Health Department and neighborhood representatives.
- Worked closely with neighborhood groups to resolve complaints.
- Development of online permitting through Cambridge Request System (CRS) near completion.
- 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.
- Continued quarterly meetings with the Cambridge Health Alliance to address ongoing health concerns.

**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 | FY05         | FY06         | FY07         | FY08         |
|----------------|--------------|--------------|--------------|--------------|
| Other          | 894          | 949          | 1,283        | 1,017        |
| Gas            | 1,049        | 1,284        | 1,250        | 1,137        |
| Plumbing       | 1,354        | 1,798        | 1,837        | 1,688        |
| Building       | 2,032        | 2,044        | 2,014        | 2,048        |
| Electrical     | 2,705        | 3,122        | 3,347        | 3,125        |
| <b>Total</b>   | <b>8,034</b> | <b>9,197</b> | <b>9,731</b> | <b>9,015</b> |

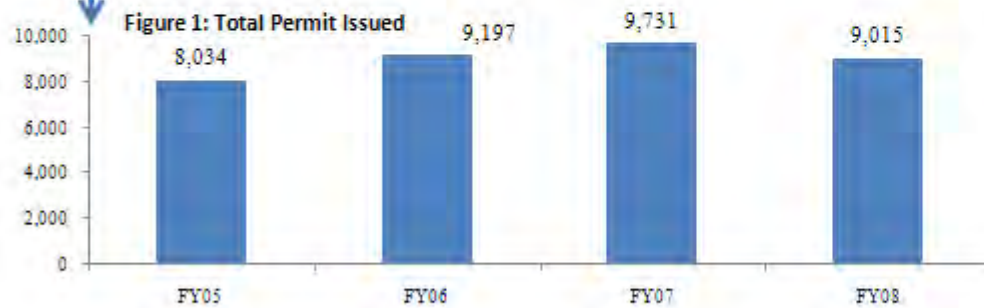
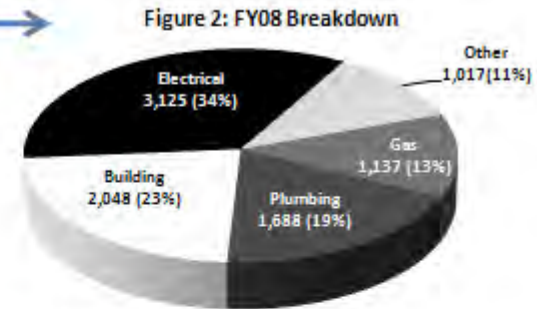


Figure 2 provides a breakdown of the types of permits for fiscal year 2008, with Electrical permits making up the largest share at 34%.

Figure 1 shows the revenue from permits issued, which is subject to current economic conditions, has slightly decreased, reflecting a slight decline in construction demand.

**FY10 GOALS:**

- *GOAL 1: Process building permit applications, improve community access to permit information online and conduct required inspections in a timely and efficient manner.*

| <b>PERFORMANCE MEASURES</b>           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of multi-family inspections | 928                    | 600                    | 1,400                     | 1,400                    |
| 2. Number of compliance inspections   | 6,797                  | 6,000                  | 6,000                     | 5,000                    |

- *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.*

| <b>PERFORMANCE MEASURES</b>                            | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of compliance inspections and re-inspections | 2,066                  | 2,000                  | 2,200                     | 2,200                    |
| 2. Number of complaints received                       | 230                    | 200                    | 200                       | 200                      |
| 3. Number of food handling establishments in Cambridge | 592                    | 592                    | 642                       | 642                      |
| 4. Number of dumpster inspections completed            | 643                    | 550                    | 600                       | 640                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. BZA requests for relief heard within time frame stipulated by law | 100%                   | 100%                   | 100%                      | 100%                     |
| 2. Number of BZA applications  | 167                    | 140                    | 120                       | 100                      |



- *GOAL 4: Process and respond to citizen housing and related complaints in a timely and professional manner.*

| <b>PERFORMANCE MEASURES</b>                               | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Respond to citizen complaints within 2 days of receipt | 100%                   | 100%                   | 100%                      | 100%                     |
| 2. Number of formal complaints                            | 1,003                  | 850                    | 800                       | 800                      |
| 3. Number of inspections                                  | 3,197                  | 3,500                  | 3,500                     | 3,500                    |
| 4. Number of court hearings                               | 349                    | 300                    | 300                       | 250                      |

| <b>FINANCING PLAN</b>              | <b>SUMMARY</b>     |
|------------------------------------|--------------------|
| <b>TAXES</b>                       | <b>(\$455,050)</b> |
| <b>CHARGES FOR SERVICES</b>        | <b>\$51,000</b>    |
| <b>LICENSES AND PERMITS</b>        | <b>\$3,126,200</b> |
| <b>TOTAL FY10 BUDGETED REVENUE</b> | <b>\$2,722,150</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$2,545,925</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$124,400</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$51,825</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$2,722,150</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <i>27</i>   | <i>27</i>   | <i>27</i>   |

LICENSE COMMISSION

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

\$689,610  
\$176,605  
 \$866,215

\$711,255  
\$111,930  
 \$823,185

LICENSE  
CONSUMER

\$742,120  
\$88,635  
 \$830,755

**PURPOSE & OVERVIEW:** The Board of License Commissioners 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.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY10 License Commission budget reflects the reduction of a vacant Administrative Assistant position within the Consumer Council Division, which is a result of an internal reclassification.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

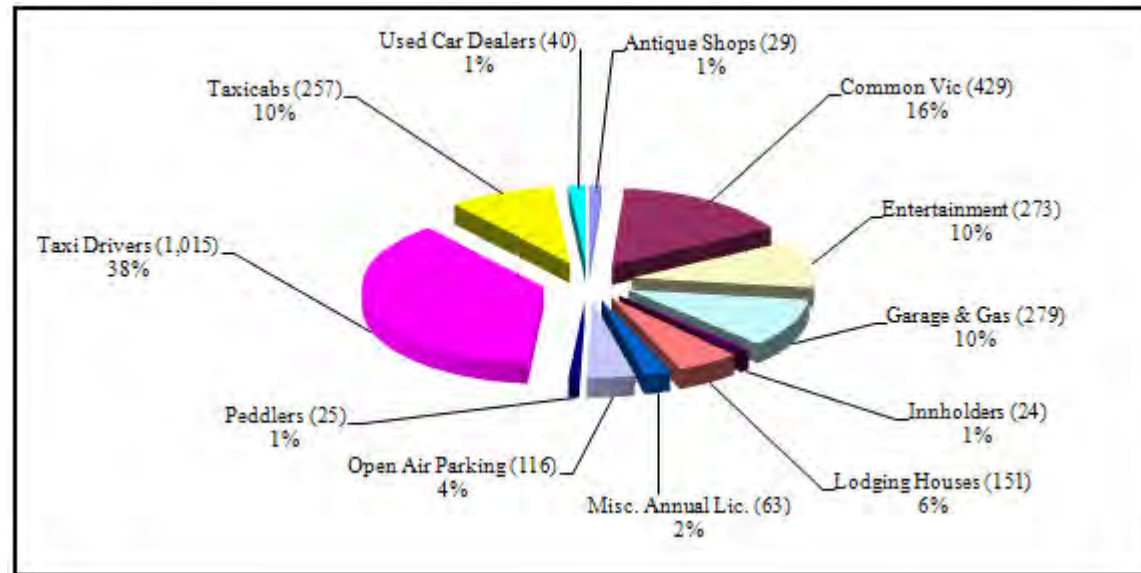
- Cambridge Licensee Advisory Board (CLAB), with support from the License Commission, produced the sixth annual Taste of Cambridge event, which featured 50 Cambridge restaurants, hotels and breweries and raised over \$50,000. A significant portion of the profits went to The Harvard Square Shelter, Community Servings and the Cambridge Prevention Coalition.
- The Cambridge Clean Air Cab Policy was successfully launched, whereby the License Commission initiated a program for any cab owner who switched a traditional taxicab vehicle to a hybrid vehicle to be given grant money of \$15,000 if they were one of the first six vehicles to convert. The first \$5,000 was from Whole Foods Market and the \$10,000 balance was from the City of Cambridge Grant Program. The remainder of the cabs, beyond the original six, were given \$10,000 grants from the City. The License Commission also auctioned off a new accessible van medallion and a hybrid medallion to fund the grants and other programs.
- The License Commission and the Cambridge Licensee Advisory Board (CLAB) continued their successful safeRide program, sponsoring four campaigns, on Halloween, Thanksgiving Eve, New Year's Eve and St. Patrick's Day. Each campaign provided customers with free rides home up to \$35, from Cambridge licensed alcohol establishments to the customer's home.
- The Consumer Council successfully provided information to the public through seminars, brochures and documents to seniors and consumers around the city on the switchover from analog to digital TV.

## 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 Commissioners 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 2,701 non-alcohol licenses, reflected below by category, were issued during Fiscal Year 2009.



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.

**FY10 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 260 alcoholic beverage licenses, by category, that are issued by the License Commission during Fiscal Year 2009.

| Type of License                              | Issued     | Percentage     |
|--|------------|----------------|
| Restaurants (All Alcohol Beverage), 1:30am   | 1          | 0.39%          |
| Breweries*                                   | 1          | 0.38%          |
| Educational Institute (Wine & Malt Beverage) | 5          | 1.92%          |
| Educational Institute (All Alcoholic)        | 1          | 0.38%          |
| Hotels (All Alcohol Beverage)                | 12         | 4.62%          |
| Other Clubs (All Alcohol Beverage)           | 13         | 5.00%          |
| Package Stores (Wine & Malt Beverage)        | 18         | 6.92%          |
| Package Stores (All Alcohol Beverage)        | 22         | 8.46%          |
| Restaurants (All Alcohol Beverage), 2am      | 51         | 19.62%         |
| Restaurants (Wine & Malt Beverage)           | 59         | 22.69%         |
| Restaurants (All Alcohol Beverage), 1am      | 77         | 29.62%         |
| <b>TOTAL</b>                                 | <b>260</b> | <b>100.00%</b> |

*\*Breweries are allowed to produce their own beer product and sell it, along with selling other alcoholic beverages, for on-premises consumption.*

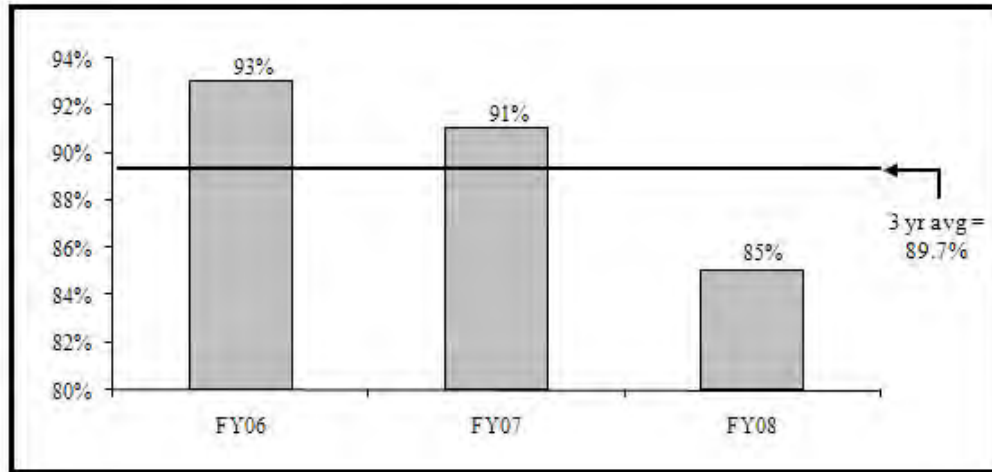
**Figure 2b: FY08 Alcohol Disciplinary Hearings**

Results of 24 Disciplinary Hearings held for alcoholic beverage establishments (7/1/07 – 6/30/08):

| Form of Discipline   | #         |
|--|-----------|
| 1 day license suspension.  | 1         |
| 3 day suspension for each of two violations.   | 1         |
| 2 day suspension, held in abeyance for 6 months. If no further violations occur, the suspension will not be served.                          | 1         |
| Stem warning. All employees are to have CLAB training and they must sponsor SafeRide Program.  | 4         |
| 3 day license suspension to be served on consecutive days.   | 1         |
| Placed on file with statement as to how this should be handled in the future.  | 1         |
| Held in abeyance unless establishment reopens  | 1         |
| Must apply for changes to license. Failure to do so will result in their being closed.   | 1         |
| 3 day license suspension to be served on days of licensee's choosing.  | 1         |
| Voted to close licensee. Cease and desist order effective immediately.   | 2         |
| License canceled.  | 1         |
| Issued a warning. If occurs again, will be brought back before Commission  | 1         |
| Violation of Noise Ordinance. Stayed until 60 day appeal period expires.   | 1         |
| Alcohol and Entertainment Licenses suspended for 3 days, held in abeyance for 6 months.  | 1         |
| Issued a warning. Must maintain management as approved by License Commission and ABCC.   | 1         |
| Roll back closing hour to midnight. No further extensions of time.   | 1         |
| Management Training  | 1         |
| Issue Warning. Licensee shall take steps to better screen and monitor large events   | 1         |
| License Revoked. They may reapply once all renovations are completed and house is safe and up to code.                                       | 1         |
| Issued a warning. Any further violations will result in \$300.00 per violation fine. No one day licenses will be issued for one year period. | 1         |
| Issued a stem warning.   | 1         |
| <b>Total</b> .....   | <b>24</b> |

**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. Due to the cyclical nature of inspections, in FY07 a higher proportion of alcohol establishments were inspected. As a result, alcohol establishments comprised a smaller percentage of inspections in FY08.



**Figure 3b: Number of Alcohol Establishments Inspected**

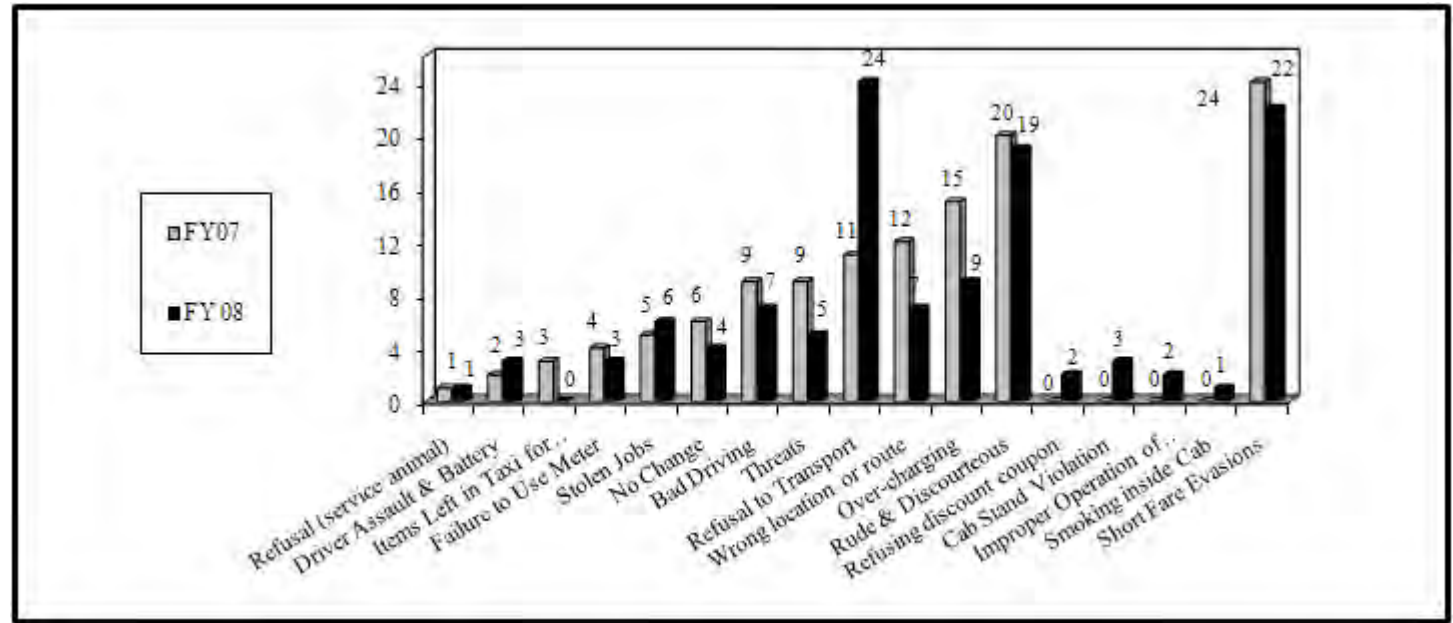
| FY05 | FY06 | FY07 | FY08 |                             |
|------|------|------|------|-----------------------------|
| 190  | 200  | 191  | 187  | Alcohol Licenses Inspected  |
| 219  | 215  | 210  | 220  | Active On-Premises Licenses |

- **GOAL 2:** Investigate all violations of out of town taxicab pick-ups.

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of illegal out of town taxicabs found in violation within the City of Cambridge | 153            | 45             | 110               | 110              |

**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 121 complaints in FY07 and 118 complaints in FY08. 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  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of cultural events in the City involving staff participation through the Special Events Committee   | 40             | 35             | 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* | 85             | 94             | 92                | 92               |
| *100% of new drivers (1,400) after 1994 have completed training.  |                |                |                   |                  |

- **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 (St Patrick's Day, Halloween, day before Thanksgiving, New Year's Eve) and thereby reducing the incidence of driving while intoxicated. Based on available funding from Taste of Cambridge.*

| <b>PERFORMANCE MEASURES</b>                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of rides provided during holidays | 130                    | 250                    | 255                       | 255                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of alcohol licenses ready for renewal process by December 1 | 98%                    | 100%                   | 65%                       | 90%                      |
| 2. Number of alcohol licenses renewed by December 31                      | n/a                    | 257                    | 252                       | 252                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>                   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of new clean air vehicles converted | 7                      | 6                      | 7                         | 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.

**FY10 GOALS:**

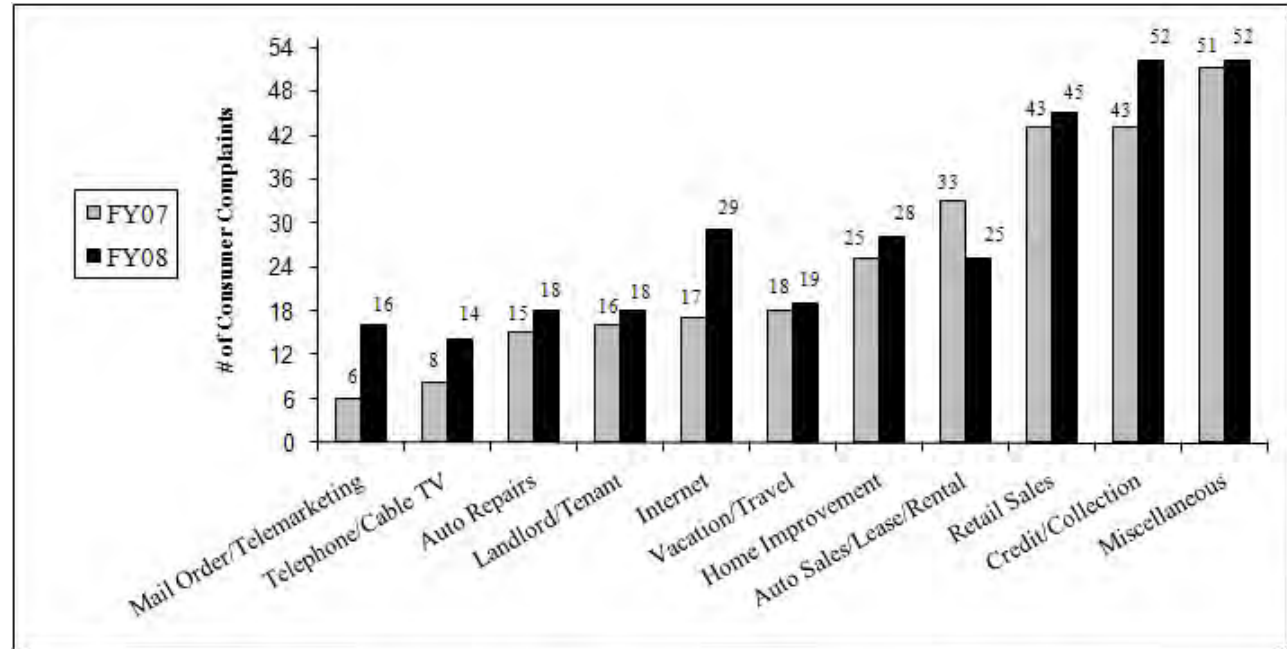
- *GOAL 1: Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities for the elderly.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Educational workshops or public forums held in Cambridge   | 8                      | 2                      | 2                         | 2                        |
| 2. Written articles, brochure/newsletter publication, distribution efforts, or significant Web page additions | 4                      | 5                      | 1                         | 1                        |



**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.

| <b>Consumer Business Disputes Resolved In<br/>FY08 (7/1/07 - 6/30/08)</b> |            | <b>Consumer Business Disputes Resolved In<br/>FY09 (7/1/08 - 3/31/09)</b> |            |
|---|------------|---|------------|
| Disputes Resolved in Mediation  | 203        | Disputes Resolved in Mediation  | 227        |
| Disputes Resolved in Court  | 13         | Disputes Resolved in Court  | 10         |
| Disputes Resolved by Other Means  | 166        | Disputes Resolved by Other Means  | 83         |
| <b>TOTAL</b>  | <b>382</b> | <b>TOTAL</b>  | <b>320</b> |

At the beginning of fiscal year 2009, the Norfolk Consumer office closed and the City of Cambridge Consumer Council handled complaints encompassing Norfolk county jurisdiction for 6 months. Some of these cases were resolved prior to City mediation attempts, resulting in a higher number for the “Disputes Resolved by Other Means” category.

- *GOAL 2: Partner with other City departments, state agencies or consumer organizations to provide either individual consumer assistance or to take action on behalf of groups of consumers or all consumers in general.*

| <b>PERFORMANCE MEASURES</b>                              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Joint efforts with other City agencies or non-profits | 8                      | 4                      | 5                         | 4                        |
| 2. State-level activities on behalf of consumers         | 6                      | 4                      | 5                         | 3                        |
| 3. National consumer partnership efforts                 | 7                      | 2                      | 4                         | 2                        |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>       |
|------------------------------------|---------------|----------------------|
| <b>TAXES</b>                       |               | <b>(\$1,174,735)</b> |
| Real Estate Taxes                  | (\$1,174,735) |                      |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$25,370</b>      |
| Photocopy/Reproduction             | \$370         |                      |
| Lic Hearing/Advertising Fee        | \$25,000      |                      |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$1,930,120</b>   |
| Alcoholic Beverage                 | \$785,000     |                      |
| Common Victualer                   | \$48,000      |                      |
| Miscellaneous Licenses             | \$21,300      |                      |
| Lodging Houses                     | \$267,000     |                      |
| Garage/Storage Of Inflammable      | \$285,130     |                      |
| Shops & Sales                      | \$4,200       |                      |
| Hackney Carriage/Drivers           | \$78,000      |                      |
| Motor Vehicle Related              | \$74,420      |                      |
| Hackney Application                | \$5,300       |                      |
| Entertainment Summary              | \$172,000     |                      |
| Pole & Conduit                     | \$175,270     |                      |
| Disposal Company                   | \$2,500       |                      |
| Property Use License               | \$12,000      |                      |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$50,000</b>      |
| Consumer Comm (Att Gen)            | \$50,000      |                      |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$830,755</b>     |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$761,030</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$57,435</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$12,290</b>  |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$830,755</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>9</b>    | <b>9</b>    | <b>8</b>    |

| ACTUAL<br>FY08                | PROJECTED<br>FY09             |                             | BUDGET<br>FY10                | WEIGHTS & MEASURES   |
|-------------------------------|-------------------------------|-----------------------------|-------------------------------|--|
| <u>\$112,315</u><br>\$112,315 | <u>\$117,910</u><br>\$117,910 | <b>WEIGHTS AND MEASURES</b> | <u>\$120,645</u><br>\$120,645 | <p><b>PURPOSE &amp; OVERVIEW:</b> 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.</p> <p>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 &amp; Merchant Protection Act, Chapter 295 of the Acts of 1998, the Sealer of Weights &amp; Measures also performs biannual inspections of all stores with three or more scanners.</p> <p><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• Developed two new public service announcements in collaboration with City TV-8 on scanner accuracy and reweighing of prepackaged goods.</li> <li>• 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.</li> <li>• Continued outreach to business owners on local and state regulations and compliance.</li> </ul> <p><b>FY10 GOALS:</b></p> <ul style="list-style-type: none"> <li>■ <i>GOAL 1: Ensure accuracy of weighing and measuring devices through inspection of 100% of devices in the city, including retesting of devices when necessary.</i></li> </ul> |

| <b>PERFORMANCE MEASURES</b>           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Scales tested over 10,000 lbs.     | 7                      | 6                      | 8                         | 8                        |
| 2. Scales tested 5,000 to 10,000 lbs. | 7                      | 6                      | 6                         | 6                        |
| 3. Scales tested 1,000 to 5,000 lbs.  | 7                      | 7                      | 7                         | 7                        |
| 4. Scales tested 100 to 1,000 lbs.    | 120                    | 125                    | 130                       | 130                      |
| 5. Scales tested 0 to 100 lbs.        | 685                    | 730                    | 730                       | 735                      |
| 6. Avoirdupois weights                | 125                    | 130                    | 130                       | 130                      |
| 7. Metric weights                     | 200                    | 210                    | 210                       | 210                      |
| 8. Apothecary and Troy weights        | 196                    | 200                    | 200                       | 200                      |
| 9. Gasoline pumps                     | 385                    | 410                    | 390                       | 390                      |
| 10. Vehicle oil tanks                 | 17                     | 20                     | 20                        | 20                       |
| 11. Reverse vending machines          | 33                     | 35                     | 35                        | 35                       |

- *GOAL 2: Increase inspection of prepackaged food items and increase inspection of food and retail store scanner systems.*

| <b>PERFORMANCE MEASURES</b>     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Prepackaged food inspections | 1,720                  | 1,950                  | 1,950                     | 1,975                    |
| 2. Scanner system inspections   | 135                    | 150                    | 150                       | 155                      |

- *GOAL 3: Continue inspection of taxi meters; one inspection per meter per year is required.*

| <b>PERFORMANCE MEASURES</b>         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Required inspections performed   | 255                    | 257                    | 258                       | 258                      |
| 2. Additional inspections performed | 163                    | 170                    | 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.*

| <b>PERFORMANCE MEASURES</b>             | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of spot inspections performed | 118                    | 125                    | 125                       | 130                      |

- *GOAL 5: Monitor and update Department's Web page for citizen questions and complaints.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Citizens viewing Web page | 483                    | 1,075                  | 2,500                     | 2,000                    |

- *GOAL 6: Implementation of an automated billing system for tracking of City revenues.*

| <b>PERFORMANCE MEASURES</b>                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Completion of a Citywide invoicing system | n/a                    | 100%                   | 90%                       | 100%                     |

- *GOAL 7: Utilize City TV-8 to produce a cable program on the activities of the Weights & Measures Department to provide outreach and education to consumers and business owners.*

| <b>PERFORMANCE MEASURES</b>                                     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Creation of new public service announcements with City TV- 8 | 4                      | 2                      | 2                         | 2                        |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$75,220</b>  |
| Real Estate Taxes                  | \$75,220      |                  |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$26,000</b>  |
| Sealing Fees                       | \$26,000      |                  |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$1,500</b>   |
| W&M Civil Citations                | \$1,500       |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$17,925</b>  |
| State Cherry Sheet Revenue         | \$17,925      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$120,645</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$110,620</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$7,780</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$2,245</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$120,645</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>1</b>    | <b>1</b>    | <b>1</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**ELECTRICAL**

|                    |                    |                     |                    |
|--------------------|--------------------|---------------------|--------------------|
| \$258,810          | \$482,745          | ADMINISTRATION      | \$503,430          |
| \$221,420          | \$113,995          | SIGNAL MAINTENANCE  | \$116,065          |
| \$956,565          | \$933,070          | ELECTRICAL SERVICES | \$920,590          |
| \$1,170,490        | \$1,192,795        | EXTERIOR LIGHTING   | \$1,206,795        |
| \$4,000            | \$0                | RADIO OPERATIONS    | \$0                |
| \$10,005           | \$12,490           | COMMUNICATIONS      | \$14,000           |
| <u>\$2,621,290</u> | <u>\$2,735,095</u> |                     | <u>\$2,760,880</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 recreation 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.

**FY09 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.



**FY10 GOALS:**

- *GOAL 1: Maintain the municipal fire alarm system.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of fire alarm street boxes  | 621                    | 622                    | 622                       | 624                      |
| 2. Number of fire alarm systems in municipal buildings                            | 34                     | 36                     | 35                        | 36                       |
| 3. Number of fire alarm system tests performed in City buildings                  | 40                     | 33                     | 35                        | 36                       |
| 4. Number of service calls for disconnection or reconnection of private buildings | 14,486                 | 12,000                 | 12,000                    | 12,000                   |
| 5. Cost per test - street boxes   | \$26.08                | \$26.08                | \$26.84                   | \$27.51                  |
| 6. Cost per disconnect/reconnect - street boxes                                   | \$26.08                | \$26.08                | \$26.84                   | \$27.51                  |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of lights  | 7,383                  | 7,594                  | 7,594                     | 7,604                    |
| 2. Number of streetlights maintained   | 6,356                  | 6,562                  | 6,562                     | 6,562                    |
| 3. Total number of park lights maintained  | 1,027                  | 1,032                  | 1,032                     | 1,042                    |
| 4. Number of bulbs and photo devices changed each year (group re-lamping program)  | 569                    | 900                    | 700                       | 600                      |
| 5. Percent of defective streetlights repaired within 72 hours  | 93%                    | 85%                    | 90%                       | 90%                      |
| 6. Number of lights repaired each year*<br>*The number of repairs will be reduced in FY09 due to the group re-lamping program. | 1,184                  | 1,000                  | 950                       | 950                      |

- *GOAL 3: Develop a master plan for future lighting which will address lighting levels, energy efficiency and dark sky issues.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$1,972,580</b> |
| Real Estate Taxes                  | \$1,972,580   |                    |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$545,000</b>   |
| Master Fire Alarm Box Fee          | \$135,000     |                    |
| Signal Maintenance Fee             | \$390,000     |                    |
| Cut-Out/Plug-Out Fee               | \$20,000      |                    |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$22,935</b>    |
| Street Obstruction Permits         | \$22,935      |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$207,865</b>   |
| State Cherry Sheet Revenue         | \$207,865     |                    |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$12,500</b>    |
| Traffic Knockdowns                 | \$12,500      |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$2,760,880</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$1,447,750</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$1,286,460</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$1,670</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$25,000</b>    |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$2,760,880</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>14</b>   | <b>14</b>   | <b>14</b>   |

| ACTUAL<br>FY08                | PROJECTED<br>FY09             |                             | BUDGET<br>FY10                | EMERGENCY MANAGEMENT   |
|-------------------------------|-------------------------------|-----------------------------|-------------------------------|--|
| <u>\$163,110</u><br>\$163,110 | <u>\$173,275</u><br>\$173,275 | <b>EMERGENCY MANAGEMENT</b> | <u>\$156,230</u><br>\$156,230 | <p><b>PURPOSE &amp; OVERVIEW:</b> 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 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. Among the most important components of these plans are having the means to contact people who would respond to the City's needs, and information about resources that would be available to the City. Preparedness also includes educating the public regarding risks 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 capacity of City agencies and would require 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 continues to update <i>After the Fire</i>, a brochure with advice about recovering from a house fire and continues to update the information. This brochure, available on the City of Cambridge Website, 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.

**SIGNIFICANT BUDGET MODIFICATIONS:** As part of a phased plan to better coordinate the services between the Emergency Management Department and the Fire Department's Emergency Preparedness and Coordination Division, in concert with the Department of Homeland Security, as well as to achieve cost efficiencies, the Director of Emergency Management position is being reduced to part-time with an eventual change in the reporting structure of the Emergency Management Department.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- The Department of Homeland Security has designated Cambridge as part of the Metro Boston UASI Region. The communities in the region include Boston, Cambridge, Quincy, Brookline, Somerville, Chelsea, Revere, Everett and Winthrop. The Urban Area Security Initiative 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 Department continues to update the existing Comprehensive Emergency Management Plan (CEM Plan) and is working to coordinate our plans with Boston and the other 7 UASI communities that abut Boston. This will ensure information sharing concerning resources that are available to Cambridge and our regional partners. The focus of work this year has been the creation of a resource database.
- The Department has continued to work closely with 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 4<sup>th</sup> 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 valuable training in implementing incident command in a unified command setting.
- The Department continues to work with Cambridge residents who are victims of fires or other localized disasters. During the first half of FY09, the Department responded to 5 incidents and assisted 57 individuals in obtaining assistance.

- The Director represents the City of Cambridge on the regional Hazard Mitigation Planning Committee, the Emergency Management Committee for the UASI and the UASI Shelter, Warning and Evacuation Committee.
- The Department continued to update its Website and worked with the City’s Public Information Officer and IT Department staff on emergency public information improvements. Because Cambridge has a diverse and well traveled population, we monitor disasters in other states and countries and when needed, include on the Website information on how to contact family members through agencies and links to Websites posting casualty or survivor information. During FY2009 we provided this information for the November 2008 Mumbai terror incidents and the February 2009 wildfires in Victoria, Australia.
- 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 FY09, 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 to encourage residents to use the “ICE” system on their cellular telephones to store the telephone numbers of relatives who should be notified in emergencies under 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.

**FY10 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 Website, meeting with community groups and responses to information inquiries.*

- **GOAL 2:** *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 and healthcare facilities.*

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of site visits    | 34                     | 35                     | 35                        | 35                       |

- **GOAL 3:** *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 and Water Departments.*

| <b>PERFORMANCE MEASURES</b>                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of members of CAFD                                 | 15                     | 18                     | 15                        | 15                       |
| 2. Number of fire responses*                                 | 11                     | -                      | 8                         | -                        |
| 3. Number of incidents involving police or other departments | 2                      | -                      | 1                         | -                        |
| 4. Number of training sessions                               | 92                     | 95                     | 90                        | 95                       |
| *FY09 Projected figures are actuals as of 3/31/09.           |                        |                        |                           |                          |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$156,230</b> |
| Real Estate Taxes                  | \$156,230     |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$156,230</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$142,095</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$13,565</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$570</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$156,230</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>2</b>    | <b>2</b>    | <b>1</b>    |

| ACTUAL<br>FY08                    | PROJECTED<br>FY09                 |  | BUDGET<br>FY10                           | EMERGENCY COMMUNICATIONS   |
|-----------------------------------|-----------------------------------|--|--|--|
| <u>\$3,596,485</u><br>\$3,596,485 | <u>\$3,901,395</u><br>\$3,901,395 | <p data-bbox="642 212 1150 240"><b>EMERGENCY COMMUNICATIONS</b></p> <p data-bbox="577 326 1969 565">Communications and 911 Center (ECC), now relocated into the Robert W. Healy Public Safety building. 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 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="577 605 1969 1052">In the first six months of FY09, ECC dispatchers generated 53,045 police, fire and EMS dispatches, processed 13,304 enhanced 911 call pickups from wireline phones, handled an additional 7,393 wireless 911 cell calls transferred from the state police wireless 911 center, answered approximately 125,000 non-emergency calls for the police and fire departments, received 802 fire box and City security alarm activations, recorded 6,980 fire box cutout transactions, and generated over 530,000 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, and other computer systems, in support of police officers seeking license, warrant, arrest history and other information. They also managed daily tests of fire box alarms and circuits; made 1,816 special notifications of supporting City, state, federal and private (e.g. utility) organizations; kept an up-to-date list of 6,100 businesses and a contact database listing their emergency telephone numbers; processed over 9,000 towed vehicles; produced over 250 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 1092 1969 1336"><b>SIGNIFICANT BUDGET MODIFICATIONS:</b> The FY10 Budget reflects a reduction of one Dispatcher position which is being funded through a Public Safety Answering Position Support (PSAP Support) Grant funded from the State 911 Department, which is a new formula-based reimbursement grant. In addition, the grant will support two new dispatch positions, which in conjunction with the Police Department, will support police report intake from citizens as well as peak load 911 dispatch requirements. Also, Other Ordinary Maintenance accounts related to building operations have been reduced by \$47,300 due to the relocation to the Emergency Communication Center to the new Public Safety Facility.</p> | <u>\$3,879,075</u><br><u>\$3,879,075</u> | <p data-bbox="1402 212 1969 321"><b>PURPOSE &amp; OVERVIEW:</b> The Emergency Communications Department operates the City's combined Emergency</p> |

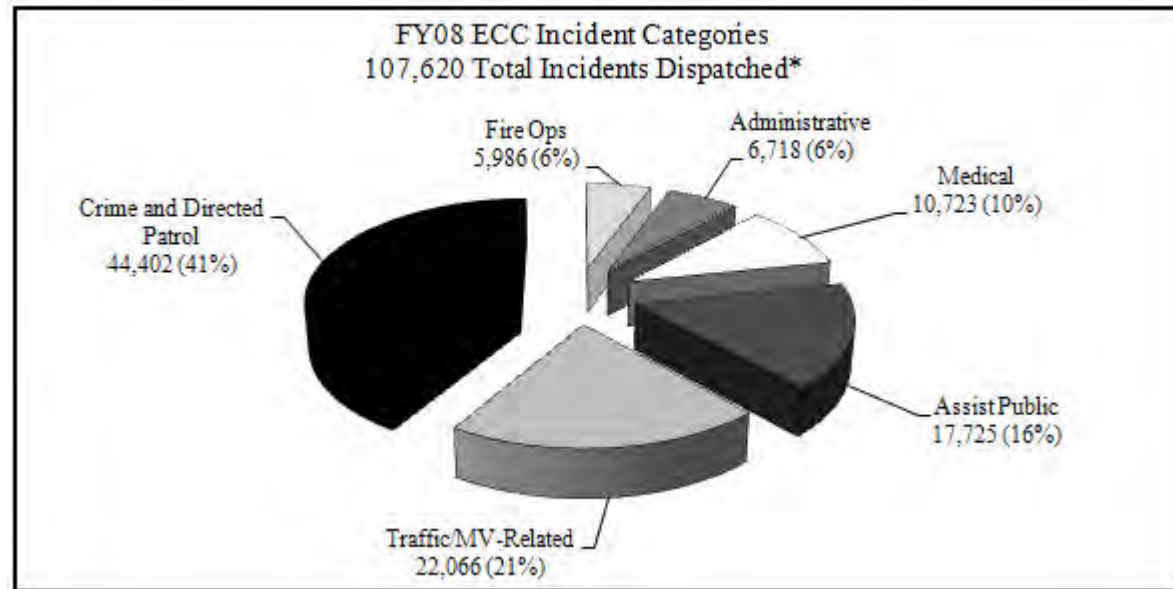


## **FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Projected to answer over 42,000 emergency calls and dispatch to over 106,000 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 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.
- Completed a successful move and cutover of the City's 911 Emergency Communications Center and its dozens of technical systems - without error or loss of service to the citizens - on January 14, 2009.
- Received grants totaling over \$315,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 400 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.
- Coordinated, assisted with or programmed the new Public Safety network in the city.
- Helped implement the City's new VoIP PBX system.
- Conducted tours of the ECC for visitors from various cities and towns as well as various Cambridge school and community groups.
- Assisted the State 911 Department, 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.

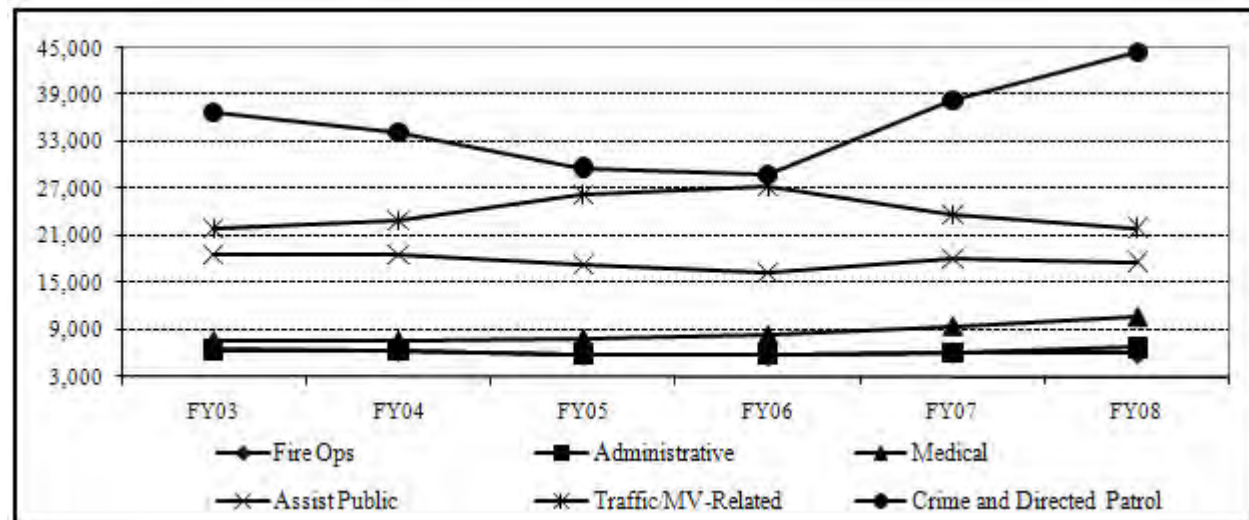
This figure shows that the largest fraction of service requests involve crime and directed police patrol assignments (41%). Assists to the public in quality-of-life matters and Traffic/MV related calls together account for 37% of service requests handled by ECC dispatchers.

**Figure 2: Service Request Tracking (FY03 through FY08)**

Crime and Directed Patrol incidents continue to occupy an increasing share of the workload of the ECC and its responder agencies over the last two years, largely due to an emphasis on Directed Patrol by the CPD. In addition, EMS incidents continued to increase in number over the same period, given a steady increase in the number of EMS calls.

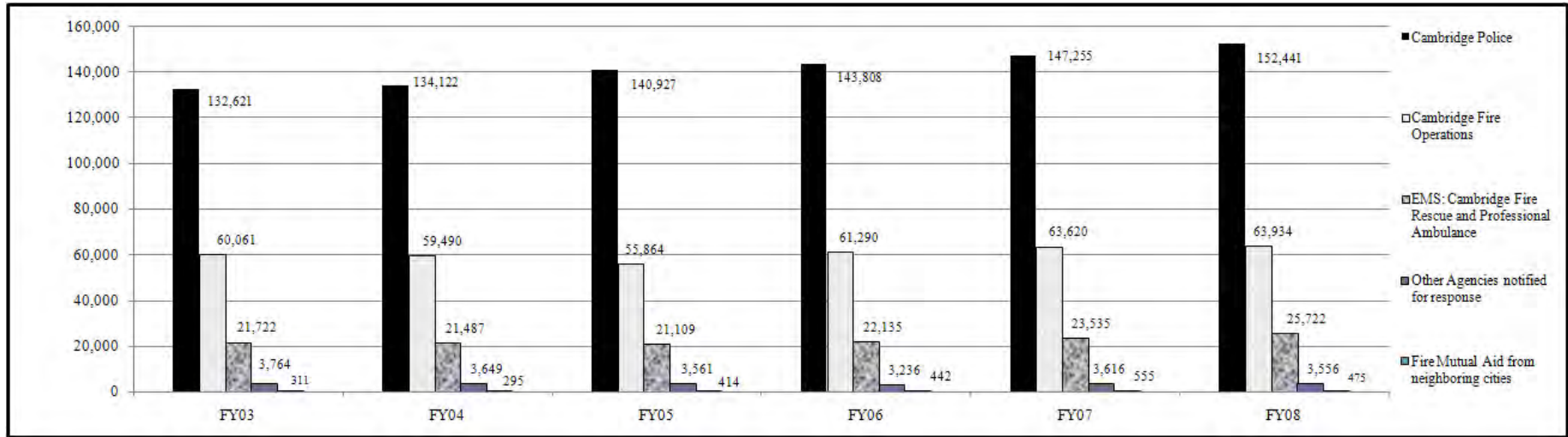
| Category                  | FY03          | FY04          | FY05          | FY06          | FY07           | FY08           | % Change ('03-'08) |
|---------------------------|---------------|---------------|---------------|---------------|----------------|----------------|--------------------|
| Fire Ops                  | 6,529         | 6,282         | 5,778         | 5,698         | 6,092          | 5,986          | -8.3%              |
| Administrative            | 6,407         | 6,402         | 5,892         | 5,960         | 6,048          | 6,718          | 4.9%               |
| Medical                   | 7,607         | 7,670         | 7,908         | 8,373         | 9,531          | 10,723         | 41.0%              |
| Assist Public             | 18,541        | 18,614        | 17,296        | 16,329        | 18,090         | 17,725         | -4.4%              |
| Traffic/MV-Related        | 21,971        | 22,898        | 26,181        | 27,219        | 23,772         | 22,066         | 0.4%               |
| Crime and Directed Patrol | 36,659        | 34,179        | 29,689        | 28,796        | 38,232         | 44,402         | 21.1%              |
| <b>Total</b>              | <b>97,714</b> | <b>96,045</b> | <b>92,744</b> | <b>92,375</b> | <b>101,765</b> | <b>107,620</b> | <b>10.1%</b>       |

**Figure 3: Service Tracking (FY03 through FY08)**



**Figure 4: Dispatch Overview by Fiscal Year**

The ECC dispatches units from the City’s Police, Fire, contract EMS and Animal Control units and 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 below tracks the assignments made to police, fire and other unit types in response to these service demands for the 5-year period FY04 through FY08. FY08 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 Advanced Life Support unit plus a Pro Basic Life Support for transport).



- *GOAL 1: Efficiently process emergency calls and manage dispatch of emergency units.*

| <b>PERFORMANCE MEASURES</b>                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of 911 call pickups (land lines)       | 29,601                 | 30,000                 | 27,000                    | 30,000                   |
| 2. Number of 911 call pickups (cell phones)      | 15,579                 | 20,000                 | 15,000                    | 16,000                   |
| 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.*

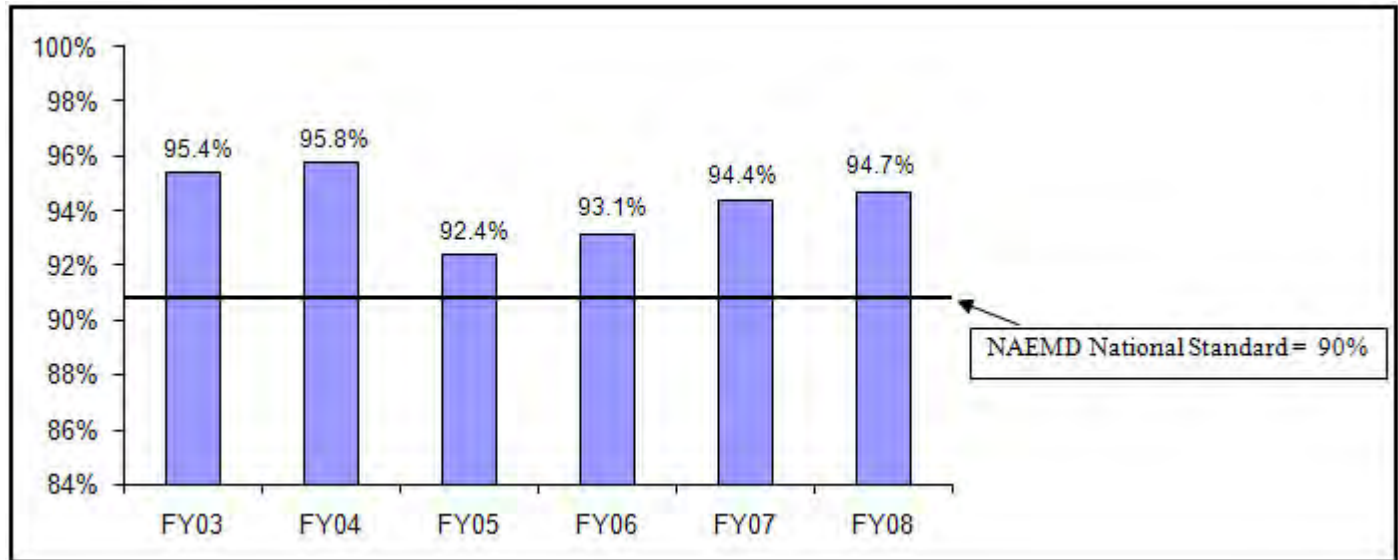
| <b>PERFORMANCE MEASURES</b>                        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of training classes attended             | 194                    | 175                    | 90                        | 150                      |
| 2. Percent of dispatchers fully cross-certified    | 18%                    | 30%                    | 25%                       | 35%                      |
| 3. Percent of dispatchers with 40 WPM typing speed | 41%                    | 55%                    | 50%                       | 60%                      |

- *GOAL 3: Improve handling of non-emergency calls for assistance.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of non-emergency calls processed*                            | 258,000                | 250,000                | 260,000                   | 240,000                  |
| 2. Number of community meetings attended                               | 26                     | 20                     | 20                        | 20                       |
| 3. Percent of dispatchers reviewed annually in quality control program | 100%                   | 100%                   | 100%                      | 100%                     |
| *More use of Direct Inward Dialing may reduce call volume.             |                        |                        |                           |                          |

**Figure 5: Dispatching Using Efficient Protocols**

In FY08 the ECC maintained its standard in handling of EMS calls using its initial questioning and post-dispatch instructions protocol.



The chart above shows that in the last five-year period the ECC has exceeded the 90% Emergency Medical Dispatch 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  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of dispatchers mastering CAD usage in major events    | 24             | 27             | 26                | 28               |
| 2. Replace aging Cambridge Computer Aided Dispatch (CAD) System | 0%             | 35%            | 50%               | 85%              |

- *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percent implementation of Mobile Office for Public Safety                      | 50%                    | 85%                    | 75%                       | 90%                      |
| 2. Implement Secure Regional Online System (PSnet) for managing major emergencies | 20%                    | 75%                    | 75%                       | 90%                      |

- *GOAL 6: Improve handling of emergency calls.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percent of EMS and Police In-Progress calls handled by protocol       | 87%                    | 100%                   | 100%                      | 100%                     |
| 2. Percent of EMS calls reviewed and rated                               | 4%                     | 5%                     | 4%                        | 5%                       |
| 3. Percent of highest priority medical calls processed within 60 seconds | 20%                    | 50%                    | 50%                       | 65%                      |

- *GOAL 7: Free up police patrol resources by handling low priority reports over the telephone.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$3,879,075</b> |
| Real Estate Taxes                  | \$3,879,075   |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$3,879,075</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$3,711,015</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$148,210</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$15,850</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$4,000</b>     |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$3,879,075</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>39</b>   | <b>39</b>   | <b>38</b>   |



**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: COMMUNITY MAINTENANCE AND DEVELOPMENT

| FY08<br>ACTUAL      | FY09<br>PROJECTED   | PROGRAM EXPENDITURES    | FY10<br>BUDGET      |
|---------------------|---------------------|-------------------------|---------------------|
| \$27,395,250        | \$29,757,075        | Public Works            | \$28,553,225        |
| \$17,476,485        | \$18,207,845        | Water                   | \$17,985,890        |
| \$4,742,530         | \$5,242,900         | Community Development   | \$5,067,560         |
| \$509,560           | \$580,265           | Historical Commission   | \$561,635           |
| \$82,635            | \$88,540            | Conservation Commission | \$91,280            |
| \$108,455           | \$123,075           | Peace Commission        | \$111,745           |
| \$1,137,610         | \$1,265,605         | Cable Television        | \$1,354,685         |
| <u>\$34,130,895</u> | <u>\$40,211,460</u> | Debt Service            | <u>\$43,293,670</u> |
| \$85,583,420        | \$95,476,765        |                         | <u>\$97,019,690</u> |

| FINANCING PLAN            | FY10<br>BUDGET      |
|---------------------------|---------------------|
| Taxes                     | \$43,132,865        |
| Charges For Services      | \$36,399,130        |
| Licenses and Permits      | \$307,000           |
| Fines & Forfeits          | \$1,090,625         |
| Intergovernmental Revenue | \$7,578,800         |
| Miscellaneous Revenue     | <u>\$8,511,270</u>  |
|                           | <u>\$97,019,690</u> |

**PUBLIC WORKS  
-Summary**

| ACTUAL<br>FY08      | PROJECTED<br>FY09   |   | BUDGET<br>FY10      |
|---------------------|---------------------|---|---------------------|
|                     |                     |   |                     |
| \$3,573,870         | \$3,506,495         | <b>ADMINISTRATION</b><br><b>SERVICE PROGRAMS</b><br><b>SUPPORTING SERVICES</b><br><b>SEWER REHAB/MAINT.</b> | \$3,661,255         |
| \$16,860,635        | \$18,558,295        |   | \$17,198,165        |
| \$6,946,240         | \$7,692,285         |   | \$7,693,805         |
| <u>\$0</u>          | <u>\$0</u>          |   | <u>\$0</u>          |
| <b>\$27,380,745</b> | <b>\$29,757,075</b> |   | <b>\$28,553,225</b> |

**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.

Operating under the Commissioner, DPW is organized into three major units—Administration, Engineering and Operations—each of which is managed by an Assistant Commissioner. 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.

With 214 positions and an adopted budget of \$28,016,830, in FY09 DPW:

- Collected 19,949 tons of rubbish and 13,000 tons of recyclables
- Maintained 125 miles of streets and over 200 miles of sidewalks
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 15,000-tree urban forest
- Provided 24-hour customer service and rapid response to emergencies in the public right of way including those related to snow and ice, heavy rain and damaging wind
- Provided support services for over 150 public special events
- Serviced 223 miles of sewer and drain lines, over 6,000 catch basins and 33 pump stations
- Managed permits related to construction and business uses impacting the public way
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions
- Maintained 34 public buildings
- Maintained 300 vehicles and pieces of equipment
- Managed \$85 million in capital improvement projects

The Department’s continued commitment to the successful delivery of essential services is reflected in the results of the *Cambridge Citizen Survey* in which the majority of respondents gave the following positive ratings:

| Survey Year   | 2000 | 2002 | 2004 | 2006 | 2008 |
|---|------|------|------|------|------|
| Percentage of survey respondents rating Cambridge’s <i>overall quality of life</i> as “Excellent” or “Good” | 86%  | 85%  | 89%  | 86%  | 91%  |
| Percentage of survey respondents rating Cambridge’s <i>overall appearance</i> as “Excellent” or “Good”      | 77%  | 75%  | 83%  | 73%  | 80%  |

DPW values input from residents in evaluating its impact on quality of life and on the City’s overall appearance, and will work to maintain and improve its citizen satisfaction ratings in all areas. The Department will continue to advance the City Council’s goals by fostering community and supporting neighborhood vitality through our public improvements and associated community processes, delivering similar or improved services at a reduced cost through improved work systems and use of technology, and promoting a healthy environment through environmentally sound and energy efficient practices across all our programs.

**SIGNIFICANT BUDGET MODIFICATIONS:**

Overall, the FY10 Public Works Budget for Other Ordinary Maintenance accounts is reduced by \$68,180 from FY09 primarily due to a more favorable rate for solid waste disposal. The FY10 budget includes \$14,700 to fund a pilot program to provide portable toilets at various fields. In addition, the budget includes the reduction of a Welder position and a decrease of \$30,000 in equipment costs.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

*Fostered Community and supported Neighborhood Vitality*

- Made significant landscaping improvements to the following locations: Guffey Park at Bow and Arrow streets, Granite Street at Brookline Street, historic Fort Washington Park, and Donahue Square by the Harvard underpass.
- Beautified public areas throughout the city by planting over 10,000 bulbs, over 10,000 annuals and 65 hanging baskets.
- Designed and constructed a regulation size Bocce Court on Cambridge Street.
- Managed construction of major public infrastructure projects, including the Harvard Square Super-Crosswalk, Blanchard Road Improvements, and the Central Square Manhole Separation Project.
- Implemented the first year of the City’s *Five Year Street and Sidewalk Plan*, which prioritized locations for streets and sidewalk reconstruction. These prioritized locations and other sidewalk and roadway reconstruction projects completed this past fiscal year include: North Massachusetts Avenue (Alewife Brook Parkway to Churchill Avenue), Clarendon Avenue, Rindge Avenue (Alewife Brook Parkway to

Middlesex Street), Walden Street (Richdale Avenue to Sherman Street, and Massachusetts Avenue to King Street), St. Sauveur Court, Grozier Road at Fresh Pond Parkway, Linnaean Street (Garden Street to Raymond Street), Mount Auburn Street (Gibson Street to Story Street), Brattle Street (Church Street to Mason Street), Green Street (Pleasant Street to Putnam Avenue), Sellers Street, Putnam Avenue (River Street to Magazine Street), William Street (Magazine Street to Pearl Street), Essex Street, Fulkerson Street (Binney Street to Charles Street), Sixth Street at Gore Street, and Rogers Street (First Street to Second Street).

- Completed significant street and sidewalk maintenance projects, including: installation of a new raised crosswalk on Massachusetts Avenue at Holyoke Street, repairs to the stairs and patio in the Harvard Square “Pit”, new sidewalks and street paving on Second Street, new sidewalk and ramps at the Robert W. Healy Public Safety Facility, repairs to sidewalks in front of the North Cambridge Senior Center, and repairs to walkways at Larch Road Park, the Area Four Youth Center and the Martin Luther King Jr. School.
- Implemented recommendations from the Sidewalk Snow and Ice Removal Task Force, including improved publicity about property owners' snow removal responsibilities, revised priority snow enforcement routes and a new web-based complaint reporting system.
- Continued to work with the Rodent Task Force-- which includes members from DPW, Inspectional Services, the Public Health Department, the Cambridge Housing Authority, and the community-- particularly around better management of dumpsters.

*Delivered similar services or improved services at a reduced cost, ensuring delivery of quality services to residents while maintaining a reasonable tax rate.*

- Demonstrated improved productivity and efficiency in the tree planting program using the work order system and GIS, and implemented a similar system to better manage the tree pruning program.
- Installed 36 new “Big Belly” solar-powered, trash-compacting receptacles throughout the Central Square area and in Area Four parks. Replacement of existing barrels with these larger capacity, better sealed receptacles will provide better litter and rodent control and improve the overall cleanliness of Central Square and Area Four.
- Continued to replace traditional vehicles with more fuel efficient-vehicles, adding two new hybrids and four new bicycles to the DPW fleet.
- Implemented a new fuel management system to provide more accurate fuel usage data to help make more informed vehicle purchasing and operations decisions in the future.
- Invested in improved snow removal equipment, including a new sidewalk plow and a computerized salt-spreader, designed to use the amount of ice-melt most appropriate to given conditions, reducing material costs and environmental impacts while maintaining roadway safety.
- Increased the number of catch basins cleaned annually by 100% since FY07 through effective use of the

work order system and GIS.

- Created an online, shared folder for DPW staff to reference all vendor contracts. With over 150 contracts scanned and formatted to allow easy searching, this new business practice has improved information sharing and reduced paper waste.
- Completed the restoration of 10 additional historic staircases throughout the Cambridge Cemetery using Community Preservation Act funds, and continued to implement the Cambridge Cemetery Master Plan, adding 133 additional burial spaces during the past year.
- Improved contractor performance by conducting mandatory instructional seminars for 86 construction contractors who regularly work in the public way.
- Permitted and inspected a record number of activities impacting the public way, including over 800 excavation permits, over 250 sidewalk closing permits, over 500 crane and boom permits, 30 news rack permits and over 100 sidewalk business use permits (for A-frame signs and outdoor dining).
- Implemented 54 training programs, including 17 in-house safety training programs that included state grant-funded Job Safety Analysis and Incident Investigation training, as well as 8 professional/ technical classes. Approximately 20 individuals attended computer training classes, 28 individuals were trained in customer relations and 65% of employees received a minimum of 4 hours of training. The Department hired 9 new employees: 5 laborers, a Drop Off Center Monitor, a Construction Utilities Inspector, an Energy Specialist and a Recycling Program Manager.

*Promoted a **Healthy Environment** by adopting healthy, environmentally sound and energy efficient practices throughout the community.*

- Planted 450 new trees, including 150 trees that were installed during sidewalk improvement projects.
- Received the National Arbor Day Foundation Tree City USA award for the 16<sup>th</sup> consecutive year, as well as the Foundation's more prestigious Growth Award in recognition of the past year's STRATUM analysis using a sampling of the street tree inventory, and improvements to the tree planting program's public information (such as post-planting tree care door hangers and posting the annual street tree planting list online).
- Distributed 700 large recycling totes to 6-12 unit multi-family buildings. Previously, only 13+ unit buildings were eligible under the Refuse & Litter Ordinance.
- Collected over 40,000 pounds of food waste at the Recycling Drop-off Center. Launched a school-based organics recycling pilot program at the King Open School.
- Enhanced the energy efficiency of public building heating and cooling systems by installing a new boiler plant and Direct Digital Controls (DDC) at the Coffon Building, new energy saving classroom thermostats at the Area IV Day Care, new split AC systems in the Area IV Day Care kitchen and North

Cambridge Senior Center, a new AC system at the IT data center in the Lombardi Building, and by replacing 6 existing stand alone AC units with ENERGY STAR® rated units.

- Installed an ENERGY STAR rated, white, reflective roof and high efficiency AC unit on the Frazier Building at 147 Hampshire Street.
- Sponsored Team GreenSense, part of the Mayor's Summer Youth Employment Program, through which students learned about environmental issues, conducted energy audits, and made recommendations for ways to reduce energy use and promote sustainable transportation practices at the Area Four and Frisoli Youth Centers.
- Working with an interdepartmental work group, launched the Cambridge Employee GreenSense program, engaging 70 "Energy Champions" in promoting energy-efficient practices in their departments. The first quarterly tip, from October through December 2008 encouraged employees to turn off unnecessary lights and equipment, and reduced electricity use by 10% from the same period last year -- saving enough electricity to power 13 homes or a 250 square foot office for one year.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$19,804,865</b> |
| Real Estate Taxes                  | \$19,804,865  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$5,072,730</b>  |
| Water Usage Charge                 | \$400,000     |                     |
| Parking Fund Parking Usage         | \$1,688,740   |                     |
| Sewer Service Charge               | \$2,652,490   |                     |
| Sewer Connection Fee               | \$30,000      |                     |
| Cemetery Fees                      | \$260,000     |                     |
| Document Sales                     | \$4,000       |                     |
| White Goods                        | \$30,000      |                     |
| Sale Of Recycling Bins             | \$7,500       |                     |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$252,000</b>    |
| Public Works Street Permit         | \$240,000     |                     |
| Newspaper Boxes                    | \$12,000      |                     |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$900,000</b>    |
| Parking Fines                      | \$900,000     |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$2,281,130</b>  |
| State Cherry Sheet Revenue         | \$2,281,130   |                     |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$242,500</b>    |
| Rent Of City Property              | \$70,000      |                     |
| Interest on Perpetual Care         | \$40,000      |                     |
| Sale of Lots and Graves            | \$67,500      |                     |
| Recycling Revenue                  | \$5,000       |                     |
| Overtime Reimbursement             | \$32,000      |                     |
| Misc Reimbursement                 | \$28,000      |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$28,553,225</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$17,823,000</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$10,247,270</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$112,955</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$370,000</b>    |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$28,553,225</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>211</b>  | <b>214</b>  | <b>213</b>  |



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC WORKS  
-Administration**

|   |   |  |   |
|---|---|--|---|
| <p>\$1,089,275<br/>\$718,325<br/><u>\$1,766,270</u><br/>\$3,573,870</p> | <p>\$1,097,285<br/>\$638,675<br/><u>\$1,770,535</u><br/>\$3,506,495</p> | <p><b>ADMINISTRATION</b><br/><b>BUSINESS SERVICES</b><br/><b>ENGINEERING</b></p> | <p>\$1,176,595<br/>\$519,715<br/><u>\$1,964,945</u><br/>\$3,661,255</p> |
|---|---|--|---|

**ADMINISTRATION**

**PURPOSE & OVERVIEW:** The Administration Division supports the general management and administrative activities

necessary to make the Department of Public Works function as a cohesive organization. The Division is responsible for policy development, labor relations, human resources, training and career development, budgeting, fiscal administration, payroll, community relations and information systems.

Providing excellent public information and customer relations is a key focus of the Division's work, whether it is with residents, businesses, vendors or job applicants. The Division manages the DPW telephone switchboard, Website, service requests, work order systems, e-mail distribution lists, publications and other notices. Staff provide administrative or IT support to all DPW divisions in order to improve their responsiveness to community needs.

**Table 1: DPW Service Request Overview**

| Total Service Requests - 03/2005* - 02/2009 |               |               | Service Requests in FY08      |              |               |
|---|---------------|---------------|-------------------------------|--------------|---------------|
| Division                                    | #             | #             | Division                      | #            | #             |
|   | Opened        | Closed        |                               | Opened       | Closed        |
| Administration                              | 516           | 452           | Administration                | 86           | 78            |
| Building                                    | 4,141         | 3,920         | Buildings                     | 1,147        | 1,211         |
| Cemetery                                    | 194           | 197           | Cemetery                      | 55           | 55            |
| Engineering                                 | 1,273         | 877           | Engineering                   | 598          | 532           |
| Off Hours                                   | 151           | 143           | Off Hours                     | 36           | 28            |
| Park Maintenance                            | 285           | 250           | Park Maintenance              | 53           | 68            |
| Permits                                     | 5,394         | 4,377         | Permits                       | 1,839        | 1,792         |
| Recycling                                   | 66            | 63            | Recycling                     | 13           | 12            |
| Sanitation                                  | 89            | 85            | Sanitation                    | 23           | 21            |
| Sewer Maintenance                           | 3,804         | 3,732         | Sewer Maintenance             | 1,722        | 1,869         |
| Street Cleaning                             | 1,245         | 1,260         | Street Cleaning               | 561          | 575           |
| Street & Sidewalk Maintenance               | 5,335         | 4,910         | Street & Sidewalk Maintenance | 1,583        | 1,913         |
| Urban Forestry                              | 2,925         | 2,578         | Urban Forestry                | 616          | 888           |
| Vehicle Maintenance                         | 5,788         | 5,944         | Vehicle Maintenance           | 1,384        | 1,418         |
| <b>Total</b>                                | <b>31,206</b> | <b>28,788</b> | <b>Total</b>                  | <b>9,716</b> | <b>10,460</b> |

\*Current service request system implemented 03/2005

In FY08, closed requests can include requests opened in prior years

**FY10 GOALS:**

- **GOAL 1:** *Evaluate the services of Public Works to ensure efficient operations while delivering the same or similar services through: assessment of non-emergency overtime; improvement to the functionality and information on the DPW web page; and optimization of business practices, work systems and technology across all divisions.*

- *GOAL 2: Expand the capacity and efficiency of the workforce through training programs in technical, safety, professional development and customer service skills.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of trainings completed   | 54                     | 58                     | 50                        | 60                       |
| 2. Number of safety training programs completed                                | 17                     | 20                     | 18                        | 20                       |
| 3. Number of people who received computer training                             | 20                     | 12                     | 12                        | 60                       |
| 4. Number of individuals receiving customer relations training                 | 28                     | 20                     | 20                        | 20                       |
| 5. Number of professional/technical licensing classes offered                  | 10                     | 24                     | 7                         | 24                       |
| 6. Percentage of employees receiving a minimum of 4 hours of training per year | 50%                    | 50%                    | 65%                       | 65%                      |

- *GOAL 3: Implement multi-level communications programs with the public and improve responses to customer requests and complaints.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of e-mails received and responded to via DPW Website (includes blue bins, tree and rodent issues)  | 907                    | 1,000                  | 1,000                     | 1,000                    |
| 2. Redesign DPW Website to improve appearance, ease of navigation and content. Percent complete  | n/a                    | n/a                    | 25%                       | 50%                      |
| 3. Improve construction information Web page to integrate with GIS and enhance project information. Percent complete                                   | n/a                    | n/a                    | 10%                       | 50%                      |
| 4. Streamline the permit process through a re-evaluation of business practices and better use of the Internet and work order systems. Percent complete | n/a                    | n/a                    | 10%                       | 75%                      |

- *GOAL 4: Improve productivity of the workforce by reducing sick time.*

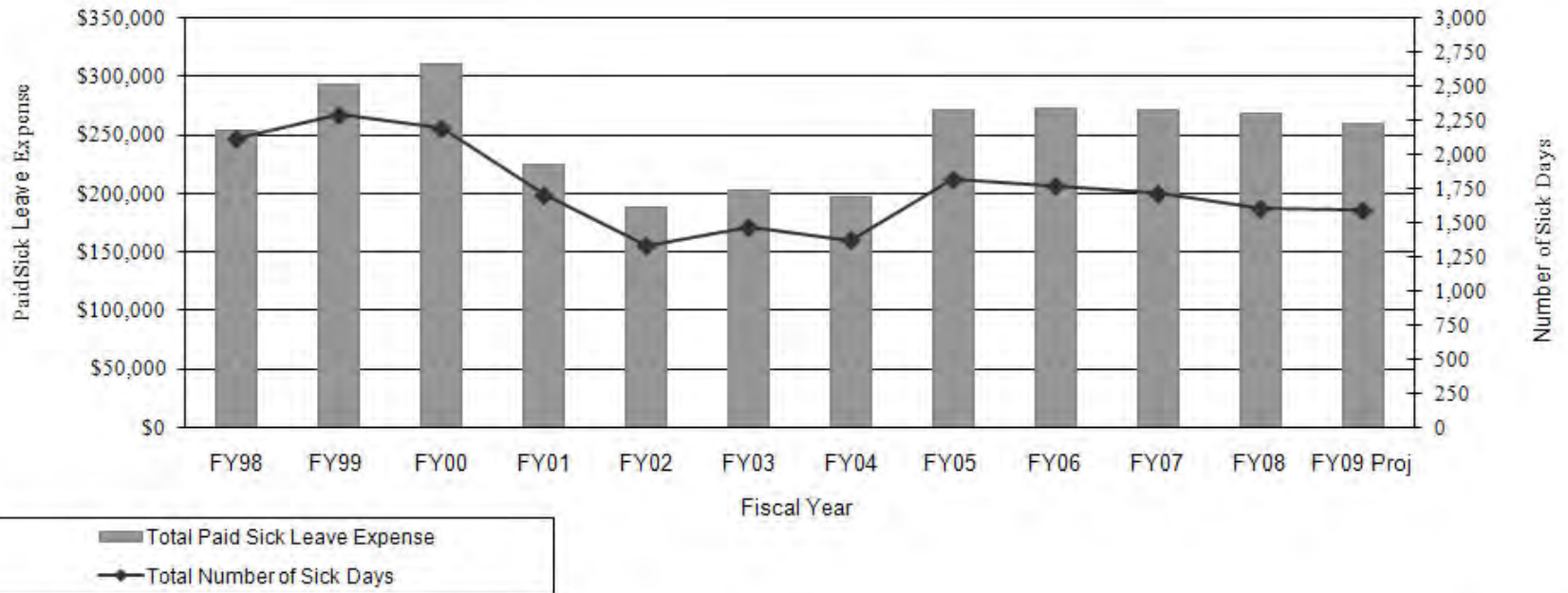
| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Average number of sick days used (excluding extended illness of 30 consecutive days)            | 7.6                    | 7.5                    | 7.4                       | 7.5                      |
| 2. Number of administrative days earned (for working 6 consecutive months without using sick time) | 162                    | 125                    | 160                       | 170                      |

- *GOAL 5: 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).*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of divisions using CRS to do detailed scheduling, costing and asset evaluation                   | 2                      | n/a                    | 2                         | 4                        |
| 2. Ensure that all relevant information collected can be integrated with the GIS system (percent complete) | 40%                    | 50%                    | 50%                       | 95%                      |
| 3. Develop a document management system for all DPW documents (percent complete)                           | 25%                    | 50%                    | 50%                       | 75%                      |

**Figure 1: Paid Sick Leave, FY98 through FY09 Projected**

This Chart shows the DPW sick leave trend in days and expense.

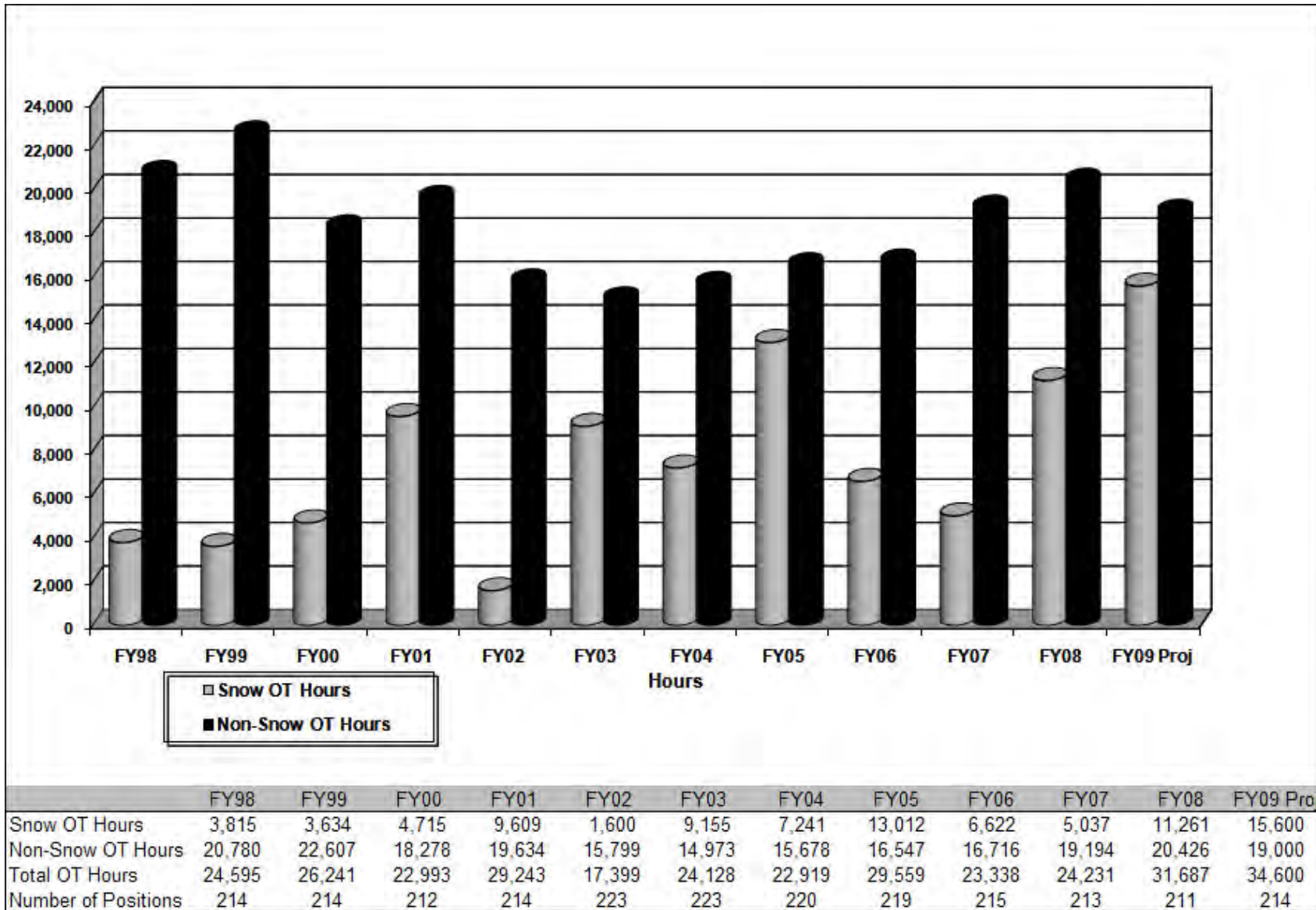


|                               | FY98      | FY99      | FY00      | FY01      | FY02      | FY03      | FY04      | FY05      | FY06      | FY07      | FY08      | FY09 Proj |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 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 | \$267,804 | \$259,395 |
| 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     | 1,603     | 1,591     |
| 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       | 7.6       | 7.4       |

\*Note: Excludes personnel who were out in excess of 30 or more straight paid sick days, which is considered long-term or extended illness.

**Figure 2: Snow and Non-Snow Overtime (OT) FY98 through FY09 Projected**

This Chart shows DPW Overtime Hours worked.



## 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 continuously improving DPW's business practices.

### FY10 GOALS:

- *GOAL 1: Implement measures to enhance business services.*

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Improve business services practices to better serve all DPW divisions.<br>Percent complete | n/a            | 75%            | 25%               | 35%              |
| 2. Standardize invoicing, tracking and collection of accounts receivable.<br>Percent complete | n/a            | 75%            | 65%               | 75%              |

## ENGINEERING

**PURPOSE & OVERVIEW:** The Engineering Division is responsible for improving and expanding much of the City's public infrastructure, including sewer and stormwater facilities, streets and sidewalks, and parks and plazas. Through comprehensive design review, inspections and project management, the Division ensures that any project impacting the City's infrastructure meets federal, state and local standards and requirements.

The Division is also responsible for improvements to surface infrastructure, including street, sidewalk, parks and plazas. Staff have identified and prioritized locations for street and sidewalk reconstruction based on state and federal access requirements and local needs, an effort which is documented in the *5 Year Street and Sidewalk Plan*. Staff play a major role in the design and construction management of most major street and sidewalk construction projects, and manage construction of major park projects. All construction projects include a significant community relations component to ensure that the public is well informed about the impacts that the construction will have on area residents and businesses.

Three major components of the Division's work include the sewer and stormwater management program, surface improvement program and information management. In addition to its large capital component, the sewer and

stormwater management program involves extensive administrative and operational responsibilities. The Division works with the Massachusetts Department of Environmental Protection (DEP) and the United States Environmental Protection Agency (EPA) with the goal of improving water quality in the Charles River and Alewife Brook. The operations 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 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. Over a decade of major investment in and maintenance of sewer and stormwater systems has had a significant positive impact on both water quality and sewer backups.

The Division also has extensive information management responsibilities. Staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors and utility connections, and respond to and fulfill requests for public information related to these records.

**FY10 GOALS:**

- *GOAL 1: Improve sidewalk and roadway surfaces to advance pedestrian safety, vehicular safety and accessibility for persons with disabilities.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Miles of sidewalk replaced   | 8.7                    | 8.5                    | 8.5                       | 8.5                      |
| 2. Lane miles of roadway re-paved   | 14.3                   | 15                     | 15                        | 15                       |
| 3. Traffic calming elements constructed   | 17                     | 15                     | 35                        | 15                       |
| 4. Access ramps upgraded  | 133                    | 300                    | 360                       | 300                      |
| 5. Number of ramps or sidewalk locations prioritized by the Disabilities Commission and reconstructed | n/a                    | 6                      | 6                         | 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.*

| <b>PERFORMANCE MEASURES</b>      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Comprehensive updates to plan | n/a                    | 4                      | 4                         | 1                        |



■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>                                | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 2. Lane miles of roadway inspected for pavement conditions | n/a                    | 75                     | 50                        | 75                       |
| 3. Educational materials developed for contractors         | n/a                    | 2                      | 2                         | 2                        |
| 4. Number of contractor seminars held                      | n/a                    | 2                      | 3                         | 3                        |

■ *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. New outreach materials developed                                 | 1                      | 3                      | 3                         | 3                        |
| 2. Stormwater Web page updates                                      | 8                      | 8                      | 8                         | 8                        |
| 3. Catchbasin curbmarkers installed                                 | 35                     | 40                     | 125                       | 40                       |
| 4. Stormwater public meetings attended                              | 5                      | 4                      | 6                         | 6                        |
| 5. Stormwater quality samples collected                             | 68                     | 110                    | 75                        | 110                      |
| 6. Stormwater management plans reviewed for construction projects   | n/a                    | 20                     | 20                        | 20                       |
| 7. Illicit connections eliminated from the drainage system          | 3                      | 4                      | 4                         | 4                        |
| 8. Erosion and Sediment control plans reviewed                      | n/a                    | 20                     | 12                        | 20                       |
| 9. Operation and Maintenance plans reviewed                         | n/a                    | 20                     | 10                        | 20                       |
| 10. Site inspections performed                                      | n/a                    | 40                     | 40                        | 40                       |
| 11. Good housekeeping inspections of municipal facilities completed | n/a                    | 40                     | 40                        | 45                       |

- *GOAL 4: Identify capacity or structural deficiencies in the sanitary sewer and stormwater systems throughout the City to reduce flooding and backup problems.*

| <b>PERFORMANCE MEASURES</b>                                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of flow-meters installed to collect data          | 14                     | 15                     | 20                        | 20                       |
| 2. Number of reports for MWRA, DEP, EPA based on meter data | 8                      | 15                     | 15                        | 15                       |
| 3. Updates made to City's collection system model and GIS   | n/a                    | 1,500                  | 1,500                     | 1,500                    |

- *GOAL 5: Monitor construction and manage design of sewer separation and stormwater management projects.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of common manholes removed since program inception in 1996    | 183                    | 221                    | 239                       | 267                      |
| 2. Separate common manholes in Normandy Terrace area (percent complete)       | 35%                    | 100%                   | 50%                       | 100%                     |
| 3. Construct Bishop Allen Drive Stormwater Mgmt. Project (percent complete)   | 0%                     | 25%                    | 25%                       | 25%                      |
| 4. Separate common manholes in Central Square area (percent complete)         | n/a                    | 75%                    | 85%                       | 100%                     |
| 5. Western Avenue Sewer and Stormwater Improvements design (Percent complete) | 15%                    | n/a                    | 15%                       | 50%                      |
| 6. Prentiss Street sewer separation design (Percent complete)                 | n/a                    | n/a                    | 10%                       | 75%                      |
| 7. Forest Street sewer separation design (Percent complete)                   | 15%                    | n/a                    | 15%                       | 25%                      |
| 8. Whittemore Avenue sewer separation design (Percent complete)               | 10%                    | n/a                    | 10%                       | 25%                      |

■ *GOAL 5: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 9. Alewife Stormwater Wetland Construction (Percent complete)                 | 0%                     | n/a                    | 0%                        | 10%                      |
| 10. Ellery Street sewer separation construction (Percent complete)            | 15%                    | n/a                    | 15%                       | 100%                     |
| 11. Harvard Square Stormwater Improvements Phase IV design (Percent complete) | 10%                    | n/a                    | 10%                       | 100%                     |

■ *GOAL 6: Upgrade the City's sanitary sewer and stormwater infrastructure in order to provide a higher level of service.*

| <b>PERFORMANCE MEASURES</b>                                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of requests for structural repairs                     | 78                     | 80                     | 82                        | 80                       |
| 2. Linear feet of sanitary sewer installed                       | 1,559                  | 1,000                  | 600                       | 1,000                    |
| 3. Number of new catchbasins installed with deep sumps and hoods | 86                     | 50                     | 100                       | 50                       |
| 4. Number of catchbasin hoods replaced                           | 12                     | 15                     | 15                        | 15                       |
| 5. Number of grit chambers constructed                           | 1                      | 5                      | 2                         | 5                        |
| 6. Linear feet of stormwater drain installed                     | 3,190                  | 1,500                  | 1,500                     | 1,500                    |

■ *GOAL 7: Improve function and capacity of sanitary sewer, storm drains and pump stations through improved maintenance.*

| <b>PERFORMANCE MEASURES</b>      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|----------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Linear feet of pipe cleaned   | 67,188                 | 50,000                 | 75,000                    | 50,000                   |
| 2. Linear feet of pipe televised | 62,773                 | 50,000                 | 75,000                    | 50,000                   |
| 3. Linear feet of pipe lined     | 376                    | 2,800                  | 1,000                     | 1,000                    |

■ *GOAL 7: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 4. Number of structures connected to Supervisory Control and Data Acquisition (SCADA) system | 0                      | 3                      | 0                         | 3                        |
| 5. Number of pump preventative maintenance checks  | n/a                    | 180                    | 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).*

| <b>PERFORMANCE MEASURES</b>        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of business seminars     | 0                      | 2                      | 2                         | 2                        |
| 2. Number of inspections performed | 60                     | 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.*

| <b>PERFORMANCE MEASURES</b>                                    | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of site plans reviewed                               | 95                     | 100                    | 50                        | 50                       |
| 2. Number of stormwater best management practices incorporated | 58                     | 30                     | 50                        | 15                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC WORKS**  
-Service Programs/Public Ways

\$2,865,075  
\$1,270,865  
\$4,135,940

\$3,077,310  
\$1,960,000  
\$5,037,310

**STREET AND SEWER MAINTENANCE**  
**SNOW AND ICE**

\$3,102,125  
\$322,000  
\$3,424,125

**STREET AND SEWER MAINTENANCE**

**PURPOSE & OVERVIEW:** The Street and Sewer Maintenance Division maintains 125

miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 6,000 catch basins, and 33 sewer and stormwater pump stations. The Division also manages maintenance contracts for sidewalk repairs, asphalt patching and stormwater pumps; permits and inspects private and institutional construction in the public way (including sidewalks and ramps, streets, sewer connections and drainage structures); permits and inspects business sidewalk use; consults with contractors and utility companies; and provides technical assistance to homeowners.

Street and sidewalk maintenance is retained by both in-house crews and private contractors. In-house crews provide rapid response to sinkholes, inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs, patch potholes and place footings for signs, rubbish/ recycling receptacles and benches. Larger sidewalk repairs are done through private contracts under the supervision of a DPW engineer.

The quality of the City's sidewalk maintenance program has been rated in each year of the biannual *Cambridge Citizen Survey* since 2000 (results below).

| Survey Year  | 2000 | 2002 | 2004 | 2006 | 2008 |
|--|------|------|------|------|------|
| Percentage of survey respondents rating Cambridge's <i>sidewalk maintenance</i> as "Excellent" or "Good" | 53%  | 50%  | 50%  | 51%  | 54%  |

In 2008, survey respondents also listed the "condition of streets/ sidewalks" among the top ten priorities they would like the City to address. In consideration of this input from citizens, as well as the large volume of aging sidewalks in Cambridge that require attention, sidewalk maintenance crews have used the City's work order system to enable more efficient tracking of and response to complaints, documentation of inspections, and prioritization and scheduling of repairs.

Sewer maintenance crews work to reduce flooding and improve water quality through quality preventive maintenance, and to provide emergency response as needed. During the past fiscal year, they have greatly improved their efficiency by using work order and geographic information systems (GIS) to coordinate catch basin cleaning with street cleaning routes and associated parking bans; this has resulted in a 100% increase in the number of catch basins cleaned and a 50% increase in tons of catch basin debris disposed of since FY07, without any new staff or major pieces of equipment.

During the coming year, sewer maintenance crews will expand their use of the work order system and GIS to

manage biweekly cleaning of 53 locations most prone to backups, with the expected outcome of reducing backups and unplanned overtime. In-house crews will also take on a new role in assisting with the cleaning of stormwater tanks, which will reduce the rate of private contract cost increases and will maintain the effectiveness of these important flood control structures.

The Division also issues permits for construction excavations, sidewalk obstructions, crane use and for business sidewalk use such as news racks, A-frame signs, and outdoor dining. Effective use of the work order system has enabled staff to permit and inspect a greater number of jobs, provide faster permit review and approval and to increase revenue collected without increased staffing levels.

**FY10 GOALS:**

- *GOAL 1: Continue to improve the sidewalk/street rapid response and maintenance program.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Conduct inspection of sidewalk defect within 2 business days of receiving complaint (percent of inspections)                              | n/a                    | n/a                    | n/a                       | 80%                      |
| 2. Number of emergency service/rapid response requests   | n/a                    | n/a                    | 250                       | 200                      |
| 3. Number of scheduled repairs completed   | n/a                    | n/a                    | 300                       | 300                      |
| 4. Continue work order project to ensure all sidewalk maintenance requests have been inspected, prioritized and scheduled (percent complete) | n/a                    | n/a                    | 50%                       | 75%                      |

- **GOAL 2:** Continue to improve the sewer/stormwater rapid response and preventative maintenance program.

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Preventative maintenance work orders completed. (Includes planned biweekly cleaning and planned quarterly grease cleaning, jetting and odor control) | 350            | n/a            | 350               | 700              |
| 2. Number of catch basins cleaned   | 2,633          | n/a            | 2,800             | 2,800            |
| 3. Number of emergency service/rapid response requests  | 27             | 45             | 72                | 60               |

- **GOAL 3:** Maintain permit compliance program.

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Excavation permits issued  | 975            | 1,300          | 877               | 1,000            |
| 2. Sidewalk obstruction permits issued  | 218            | 700            | 275               | 250              |
| 3. Crane permits issued   | n/a            | n/a            | 550               | 550              |
| 4. Newsrack vendors with compliance certificates  | 30             | 30             | 28                | 30               |
| 5. Business sidewalk use permits issued (for A-frame signs, display of merchandise and outdoor dining.) | n/a            | n/a            | 110               | 90               |

## SNOW AND ICE

**PURPOSE & OVERVIEW:** The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months. DPW acts as the command center for all snow and ice operation activities, coordinating different departments and contractors, purchasing materials and equipment, maintaining vehicles, and assisting the public (who provided the following satisfaction ratings in the biannual *Cambridge Citizen Survey*).

| Survey Year   | 2000 | 2002 | 2004 | 2006 | 2008 |
|---|------|------|------|------|------|
| Percentage of survey respondents rating Cambridge's snow removal as "Excellent" or "Good" | 56%  | 66%  | 64%  | 50%  | 60%  |

Snow clearance on Cambridge’s 125 miles of roadways includes salting and plowing by City crews and private contractors. Crews also clear approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other areas, and received significant support from the Traffic Department in enforcing the City’s sidewalk snow and ice removal ordinance. A recent Task Force also made recommendations about how snow and ice clearance on sidewalks might be improved, and their efforts resulted in greater publicity, revised priority snow enforcement routes and a new web-based reporting tool.

**FY10 GOALS:**

- *GOAL 1: Continue to maintain rapid response to all snow-related events while concurrently tracking all expenses associated with snow removal and promoting sidewalk clearance by private property owners.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Overtime expense/snow bonuses*   | 405,000                | -                      | 502,503                   | -                        |
| 2. Materials & supplies (salt, calcium pellets, liquid calcium) expense*                      | 470,000                | -                      | 714,928                   | -                        |
| 3. Outside plowing services*  | 435,000                | -                      | 619,649                   | -                        |
| 4. Total expense*   | 1,310,000              | -                      | 1,837,080                 | -                        |
| 5. Recorded snowfall (inches)*  | 52                     | -                      | 70                        | -                        |
| 6. Promote improved sidewalk clearance through inspections of ordinance violation complaints. | n/a                    | n/a                    | 1,927                     | 1,000                    |
| *FY09 Projected represent actual values as of 3/31/09.  |                        |                        |                           |                          |



**PUBLIC WORKS  
-Service Programs/Solid Waste**

| ACTUAL<br>FY08 | PROJECTED<br>FY09 | BUDGET<br>FY10 |
|----------------|-------------------|----------------|
|----------------|-------------------|----------------|

\$1,484,670  
\$4,340,675  
\$1,831,180  
\$7,656,525

\$1,652,950  
\$4,507,055  
\$2,005,725  
\$8,165,730

**STREET CLEANING  
RUBBISH REMOVAL  
RECYCLING**

**\$1,739,415  
\$4,429,545  
\$2,166,795  
\$8,335,755**

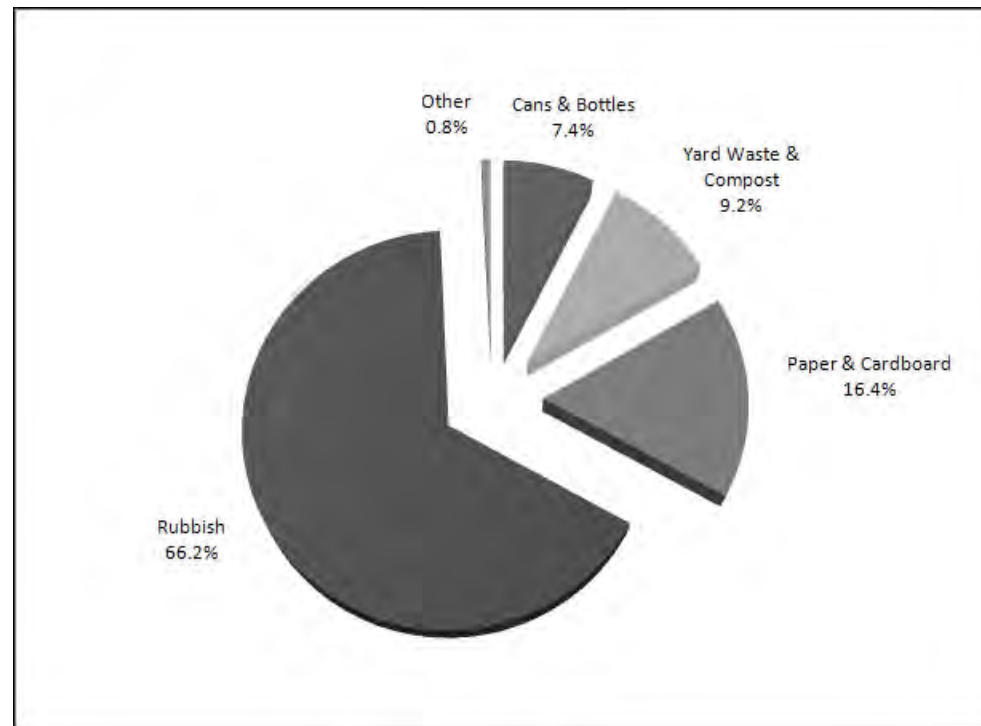
**SOLID WASTE**

**PURPOSE & OVERVIEW:** The Solid Waste Division, headed by the Director of Environmental Services, is comprised of Street Cleaning, Rubbish

Removal and Recycling, who work together to improve the cleanliness of the City while increasing recycling and decreasing rubbish disposal. Cambridge residents have consistently given high marks to the Division's work, as shown in results from the *Cambridge Citizen Survey* (below), and the Division will continue work to maintain and improve the quality of its services.

| Survey year  | 2000 | 2002 | 2004 | 2006 | 2008 |
|--|------|------|------|------|------|
| Percentage of survey respondents rating Cambridge's <i>garbage collection</i> as "Excellent" or "Good"                 | 88%  | 86%  | 85%  | 80%  | 86%  |
| Percentage of survey respondents rating Cambridge's <i>recycling collection</i> as "Excellent" or "Good"               | 82%  | 80%  | 86%  | 85%  | 86%  |
| Percentage of survey respondents rating Cambridge's <i>street maintenance and cleanliness</i> as "Excellent" or "Good" | 63%  | 61%  | 57%  | 55%  | 63%  |

**Figure 3: Total Waste Stream with Percentage of Major Recyclables for FY08**



Other category includes electronics, CRTs, scrap metal, plastics, clothing and Styrofoam

### **STREET CLEANING**

**PURPOSE & OVERVIEW:** The Street Cleaning Division is responsible for maintaining clean public ways through mechanical street sweeping throughout the city, and a combination of mechanical street and sidewalk sweeping, hand sweeping and litter collection in City Squares every day. Contractual street sweeping, which runs from April through December each year, includes the cleaning of approximately 12,000 street miles and the disposal of over 5,000 tons of street refuse annually. Citywide street sweeping includes twice yearly vacuum sweeping, which improves stormwater quality. The Division also has a power washer which is used to clean public area trash and recycling receptacles, and to operate a graffiti removal program on both public and private property (with owner permission).

**FY10 GOALS:**

- *GOAL 1: Provide high quality cleaning of streets, sidewalks and squares.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Tons of debris collected through mechanical street cleaning                          | 2,602                  | n/a                    | 4,800                     | 4,800                    |
| 2. Total number of solar powered trash compactors installed in high litter areas        | 4                      | 5                      | 40                        | 42                       |
| 3. Abandoned bikes removed  | n/a                    | 250                    | 250                       | 260                      |
| 4. Graffiti incidents power-washed  | n/a                    | 150                    | 150                       | 150                      |
| 5. Power-washed public litter barrels   | n/a                    | 390                    | 390                       | 600                      |
| 6. Scheduled twice-daily litter pickups in Cambridge Squares, percent of days completed | n/a                    | n/a                    | 95%                       | 95%                      |

**RUBBISH REMOVAL**

**PURPOSE & OVERVIEW:** The Rubbish Division plays an important role in maintaining a clean, healthy city through weekly curbside pickup of solid waste from residential areas, public buildings, schools and certain commercial accounts. The Division also collects bulky waste from citizens who schedule collection and pay a service fee for each item removed; as part of this program, chlorofluorocarbons (CFCs) from certain appliances are removed, and metals and electronics are recycled. The Division also enforces the City’s Refuse and Litter Ordinance related to requirements for proper trash preparation, mandatory recycling, bulky waste and litter. These programs support the City’s rodent control, cleanliness and environmental efforts. The Division also supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

**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 Division’s largest program is the weekly curbside collection of materials that must be recycled under State law—including paper, cardboard, bottles, cans, and yard waste—from residents, City buildings, and schools. Day-to-day customer service, education and outreach remain a priority for the Division, as does the provision of technical assistance to schools and multi-family residences.

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 contract and a Drop-Off Center open to Cambridge residents, and 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 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.

**FY10 GOALS:**

- *GOAL 1: Maximize efficiency and effectiveness of curbside solid waste collection.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Complete assessment and evaluation of the rubbish routes                            | 33%                    | 100%                   | 33%                       | 40%                      |
| 2. Explore pilot for semi-automated rubbish collection                                 | 33%                    | 100%                   | 50%                       | 100%                     |
| 3. Number of rubbish service requests received and responded to                        | 280                    | 300                    | 1,056                     | 2,000                    |
| 4. Number of recycling service requests received and responded, excluding bin requests | 1,231                  | 1,800                  | 2,000                     | 2,000                    |
| 5. Number of warnings/citations issued for solid waste violations                      | 3,162                  | 4,000                  | 3,300                     | 3,000                    |

- *GOAL 2: Increase the City's recycling rate and reduce the number of tons disposed.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. City recycling rate  | 35%                    | 34%                    | 36%                       | 36%                      |
| 2. Tons of rubbish collected by DPW from households, schools and City buildings | 18,592                 | 18,675                 | 18,250                    | 18,250                   |
| 3. Tons of recyclables collected from households, schools and City buildings    | 13,166                 | 13,000                 | 13,300                    | 13,300                   |
| 4. Cost per ton for recycling   | \$129                  | \$129                  | \$127                     | \$166                    |
| 5. Cost per ton for rubbish   | \$208                  | \$207                  | \$221                     | \$213                    |

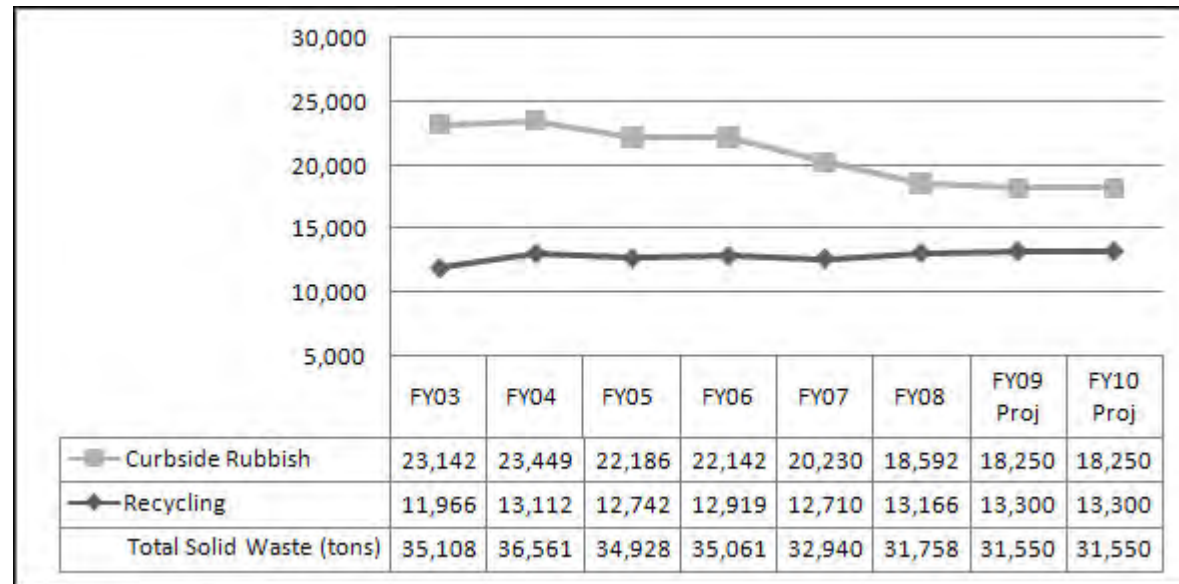
- *GOAL 3: Keep Cambridge a clean and environmentally responsive city and reduce the toxicity of trash land filled or incinerated.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of bulky waste items including white goods (appliances) collected | 1,166                  | 2,000                  | 1,100                     | 2,000                    |
| 2. Pounds of CFC's extracted from appliances                                | 420                    | 500                    | 400                       | 500                      |
| 3. Pounds of computer monitors, TVs and other electronic waste collected    | 302,000                | 275,000                | 275,000                   | 275,000                  |
| 4. Pounds of hazardous batteries collected                                  | 2,712                  | 2,000                  | 2,000                     | 2,000                    |
| 5. Number of fluorescent bulbs collected                                    | 10,452                 | 6,000                  | 10,000                    | 8,000                    |
| 6. Number of pounds of mercury-containing devices collected                 | 137                    | 40                     | 40                        | 40                       |
| 7. Gallons of motor oil collected   | 775                    | 1,000                  | 1,500                     | 1,200                    |
| 8. Gallons of paint collected   | 4,069                  | 5,000                  | 5,000                     | 5,000                    |

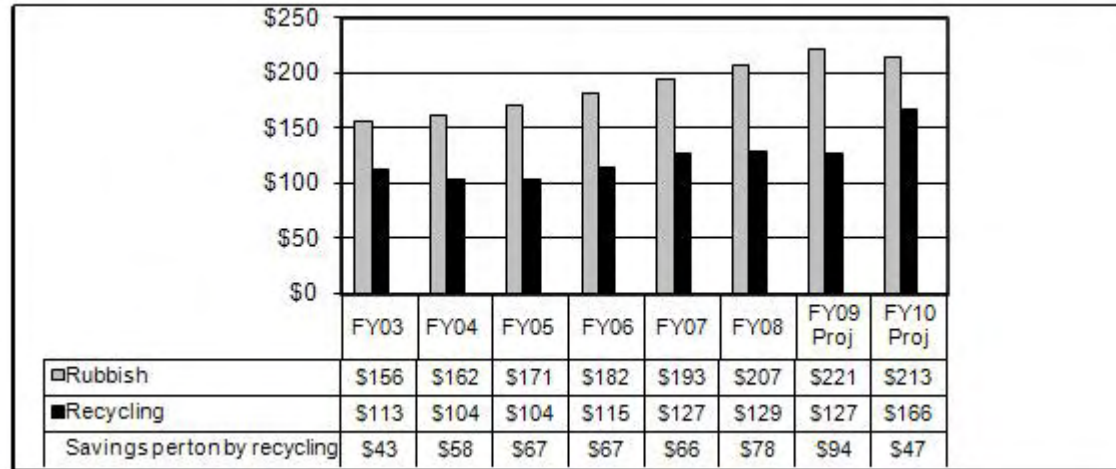
- **GOAL 4:** *Expand the citywide recycling participation program.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of large residential buildings (6+ units) with comprehensive recycling programs | n/a                    | n/a                    | 59%                       | 65%                      |
| 2. Number of service requests received and responded to for recycling bins and totes          | 2,093                  | 3,000                  | 2,100                     | 2,000                    |

**Figure 4: Curbside Rubbish and Recycling Tonnage Collected by the City (FY03 - FY10 projected)**



**Figure 5: Cost per Ton of Rubbish and Recycling Collected by the City (FY03-FY10 Projected)**



Rubbish cost per ton includes collection and disposal fees. Recycling cost per ton includes collection, processing, staff and equipment costs, minus revenues from the sale of recyclables. Recycling commodity markets have been affected by the economic downturn.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC WORKS**  
**-Service Programs/Public Grounds**

\$4,196,790  
\$4,196,790

\$4,441,070  
\$4,441,070

**PARKS & URBAN FORESTRY**

\$4,519,010  
\$4,519,010

**PURPOSE & OVERVIEW:** This Division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, squares, plazas, medians and public building grounds. In addition, it is responsible for implementing a program of arboriculture for approximately 12,000 public street trees and approximately 3,000 trees in parks and cemeteries.

Parks are maintained through a combination of in-house, district-based crews and private maintenance contracts. The Division ensures parks are safe, clean and attractive, and have been prepared for sports activities and other special events. Residents' satisfaction with these services is demonstrated in the ratings they gave in the *Cambridge Citizen Survey* (below).

|   |      |      |      |      |      |
|---|------|------|------|------|------|
| Survey Year   | 2000 | 2002 | 2004 | 2006 | 2008 |
| Percentage of survey respondents rating Cambridge's <i>City parks and park maintenance</i> as "Excellent" or "Good" | 78%  | 80%  | 82%  | 82%  | 84%  |

The Division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city.

The Urban Forestry Division also operates through a combination of in-house crews and private maintenance contracts, conducting cyclical pruning, and responding to service requests and tree-related emergencies. The quality of the Division's forestry efforts were recognized by the National Arbor Day Foundation for the 16<sup>th</sup> time with a 2008 Tree City USA Award, as well as with a 2008 Growth Award, which has more rigorous criteria.

**FY10 GOALS:**

- *GOAL 1: Maintain a commitment to customer service.*

|   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of Urban Forestry service requests received | 619            | 850            | 800               | 500              |



■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 2. Number of emergency response service requests for Urban Forestry (requiring prompt response) | 216                    | 150                    | 150                       | 100                      |
| 3. Complete planting requests within 1 year. Percent of request                                 | 493                    | 700                    | 500                       | 90%                      |
| 4. Percent of Urban Forestry maintenance requests completed within 60 days                      | n/a                    | n/a                    | 0%                        | 90%                      |

■ *GOAL 2: Continue to provide a quality park maintenance program.*

| <b>PERFORMANCE MEASURES</b>                                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of sites on contract, including parks, schools, islands | 52                     | 53                     | 53                        | 55                       |
| 2. Number of overall sites maintained                             | 104                    | 104                    | 104                       | 106                      |
| 3. Number of irrigation systems maintained                        | 63                     | 65                     | 65                        | 67                       |

■ *GOAL 3: Attain Tree City USA Growth Award for enhanced programs in education and partnerships, planning and management, and tree planting and maintenance.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Develop additional publications to enhance public awareness of tree care and community forestry | 6                      | 2                      | 2                         | 2                        |
| 2. Analyze tree data and set goals using inventory (percent complete)                              | 50%                    | 100%                   | 75%                       | 90%                      |
| 3. Integrate work order system with inventory (percent complete)                                   | 50%                    | 85%                    | 85%                       | 90%                      |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 4. Refine pruning program based on requirements of species and location (percent complete) | 25%                    | 75%                    | 75%                       | 90%                      |

■ *GOAL 4: Promote public awareness of the urban forest and of proper tree care.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Cambridge School and community presentations            | 10                     | 11                     | 11                        | 11                       |
| 2. Number of volunteer events (tree planting, tree well maintenance) | 3                      | 3                      | 3                         | 3                        |
| 3. Number of neighborhood tree walks                                 | 2                      | 3                      | 3                         | 3                        |

■ *GOAL 5: Enhance commitment to community landscaping with an increase in seasonal plantings and an assertive tree planting and maintenance program.*

| <b>PERFORMANCE MEASURES</b>                              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of planting sites                              | 40                     | 40                     | 40                        | 40                       |
| 2. Number of landscaped sites with three season displays | 14                     | 16                     | 16                        | 16                       |
| 3. Number of street trees                                | 12,250                 | 12,350                 | 12,700                    | 13,100                   |
| 4. Number of new trees planted                           | 439                    | 450                    | 450                       | 500                      |
| 5. Number of trees pruned                                | 2,100                  | 3,000                  | 2,000                     | 2,000                    |
| 6. Number of trees removed                               | 114                    | 100                    | 100                       | 100                      |

**PUBLIC WORKS  
-Service Programs/Cemetery**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

\$871,380  
\$871,380

\$914,185  
\$914,185

**CEMETERY**

\$919,275  
\$919,275

**PURPOSE & OVERVIEW:**

The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance, and customer service at the Cemetery's 66 acre site on Coolidge Avenue, which is the resting place for Medal of Honor recipients 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, and other notable Cantabridgians.

Cemetery operations include flower and tree planting, landscaping hilly terrain, resurfacing of cemetery roads, improvements to the drainage system and repair of historical monuments. Specimen tree planting and perennial island development has been a particular focus in recent years, with the goal of adding pastoral beauty to open space in the Cambridge Cemetery. Community Preservation Act (CPA) funding since 2007 has enabled the Cemetery to restore many historical staircases, which are on individual lots and date back as far as the early 1900s. Using the Cemetery Master Plan as a guide, Cemetery staff have continued to implement the priority goal of expanding available burial space.

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 better information, there are ongoing improvements in the computerization of Cemetery records and onsite signage.

**FY10 GOALS:**

- *GOAL 1: Provide high quality grave site preparation and continue to improve cemetery maintenance and service.*

|  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>                                |                        |                        |                           |                          |
| 1. Number of interments                                    | 288                    | 300                    | 300                       | 300                      |
| 2. Number of maintenance requests received                 | 47                     | 40                     | 40                        | 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.*

| <b>PERFORMANCE MEASURES</b>                         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of new cemetery signs installed           | 40                     | 50                     | 30                        | 30                       |
| 2. Update Cemetery grave lot map (percent complete) | 60%                    | 70%                    | 70%                       | 80%                      |

- *GOAL 3: Continue implementation of beautification program throughout Cambridge Cemetery and maintain landscape.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of trees planted at Cemetery                                       | 35                     | 38                     | 30                        | 10                       |
| 2. Number of new perennial islands created                                   | 1                      | 1                      | 1                         | 1                        |
| 3. Number of Cemetery trees pruned annually                                  | 100                    | 100                    | 100                       | 100                      |
| 4. Number of linear feet of roadways paved                                   | n/a                    | n/a                    | 0                         | 400                      |
| 5. Staircases restored using Community Preservation Act funding (cumulative) | 25                     | n/a                    | 35                        | 45                       |

- *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.*

| <b>PERFORMANCE MEASURES</b>                | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of new spaces for burial created | 210                    | 110                    | 133                       | 150                      |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC WORKS**  
-Supporting Serv./Public Bldgs.

\$1,409,155  
\$1,398,400  
\$382,170  
\$3,189,725

\$1,511,505  
\$1,546,935  
\$432,620  
\$3,491,060

**OPERATION**      \$1,730,530  
**MAINTENANCE**    \$1,617,185  
**ADMINISTRATION**    \$443,970  
**\$3,791,685**

**BUILDING OPERATIONS**

**PURPOSE & OVERVIEW:** The Building Operations Division provides custodial services to 11 municipal buildings, including

City Hall, the Senior Center at 806 Massachusetts Avenue, the City Hall Annex/ McCusker Center at 344 Broadway, the Coffon Building at 51 Inman Street, the new Robert W. Healy Public Safety Facility at 125 Sixth Street, the Lombardi Building at 831 Massachusetts Avenue, the DPW Frazier Building at 147 Hampshire Street, the Area IV Youth Center, the Frisoli Youth Center, the Gately Youth Center, and the Moore Youth Center, and soon at the new West Cambridge Youth Center.

While the majority of cleaning is done by in-house custodial crews, certain larger community facilities such as the Senior Center and the Healy Public Safety Facility are supplemented by private contract crews. The Division has two shifts: 6 a.m. – 2 p.m. and a smaller crew in the evenings between 2 and 10 p.m. The Division uses US Green Seal approved, environmentally preferred cleaning products including HEPA filtered vacuum cleaners, to clean all public buildings.

**FY10 GOALS:**

- *GOAL 1: Deliver high quality building cleaning services.*

| PERFORMANCE MEASURES   | FY08   | FY09   | FY09      | FY10     |
|--|--------|--------|-----------|----------|
|  | ACTUAL | BUDGET | PROJECTED | 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       |
| 3. Create and implement satisfaction surveys of building users related to cleaning services (percent complete) | n/a    | n/a    | 0%        | 50%      |

- *GOAL 2: Maintain prompt response time for service requests, including moving, special events and cleaning services.*

| <b>PERFORMANCE MEASURES</b>                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of service requests               | 89                     | 100                    | 100                       | 100                      |
| 2. Average number of days to close requests | 11.6                   | 8.0                    | 8.0                       | 8.0                      |

**BUILDING MAINTENANCE**

**PURPOSE & OVERVIEW:** The Building Maintenance Division is responsible for services such as carpentry, painting, plumbing, lock installation and repair, and sign fabrication. In addition to routine maintenance, the Division also responds to numerous emergency calls related to building maintenance, such as heating, plumbing and ventilation problems in City buildings.

The employees in this Division provide services to many City departments and to the community. Each year, they support approximately 75 public events by setting up staging and a public address system. The Division also creates temporary street signage for public announcements, emergency snow plowing and street sweeping, and permanent commemorative and memorial signage.

**FY10 GOALS:**

- *GOAL 1: Improve response time for service requests, such as plumbing, heating, carpentry, lock repair, moving and staging requests.*

| <b>PERFORMANCE MEASURES</b>                           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of work requests (Operations & Maintenance) | 860                    | 1,000                  | 1,000                     | 1,000                    |
| 2. Average number of days to close request            | 18.2                   | 12.0                   | 15.0                      | 15.0                     |

**PUBLIC BUILDING ADMINISTRATION**

**PURPOSE & OVERVIEW:** The Public Building Administration Division is responsible for all aspects of construction, renovation and significant maintenance to the City’s public buildings. The Division works under the guidance of the Superintendent of Buildings, who also supervises and directs the Building Operations and Maintenance Divisions. The Superintendent of Buildings is responsible for numerous aspects of the public building maintenance construction process, including designer selection, development of specifications and bid documents, and construction project management.

**FY10 GOALS:**

- *GOAL 1: Reduce energy consumption through the installation of energy saving technology and upgrades of equipment.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of premium efficiency motors installed  | 6                      | 7                      | 7                         | 7                        |
| 2. Total number of buildings with Direct Digital Control (DDC) systems for heating, ventilation and air conditioning (HVAC) | n/a                    | 9                      | 9                         | 9                        |

|                        |                           |  |                        |  |
|------------------------|---------------------------|--|------------------------|--|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> | <b>PUBLIC WORKS<br/>-Supporting Services/Vehicle Maintenance</b> |
|------------------------|---------------------------|--|------------------------|--|

\$1,482,665  
\$1,482,665

\$1,583,980  
\$1,583,980

**VEHICLE & EQUIPMENT  
MAINTENANCE**

\$1,492,935  
\$1,492,935

**PURPOSE & OVERVIEW:** The Vehicle Maintenance Division maintains and repairs over 300 City-owned vehicles and pieces of equipment.

The Division works to reduce the service impacts of unscheduled repairs and breakdowns through a preventive maintenance program, scheduling and documenting all repairs in a computerized work order system. During the past fiscal year, mechanics began to use the online ALLDATA system in lieu of vehicle manuals, reducing spending on individual manuals while providing the most up-to-date vehicle information.

The Division researches and develops specifications for new vehicle purchases, which have increasingly incorporated more fuel efficient vehicles into the City's fleet. The Division also plays a key role in snow operations, inspects over 250 Cambridge taxis each year, issues State Inspection stickers for 150 City vehicles each year, and conducts in-house Commercial Driver's License training.

**FY10 GOALS:**

- *GOAL 1: Maximize vehicle availability.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of working hours that vehicles are available (not out of service) for fleet as a whole | 98.4%                  | 98.7%                  | 98.5%                     | 98.5%                    |
| 2. Percentage of working hours that vehicles are available for medium/heavy trucks                   | 99.0%                  | 98.5%                  | 98.5%                     | 98.5%                    |
| 3. Percentage of working hours that vehicles are available for light-duty units                      | 97.7%                  | 98.5%                  | 98.5%                     | 98.5%                    |
| 4. Number of preventative maintenance service orders   | 54                     | 235                    | 200                       | 235                      |
| 5. Number of emergency breakdowns  | 24                     | 60                     | 55                        | 50                       |



| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PUBLIC WORKS**  
**-Supporting Services/Off-Hour Services**

|  |  |  |  |
|--|--|--|--|
| <p align="center"><u>\$824,595</u><br/>\$824,595</p> | <p align="center"><u>\$905,255</u><br/>\$905,255</p> | <p align="center"><b>OFF-HOUR SERVICES</b></p> <p>Off-hours employees collect litter from heavily used public areas and City buildings on a regular schedule; respond to a variety of emergencies such as initial response to after-hours sewer complaints, fallen trees and tree limbs, building security, storm-related cleanup; and coordinate the with Cambridge Police and Fire Departments in response to accidents and other emergencies.</p> | <p align="center"><u>\$834,555</u><br/>\$834,555</p> |
|--|--|--|--|

**PURPOSE & OVERVIEW:** This Division provides the DPW with continuous 24-hour response on a regular and emergency basis.

**PUBLIC WORKS  
-Supporting Services/Energy**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

\$1,449,255  
\$1,449,255

\$1,711,990  
\$1,711,990

**ENERGY**      \$1,574,630  
**ENERGY**      \$1,574,630

**ENERGY CONSUMPTION:** The 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 and pieces of equipment that obtain fuel at the Public Works yard. Costs are supported by this budgetary allotment plus reimbursements from other City departments. The Department recognizes the importance of reducing energy use from both a cost and environmental perspective, and works to promote reduced energy use by installing high efficiency building equipment and promoting behavioral and operational changes.

Through an interdepartmental Energy Management Work Group, the Department developed an Energy Information System (EIS) to track the City's energy consumption and costs. DPW is working to complete the integration of the EIS system with the U.S. Environmental Protection Agency's (EPA's) *Portfolio Manager* tool, which will expand the City's ability to assess municipal energy performance against national benchmarks and enable the implementation of a comprehensive strategy for future building improvements that maximize the benefit per cost.

DPW has also played a lead role in launching the new GreenSense energy awareness program in October 2008. More than 70 "Energy Champions" representing every City department are working to reduce energy use by 5% in one year by promoting quarterly tips such as turning off lights and powering down computers in their departments.

**FY10 GOALS:**

- *GOAL 1: Manage City's energy consumption through the Energy Information System (EIS).*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Integrate the EIS system with the EPA's ENERGY STAR building benchmarking system | 25%                    | 50%                    | 75%                       | 100%                     |
| 2. Enhance system with expanded graphics and reporting capabilities                 | n/a                    | 75%                    | 50%                       | 75%                      |

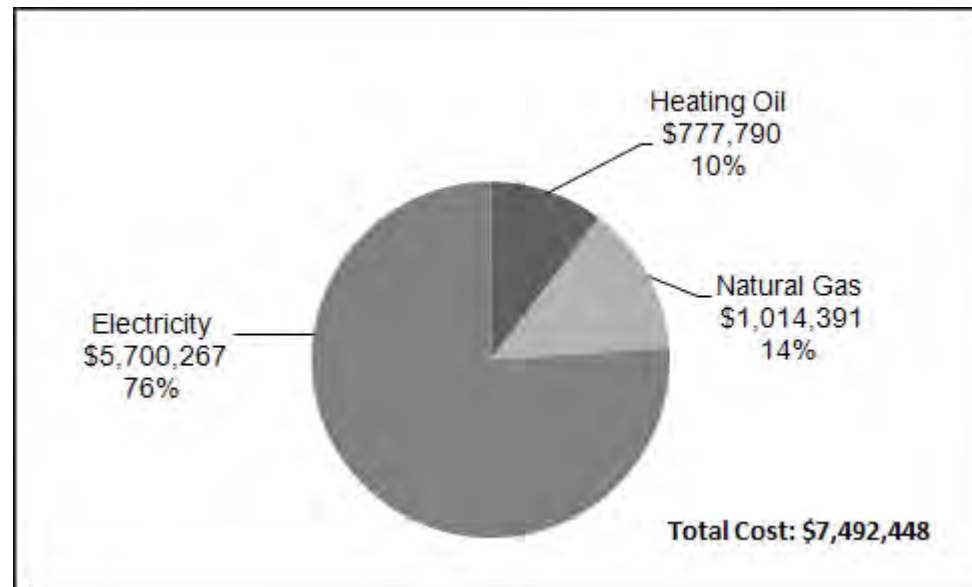
- *GOAL 2: Implement energy efficiency measures at City buildings by assessing, improving or upgrading building systems such as lighting and heating, ventilating and air conditioning (HVAC) systems.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of City buildings in which lighting and mechanical systems are upgraded or replaced with high efficiency equipment through maintenance projects | 2                      | 4                      | 5                         | 1                        |
| 2. Number of City buildings assessed using the ENERGY STAR Portfolio Manager benchmarking system  | 15                     | 20                     | 26                        | 30                       |
| 3. Create a master profile of buildings to inform future energy efficiency upgrades   | n/a                    | n/a                    | 50%                       | 100%                     |
| 4. Number of City buildings at which no-cost and low-cost efficiency measures are implemented   | 5                      | 10                     | 45                        | 45                       |

- *GOAL 3: Continue to implement policies and procedures that increase energy efficiency.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Develop energy efficiency operation and maintenance guidelines for City buildings   | 75%                    | 90%                    | 90%                       | 100%                     |
| 2. Develop standard bid specifications for energy efficiency in City purchase and service contracts and train managers to implement them | 75%                    | 95%                    | 95%                       | 100%                     |

**Figure 6: FY08 City Energy Expenditures by Fuel Type**



**Table 2: FY08 Energy Cost by Department, Usage Category**

| <b>Electricity, Natural Gas and Heating Oil Expenditures (FY08)</b> |                                  |                           |             |
|---|----------------------------------|---------------------------|-------------|
| <b>Department</b>   | <b>Description</b>               | <b>Expenditures</b>       | <b>%</b>    |
| School  | School buildings                 | \$ 3,414,374              | 46%         |
| Water   | Water treatment operations       | \$ 1,276,851              | 17%         |
| Public Works  | City buildings, park lights      | \$ 1,212,386              | 16%         |
| Electrical  | Street lights                    | \$ 928,380                | 12%         |
| Traffic, Parking and Transportation                                 | Traffic signals, parking garages | \$ 218,911                | 3%          |
| Fire  | Fire stations                    | \$ 208,647                | 3%          |
| Other (Police, Library, ECC, DHSP)                                  |                                  | \$ 232,899                | 3%          |
|   |                                  | <b>Total \$ 7,492,448</b> | <b>100%</b> |
| Source: Energy Information System                                   |                                  |                           |             |

**Table 3: Energy Prices by Fuel Type (FY04-FY10 Projected)**

| <b>Source of Energy</b>           | <b>FY04</b> | <b>FY05</b> | <b>FY06</b> | <b>FY07</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Unleaded gas (price/gallon)       | \$1.09      | \$1.47      | \$1.96      | \$2.73      | \$2.20      | \$3.76      | \$1.97      |
| Diesel (price/gallon)             | \$1.36      | \$1.99      | \$2.05      | \$2.65      | \$2.21      | \$4.29      | \$2.33      |
| Heating oil (price/gallon)        | \$0.88      | \$1.08      | \$1.70      | \$2.35      | \$1.96      | \$4.28      | \$2.24      |
| Electricity (price/kilowatt-hour) | \$0.10      | \$0.11      | \$0.11      | \$0.13      | \$0.14      | \$0.14      | \$0.15      |
| Natural Gas (price/therm)         | \$1.11      | \$1.16      | \$1.58      | \$1.45      | \$1.46      | \$1.38      | \$1.54      |

Source: Energy Information System (EIS). Prices are fiscal year averages.

**Table 4: FY08 Vehicle Fuel Expenditures at Public Works Fueling Station**

| <b>Department</b>                   | <b>Expenditures</b> | <b>%</b>    |
|-------------------------------------|---------------------|-------------|
| Police                              | \$ 214,321          | 35%         |
| Public Works                        | \$ 212,446          | 34%         |
| School                              | \$ 51,329           | 8%          |
| Water                               | \$ 42,563           | 7%          |
| Traffic, Parking and Transportation | \$ 29,777           | 5%          |
| Fire                                | \$ 23,878           | 4%          |
| Electrical                          | \$ 19,055           | 3%          |
| Human Services                      | \$ 15,083           | 2%          |
| Other                               | \$ 12,668           | 2%          |
|                                     | <b>\$ 621,120</b>   | <b>100%</b> |

Source: Energy Information System

**Table 5: Energy Consumption (Cost to operate Public Buildings)**

The table shows calendar year 2007 and 2008 energy consumption for properties managed by the Department of Public Works.

|  | <b>Electricity</b> |                   | <b>Natural Gas</b>   |                   | <b>Total</b>      |
|--|--------------------|-------------------|----------------------|-------------------|-------------------|
|  | Consumption (kWh)  | Cost              | Consumption (therms) | Cost              |                   |
| Area 4 Youth Center  | 217,360            | \$ 34,979         | 14,142               | \$ 20,977         | \$ 55,956         |
| Cemetery (three buildings)   | 81,309             | \$ 11,603         | 7,486                | \$ 11,471         | \$ 23,074         |
| City Hall  | 761,688            | \$ 106,563        | 18,505               | \$ 26,349         | \$ 132,912        |
| City Hall Annex  | 572,600            | \$ 80,876         | -                    | \$ -              | \$ 80,876         |
| Coffon Building  | 310,800            | \$ 49,189         | 14,523               | \$ 21,813         | \$ 71,002         |
| Corporal Burns Building  | 35,759             | \$ 5,339          | -                    | \$ -              | \$ 5,339          |
| Danehy Park Office   | 64,020             | \$ 9,435          | -                    | \$ -              | \$ 9,435          |
| DPW Complex  | 386,697            | \$ 53,009         | 65,697               | \$ 96,234         | \$ 149,243        |
| Frisoli Youth Center   | 250,160            | \$ 39,026         | 7,507                | \$ 11,313         | \$ 50,340         |
| Gately Center <sup>1</sup>   | 83,017             | \$ 12,542         | -                    | \$ -              | \$ 12,542         |
| Lombardi Building  | 310,800            | \$ 48,032         | 8,709                | \$ 12,879         | \$ 60,911         |
| Moore Youth Center   | 56,646             | \$ 9,415          | 6,382                | \$ 9,608          | \$ 19,023         |
| Senior Center  | 582,948            | \$ 83,567         | 16,882               | \$ 24,698         | \$ 108,265        |
| Traffic Meter and Maintenance Shop   | 32,513             | \$ 5,833          | -                    | \$ -              | \$ 5,833          |
| <b>2008 Totals:</b>  | <b>3,746,317</b>   | <b>\$ 549,409</b> | <b>159,833</b>       | <b>\$ 235,341</b> | <b>\$ 784,750</b> |
| <b>2007 Totals:</b>  | <b>3,993,011</b>   | <b>\$ 597,062</b> | <b>193,828</b>       | <b>\$ 289,584</b> | <b>\$ 886,646</b> |
| <sup>1</sup> Heat supplied through the Peabody School  |                    |                   |                      |                   |                   |
| <sup>2</sup> Does not include buildings under construction (Robert W. Healy Public Safety Building, West Cambridge Youth Center/VFW) and former Police Headquarters. |                    |                   |                      |                   |                   |
| Source: Energy Information System (EIS)  |                    |                   |                      |                   |                   |

**Table 6: Energy Usage in City Buildings Compared to Nationwide Averages**

This table compares energy usage in key City buildings to a national average, which helps identify buildings that are good candidates for energy efficiency improvements.

|  | <b>2008<br/>consumption<br/>per sq ft<br/>(kBtu) <sup>1</sup></b> |
|--|---|
| City Hall Annex (McCusker Bldg)                          | 61.1  |
| Lombardi Building  | 80.5  |
| Frisoli Youth Center                                     | 81.0  |
| Coffon Building  | 90.3  |
| City Hall  | 90.4  |
| Moore Youth Center                                       | 90.4  |
| All Commercial Buildings (National Average) <sup>2</sup> | 91.0  |
| Area 4 Youth Center                                      | 98.0  |
| DPW Complex (three buildings)                            | 116.2   |
| Senior Center  | 136.2   |
| Cemetery Complex (three buildings)                       | 264.1   |

<sup>1</sup> kBtu's, or 1,000 British thermal units, combine electricity and natural gas consumption into a common unit of measure.

<sup>2</sup> Source: U.S. Department of Energy, Energy Information Administration (EIA), 2003 Commercial Building Energy Consumption Survey.

**Table 7. Status of Energy Efficiency Upgrades**

This chart lists energy efficiency projects completed or planned by various City departments. These projects will reduce energy costs and greenhouse gas emissions, assisting the City in meeting its Climate Protection goals.

| Description   | Est. Electricity Saved (kWh/yr) | Est. Natural Gas Saved (therms/yr) | Est. CO <sub>2</sub> reduction (lbs) <sup>1</sup> | Est. Annual Energy Savings <sup>2</sup> |
|---|---------------------------------|------------------------------------|---|---|
| <b>Completed Projects</b>   |                                 |                                    |   |   |
| <i>Traffic Signals</i>  |                                 |                                    |   |   |
| LED Traffic Signals   | 750,342                         | n/a                                | 679,060   | \$142,565                               |
| <i>Lighting</i>   |                                 |                                    |   |   |
| Walter J Sullivan Water Purification Facility lighting upgrades   | 483,774                         | n/a                                | 437,815   | \$72,566                                |
| Danehy Park Building  | 1,567                           | n/a                                | 1,418   | \$235                                   |
| Traffic Meter & Maintenance Office  | 5,391                           | n/a                                | 4,879   | \$809                                   |
| Parking Lot #2 (Harvard Square)   | 9,784                           | n/a                                | 8,855   | \$1,468                                 |
| Area 4 Youth Center   | 18,218                          | n/a                                | 16,487  | \$2,733                                 |
| Green Street Garage   | 53,310                          | n/a                                | 48,246  | \$7,997                                 |
| Central Square Library  | 54,785                          | n/a                                | 49,581  | \$8,218                                 |
| First Street Garage   | 263,964                         | n/a                                | 238,887   | \$50,153                                |
| <i>Heating, Ventilation and Air Conditioning (HVAC)</i>   |                                 |                                    |   |   |
| Walter J Sullivan Water Purification Facility HVAC Phase 1 upgrades   | 37,100                          | n/a                                | 33,576  | \$5,565                                 |
| DPW Frazier Building HVAC improvements and programmable thermostats   | 21,778                          | 4,555                              | 73,458  | \$10,099                                |
| Coffon Building boiler and programmable thermostats   | 15,748                          | 3,267                              | 52,803  | \$7,263                                 |
| Fire Headquarters boiler with direct digital controls   | n/a                             | 5,306                              | 62,611  | \$7,959                                 |
| Lombardi Building Air Conditioning  | 17,004                          | n/a                                | 15,389  | \$2,551                                 |
| City Hall Boiler Replacement  | n/a                             | 8,301                              | 97,952  | \$12,452                                |
| Senior Center HVAC improvements   | 55,413                          | 8,400                              | 149,269   | \$20,912                                |
| <i>Other</i>  |                                 |                                    |   |   |
| Cemetery garage and administration building insulation  | 250                             | 3,300                              | 39,166  | \$4,988                                 |
| Various buildings - Vending Miser installations   | 23,896                          | n/a                                | 21,626  | \$3,584                                 |
| <b>Citywide Completed Projects Subtotal:</b>  | <b>1,812,324</b>                | <b>33,129</b>                      | <b>2,031,078</b>                                  | <b>\$362,117</b>                        |
| <b>Projects Planned or Underway</b>   |                                 |                                    |   |   |
| City Hall attic insulation  | 16,500                          | 5,500                              | 79,833  | \$10,725                                |
| City Hall lighting upgrades   | 9,000                           | n/a                                | 8,145   | \$1,350                                 |
| Fresh Pond Golf Course Clubhouse and Maintenance Building insulation  | 1,000                           | 800                                | 10,345  | \$1,350                                 |
| Walter J Sullivan Water Purification Facility variable frequency drives   | 8,301                           | n/a                                | 7,512   | \$1,245                                 |
| <b>Citywide Planned Projects Subtotal:</b>  | <b>34,801</b>                   | <b>6,300</b>                       | <b>105,835</b>                                    | <b>\$14,670</b>                         |
| <b>CITYWIDE TOTAL:</b>  | <b>1,847,125</b>                | <b>39,429</b>                      | <b>2,136,913</b>                                  | <b>\$376,787</b>                        |
| <b>LEED-Certified Building Projects</b>   |                                 |                                    |   |   |
|   | Status                          |                                    |   |   |
| City Hall Annex (Gold LEED-certified), Russell Field House  | LEED certified                  |                                    |   |   |
| Robert W. Healy Public Safety Facility (Silver), War Memorial Recreation  | Certification in process        |                                    |   |   |
| Main Library Expansion, West Cambridge Youth and Community Center/VFW, Cambridge Rindge and Latin High School   | Under construction.             |                                    |   |   |
| <sup>1</sup> Updated to current ISO-New England conversion factor of 0.905 lbs/kWh. Natural gas 11.8 lbs/therm. |                                 |                                    |   |   |
| <sup>2</sup> FY09 utility rates.  |                                 |                                    |   |   |



| ACTUAL<br>FY08      | PROJECTED<br>FY09   |  | BUDGET<br>FY10      |
|---------------------|---------------------|--|---------------------|
|                     |                     |  |                     |
| \$9,834,505         | \$10,038,745        | <b>ADMINISTRATION</b>                  | \$9,803,440         |
| \$5,261,620         | \$5,885,910         | <b>SOURCE OF SUPPLY</b>                | \$5,653,345         |
| <u>\$2,380,360</u>  | <u>\$2,283,190</u>  | <b>TRANSMISSION &amp; DISTRIBUTION</b> | <u>\$2,529,105</u>  |
| <u>\$17,476,485</u> | <u>\$18,207,845</u> |  | <u>\$17,985,890</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 continues to implement the long-term strategic plan to ensure integrity and functionality well into the 21<sup>st</sup> 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 FY10 Water Budget includes Other Ordinary Maintenance increases of \$45,310, primarily to cover cost increases for chemicals, and a \$15,000 reduction in equipment replacement costs. FY10 Water Debt Service is scheduled to decrease by \$232,900 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 FY08. Also, the FY10 Budget reflects the reduction of a Utility Field Engineer, Senior Clerk Typist and Ranger position, all of which are vacant.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Participated in the upgrade of the water billing system to MUNIS.
- Completed the Hydroelectric Feasibility Study utilizing a \$40,000 grant from the Massachusetts

Technology Collaborative.

- Completed 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.
- Continued the peak electrical demand management plan to reduce electricity usage charges for the City. This effort has reduced the electrical peak demand charges to the City by 50%.
- Completed the replacement of over 850 meters during FY09.
- Completed the second phase of the energy savings program at the Water Department by upgrading our HVAC energy management control system.
- Held the 2nd annual Fresh Pond Reservation Day in May.
- Produced over 4.9 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- 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 third 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 Brookline Street, Blanchard Road reconstruction project, sewer separation, North Point Development, Lafayette Square, Walden Street Bridge, West Cambridge Youth & Community Center/VFW (Huron Avenue), Magazine Beach Park, Western Avenue, Concord Avenue, Alewife Triangle & Quadrangle, other miscellaneous City projects and Chapter 90 surface enhancement projects.
- Distributed 2008 annual "Consumer Confidence Report" on drinking water quality via direct mail and through the Department Web page.
- Updated the long range capital plan for the water system.
- Rehabilitated over 2,000 feet of water mains; replaced over 120 lead water services and 25 valves; eliminated 3,300 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 certifications of the Laboratory for a variety of drinking water parameters.
- Completed implementation of new US EPA drinking water regulations. The new regulations are 1) Long Term 2 Enhanced Surface Water Treatment Rule (LT2ESWTR) and 2) Stage 2 Disinfection Byproduct Rule (Stage2DBPR). This monitoring effort was to quantify Cryptosporidium and E-coli levels in the raw

water.

- Maintained and expanded the Department’s Web page.
- Completed the Fresh Pond Reservation Habitat and Drainage Improvement project, restored the exterior of the Trapelo Road gatehouse, a report on the condition of the 14 storm water systems maintained by Mass Highway, the implementation of the wetlands maintenance program at Fresh Pond Reservation and installed a new stream gauge monitoring station in our upcountry watershed.
- Reviewed 6 major redevelopment projects in our watershed totalling over 200 acres and \$1 billion in value.
- Responded to and repaired over 80 water main or service leaks in the water distribution system.
- Completed the biannual leak detection of the 180 miles of underground pipes within the City of Cambridge.
- Completed all of the required backflow prevention device testing, re-testing and surveying.
- Continued the Fresh Pond Reservation volunteer program.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$17,106,235</b> |
| Water Usage Charge                 | \$15,771,235  |                     |
| Misc Water Charges                 | \$90,000      |                     |
| Cross Connection Fee               | \$495,000     |                     |
| Retained Earnings/Water Fund       | \$750,000     |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$879,655</b>    |
| Mwpat Loan Program                 | \$879,655     |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$17,985,890</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$6,094,720</b>  |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$3,957,210</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$30,855</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$7,903,105</b>  |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$17,985,890</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>63</b>   | <b>63</b>   | <b>60</b>   |

**WATER  
-Administration**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

|                    |                    |
|--------------------|--------------------|
| \$1,165,355        | \$1,305,070        |
| \$569,935          | \$707,670          |
| <u>\$8,099,215</u> | <u>\$8,026,005</u> |
| \$9,834,505        | \$10,038,745       |

**ADMINISTRATIVE  
ENGINEERING & CROSS  
CONNECTION  
DEBT SERVICE**

|                    |
|--------------------|
| \$1,297,375        |
| \$712,960          |
| <u>\$7,793,105</u> |
| \$9,803,440        |

**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.

**FY10 GOALS:**

- *GOAL 1: Improve customer relations through development of programs that educate the public and disseminate information.*

|  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>  |                        |                        |                           |                          |
| 1. General Tours/Open Houses                                       | 24                     | 24                     | 24                        | 24                       |
| 2. School and Community Activities                                 | 51                     | 50                     | 50                        | 50                       |
| 3. Update and maintain the Department Web page (number of updates) | 12                     | 12                     | 12                        | 12                       |

- *GOAL 2: Improve metering, meter reading efficiency and customer service.*

|  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>  |                        |                        |                           |                          |
| 1. Meters replaced   | 332                    | 850                    | 850                       | 850                      |
| 2. Implementation of online AMR reading feature so customers can review their account activity               | 50%                    | 95%                    | 95%                       | 100%                     |
| 3. Provide proactive customer service notifications to customers who have high water use (number of notices) | n/a                    | 1,575                  | 1,575                     | 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of staff receiving required Department of Environmental Protection training | 100%                   | 100%                   | 100%                      | 100%                     |
| 2. Department training contact hours obtained   | 551                    | 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.

#### **FY10 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Test all backflow prevention devices semi-annually; number of tests   | 6,329                  | 6,000                  | 6,000                     | 6,200                    |
| 2. Cross connection control surveys performed (number of establishments) | 155                    | 75                     | 75                        | 100                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>                   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percent of permits issued within two weeks | 97%                    | 98%                    | 98%                       | 99%                      |
| 2. Number of construction permits             | 116                    | 75                     | 75                        | 80                       |
| 3. Number of hydrant rental permits           | 31                     | 25                     | 25                        | 31                       |
| 4. Number of fire pump test permits           | 234                    | 225                    | 225                       | 225                      |
| 5. Number of cross connection device permits  | 162                    | 35                     | 35                        | 50                       |

- **GOAL 4:** *Maintain all water system GIS maps. This includes: as-built drawings, water mains, hydrants, valves and other appurtenances.*
- **GOAL 5:** *Purchase Phase 2 of the Distribution System Hydraulic Model software and complete data input and calibration efforts to same.*

**WATER  
-Source of Supply**

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

|                 |                 |
|-----------------|-----------------|
| \$948,930       | \$960,205       |
| \$4,266,280     | \$4,879,295     |
| <u>\$46,410</u> | <u>\$46,410</u> |
| \$5,261,620     | \$5,885,910     |

**WATERSHED  
WATER TREATMENT OPERATION  
DEP ASSESSMENT**

|                 |
|-----------------|
| \$975,105       |
| \$4,631,830     |
| <u>\$46,410</u> |
| \$5,653,345     |

**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.

**FY10 GOALS:**

- *GOAL 1: Develop, implement and maintain Watershed Protection Plans to protect the City's source water supply.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Update Watershed Protection Plan to comply with DEP and EPA plans, regulations and protocols  | 80%                    | 90%                    | 90%                       | 95%                      |
| 2. Maintain the source area - Water Quality Monitoring Program   | 75%                    | 100%                   | 100%                      | 100%                     |
| 3. Develop a natural resources inventory for the City owned watershed lands in the Towns of Lincoln and Lexington - CPA funded project | n/a                    | n/a                    | n/a                       | 50%                      |

- **GOAL 2:** *Manage watershed and reservoir improvements to ensure safe and continuous delivery of water to the treatment facility.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Implement the Dog Management Plan   | 70%                    | 85%                    | 85%                       | 100%                     |
| 2. Develop watershed soils stabilization program                                     | 60%                    | 80%                    | 80%                       | 100%                     |
| 3. Develop a Fresh Pond Reservation Circulation and Access Plan - CPA funded project | 75%                    | 80%                    | 80%                       | 90%                      |
| 4. Implement the Golf Course Stream C Restoration Plan - CPA funded project          | 30%                    | 50%                    | 90%                       | 100%                     |
| 5. Develop a restoration plan for the Winter Street and Trapelo Road Gatehouses      | n/a                    | 50%                    | 50%                       | 75%                      |
| 6. Develop a reservoir/gatehouse and dam improvement plan                            | n/a                    | 50%                    | 50%                       | 80%                      |
| 7. Develop and implement a pilot Glacken slope restoration plan - CPA funded project | n/a                    | n/a                    | n/a                       | 50%                      |
| 8. Develop a Black's Nook Access area improvement plan - CPA funded project          | n/a                    | n/a                    | n/a                       | 50%                      |

### **WATER TREATMENT OPERATIONS**

**PURPOSE & OVERVIEW:** The Water Treatment Operations Division is primarily responsible for the operation of the Walter J. Sullivan Water Purification Facility at Fresh Pond. In addition to managing the treatment facility, this division maintains a certified water quality laboratory to support all divisions of the Department. This laboratory provides analytical services for the watershed monitoring program, plant process control, regulatory compliance, distribution system monitoring and a variety of customer support needs (e.g. homeowners, schools and businesses).



**FY10 GOALS:**

- *GOAL 1: Optimize, operate and maintain the Water Treatment Facility.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Update and maintain maintenance and preventive maintenance programs | 100%                   | 100%                   | 100%                      | 100%                     |

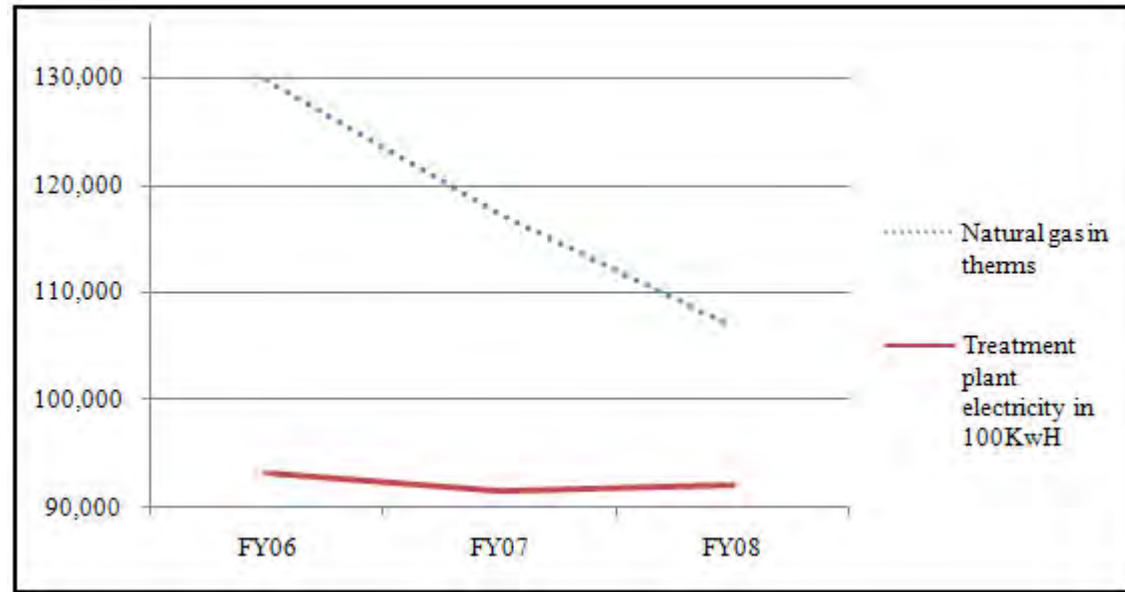
- *GOAL 2: Provide analytical services through the operation of a certified water quality laboratory.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Perform required Department of Environmental Protection (DEP) analytical testing | 100%                   | 100%                   | 100%                      | 100%                     |
| 2. Total water quality tests performed  | 61,267                 | 60,000                 | 60,000                    | 60,000                   |
| 3. Water treatment plant tests performed  | 53,378                 | 50,200                 | 50,200                    | 50,200                   |
| 4. Watershed tests performed  | 2,289                  | 2,100                  | 2,100                     | 2,100                    |
| 5. Transmission and Distribution tests performed                                    | 5,600                  | 5,300                  | 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%                     |

- *GOAL 3: Implement strategies to reduce energy consumption.*

**Figure 1: Treatment Plant Energy Usage**

The following chart shows usage of electricity and natural gas at the Water Treatment Plant for the period FY06 - FY08. The reduction in natural gas usage reflects improvements to the HVAC system. The reduction in kilowatt hours since FY2006 reflects energy conservation measures such as reduced aeration runtime at Fresh Pond, reduced peak energy consumption and increased education of employees about power usage .



**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 FY10 is estimated at \$8.50 per million gallons of water usage. The assessment is based on prior year consumption. Our usage for FY09 is projected to be 4.9 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).

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**WATER  
-Transmission & Distribution**

\$2,380,360  
\$2,380,360

\$2,283,190  
\$2,283,190

**TRANSMISSION & DISTRIBUTION**

\$2,529,105  
\$2,529,105

**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, 1,732 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.

**FY10 GOALS:**

- *GOAL 1: Rehabilitate the water distribution system.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Install, clean and line, and/or replace water mains; number of linear feet | 1,890                  | 3,500                  | 2,500                     | 2,000                    |
| 2. Elimination of parallel old 6" cast iron pipe; number of linear feet       | 1,940                  | 2,000                  | 3,175                     | 1,500                    |
| 3. Number of lead services eliminated   | 109                    | 120                    | 120                       | 120                      |

- *GOAL 2: Ensure the highest degree of fire protection reliability and functionality through hydrant maintenance.*

| <b>PERFORMANCE MEASURES</b>          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of in-service hydrants | 99.9%                  | 99.9%                  | 99.9%                     | 99.9%                    |
| 2. Number of fire hydrants replaced  | 42                     | 20                     | 20                        | 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.*

| <b>PERFORMANCE MEASURES</b>               | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Valves replaced/repaired               | 37                     | 25                     | 25                        | 25                       |
| 2. Water mark-outs performed              | 3,039                  | 2,500                  | 2,500                     | 2,500                    |
| 3. Inspections performed                  | 304                    | 300                    | 300                       | 300                      |
| 4. Water leaks found and repaired         | 65                     | 80                     | 80                        | 80                       |
| 5. Number of new water services installed | 16                     | 20                     | 20                        | 20                       |
| 6. Number of work orders completed        | 261                    | 175                    | 200                       | 225                      |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**COMMUNITY DEVELOPMENT  
-Summary**

|  |                    |  |                    |
|--|--------------------|--|--------------------|
|  |                    |  |                    |
| \$1,174,060  | \$1,281,785        | <b>ADMINISTRATION<br/>COMMUNITY PLANNING</b> | \$1,277,285        |
| <u>\$3,568,470</u>   | <u>\$3,961,115</u> |  | <u>\$3,790,275</u> |
| \$4,742,530  | \$5,242,900        |  | \$5,067,560        |
| <p><b>PURPOSE &amp; OVERVIEW:</b> 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.</p> <p>To support the city's diverse population, the Department creates and preserves affordable rental and ownership housing; works to maintain the character of the city's 13 neighborhoods by undertaking comprehensive planning efforts and 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.</p> <p>As the Community Development Department works to attain these goals, a broad array of interests and viewpoints are represented, including those of the Planning Board, the Affordable Housing Trust, 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.</p> <p>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 Parks and 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.</p> <p>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.</p> |                    |  |                    |

**SIGNIFICANT BUDGET MODIFICATIONS:** Overall, the total FY10 Community Development Budget reflects a decrease of \$137,370 from FY09. This decrease was achieved through the reduction of an Executive Director position, decreases in Other Ordinary Maintenance accounts in the areas of consulting, advertisement, general operations, and a reallocation of housing program costs to the Affordable Housing Trust and Block Grant Funds. Also, \$7,000 has been reduced from Travel and Training accounts.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Following a community-based planning process, commenced construction of a new Riverside Park at Western Avenue and Memorial Drive. Completed construction of additional open space adjacent to Costa Lopez Park. Completed 2008 Five-Year Open Space Plan.
- Worked closely with Healthy Parks and Playgrounds Initiative Task Force and began public outreach to publicize the group's recommendations, including improvements to play areas to better serve the diverse physical, developmental and social needs of all users.
- Began initiative to improve ways to successfully "Age in the Community" focusing on housing, open space, transportation and the retail environment.
- Issued initial Charles River planning study findings, focusing on access to and experience of the waterfront, and began discussion with Planning Board and other groups on recommendations.
- Continued work with Green Building Task Force to make recommendations regarding energy efficiency and environmental standards for new construction, as well as recommendations concerning wind power, solar power and removing zoning impediments to energy efficient measures in buildings.
- Worked with Lesley University Working Group to evaluate zoning changes and plans to bring the Art Institute of Boston to Porter Square.
- Published Neighborhood Study update for Neighborhood Nine. Commenced Neighborhood Study Updates for Wellington-Harrington and Cambridgeport. Worked with Planning Board, City Council and East Cambridge neighborhood groups to evaluate changes to East Cambridge zoning which will facilitate addition of open space, R&D facilities, and new retail areas along Third Street and Binney corridors.
- Conducted design review of development projects citywide, including the KayaKa Hotel, 70 Fawcett Street, Cambridgepark Drive and 650 Main Street.
- Completed the sale of more than 40 affordable homeownership units to first-time homebuyers. Units were acquired through the City's first-time homebuyer financial assistance program, the non-profit housing development program and the City's inclusionary housing program. Through these programs, more than 218 families have become homeowners in the past four years.
- Worked with local non-profit housing developers to create 54 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust. New projects include a 12-unit building on Pine Street, new construction of 42 units at the former YWCA pool building in Central Square, and the acquisition of scattered-site units for first-time homebuyers through the City's

homebuyer programs. Construction began on 24 affordable homeownership units on Harvard Street, and continued on 10 homeownership units at the former Nightstage property on Main Street. Rehab began on 16 affordable rental units on Harvey Street, while construction was completed on 14 affordable rental units on Concord Avenue in Neighborhood 10 and 6 units of affordable rental housing on Seventh Street in East Cambridge.

- Worked with private developers to create 8 new affordable units through the City’s Inclusionary Housing Program. Inclusionary housing units are located in neighborhoods throughout the city and include both rental and first-time homebuyer units.
- Educated 515 Cambridge residents about homeownership at monthly workshops and provided one-on-one counseling to more than 95 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, multi-family homeownership, and understanding 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, Fair Housing month events, Hoops N Health, and Riverfest. Conducted several information sessions throughout the year to review the application process for more than 125 affordable rental and homeownership units marketed by the Housing Division.
- Issued informational report on foreclosures in Cambridge.
- Assisted more than 45 households through the City’s low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs and stabilize the residency of low and moderate-income homeowners in the city.
- Worked with City Council and other City departments to convene a Green Jobs Task Force, charged with researching and developing a green collar jobs program, with emphasis on identifying employment and training opportunities.
- Held Business Links event, which matched small businesses with larger businesses for expanded business development opportunities.
- Through the Retail Best Practices Program, assisted 43 Cambridge retailers and provided 15 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 5 additional businesses.
- Provided assistance to 98 existing Cambridge business owners and potential entrepreneurs through educational workshops including “Steps to Starting Your Own Business,” “Record Keeping for Small Business” 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, 18 Cambridge residents have upgraded their skills, in preparation for jobs in the local health care and bio-medical sectors.
- Developed a citywide Retail Plan, articulating the City’s goals and strategies for supporting its six commercial districts.
- Participated in the world’s largest biotechnology conference, “Bio2009,” held in Atlanta, to attract additional life sciences companies to Cambridge.
- Completed a new plaza and park at Lafayette Square. Completed construction at Blanchard Road, began construction of a redesigned Brookline Street, and designed and constructed traffic calming projects at Brattle, Spring, Cushing, Middlesex and Elm streets. Working with the community, began planning redesign of Western Avenue streetscape to accompany subsurface work planned for the corridor.
- The Cambridge Energy Alliance, a ground-breaking effort to carry out massive energy conservation in homes and businesses, is now providing services to all sectors of the community. Creating the alliance was a joint project of the City and the Kendall Foundation.
- Worked with other City departments on climate initiatives, including GreenSense, a program to promote energy efficiency in City operations; purchase of renewable energy certificates to offset municipal electricity use; and a green fleet program, leading to the purchases of more hybrid and other fuel efficient vehicles. Rooftop solar electric power panels were installed at DPW and Frisoli Youth Center, with funds generated by residents signing up for wind power through MassEnergy. Worked with School Department to install diesel pollution controls on school buses through an EPA grant.
- Received a grant to establish the first “social marketing” program in the eastern U.S. to provide comprehensive information and activities to encourage residents to switch from driving to walking, biking or taking transit. The pilot first-year effort began in Cambridgeport. Undertook a variety of projects to improve conditions for pedestrians, cyclists and transit users, including zoning changes to facilitate car-sharing services; installing additional bike parking; working with other departments, the City of Boston and DCR to improve bicycle and pedestrian conditions on the Charles River bridges; and reviewing development projects. The number of cyclists in Cambridge has doubled since 2002.
- Ridership on the EZRide, the City- and business-supported shuttle service, continued to increase, climbing 25% over 2007 totals, with daily ridership numbers exceeding 1,600 passengers. Continued to assist businesses developing transportation demand management programs.
- Deleaded and preserved the affordability of 42 residential units occupied by low to moderate income families, reaching a total of 805 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 6,000 individuals citywide.



| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$3,306,005</b> |
| Real Estate Taxes                  | \$3,306,005   |                    |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$296,395</b>   |
| Water Usage Charge                 | \$30,000      |                    |
| Parking Fund Parking Usage         | \$221,895     |                    |
| Sewer Service Charge               | \$44,500      |                    |
| <b>LICENSES AND PERMITS</b>        |               | <b>\$55,000</b>    |
| Plan Review Permit (Com Dev)       | \$55,000      |                    |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$50,000</b>    |
| Parking Fines                      | \$50,000      |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$1,160,160</b> |
| Federal Grants                     | \$102,260     |                    |
| C.D.B.G.                           | \$1,041,715   |                    |
| State Cherry Sheet Revenue         | \$16,185      |                    |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$200,000</b>   |
| Interest Earnings                  | \$150,000     |                    |
| Bus Shelter Advertising            | \$50,000      |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$5,067,560</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$4,699,875</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$354,185</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$13,500</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$5,067,560</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>45</b>   | <b>45</b>   | <b>44</b>   |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**COMMUNITY DEVELOPMENT  
-Administration**

|                    |                    |
|--------------------|--------------------|
| \$509,725          | \$544,455          |
| \$156,950          | \$189,905          |
| \$324,705          | \$357,905          |
| <u>\$182,680</u>   | <u>\$189,520</u>   |
| <b>\$1,174,060</b> | <b>\$1,281,785</b> |

|                           |                           |
|---------------------------|---------------------------|
| <b>GENERAL MANAGEMENT</b> | <b>\$520,600</b>          |
| <b>CDBG</b>               | <b>\$194,910</b>          |
| <b>FISCAL</b>             | <b>\$365,730</b>          |
| <b>CLERICAL</b>           | <b>\$196,045</b>          |
|                           | <b><u>\$1,277,285</u></b> |

**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, and provides 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 \$65,950,000 (as of January 1, 2009) 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 (1/1/09):**



**FY10 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.*
- *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 up to date GIS capabilities.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of staff attending professional development courses, conferences and events | 33                     | 40                     | 40                        | 40                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**COMMUNITY DEVELOPMENT  
-Community Planning**

\$1,289,880  
\$590,965  
\$256,000  
\$102,015  
\$409,025  
\$920,585  
\$3,568,470

\$1,345,415  
\$780,465  
\$264,965  
\$107,575  
\$452,025  
\$1,010,670  
\$3,961,115

**PLANNING & DESIGN SERVICES  
HOUSING PLAN & PROGRAM DEV  
MULTI-FAMILY REHAB  
JUST-A-START  
ECONOMIC & EMPLOYMENT PLAN.  
ENVIRONMENTAL/TRANSPORTATION**

\$1,375,910  
\$704,510  
\$287,420  
\$0  
\$418,480  
\$1,003,955  
\$3,790,275

**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.

**FY10 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   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Provide public with information on planning, zoning or Planning Board cases (number of responses) | 2,702          | 1,800          | 1,800             | 1,800            |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 2. Act as City liaison to neighborhood/citywide committees (number of meetings) | 97                     | 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Provide urban design and master planning services for a variety of projects and development areas throughout the city (number of projects reviewed) | 38                     | 38                     | 44                        | 32                       |

■ *GOAL 3: Staff and assist the Planning Board in conducting its duties as it reviews special permits. Research and develop appropriate amendments to the Zoning Ordinance.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of applications for Special Permits and Major Amendments to Special Permits processed and reviewed          | 14                     | 12                     | 12                        | 8                        |
| 2. Number of proposed amendments to the Zoning Ordinance processed and reviewed                                       | 9                      | 8                      | 8                         | 8                        |
| 3. Number of Planning Board meetings staffed. Review plans, provide research and materials, and provide public notice | 22                     | 24                     | 24                        | 24                       |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 4. Identify sections of the Zoning Ordinance requiring modification to promote energy efficiency, sustain ground floor retails and other goals of the City (number of zoning proposals) | n/a                    | 3                      | 3                         | 3                        |

■ *GOAL 4: Provide park and open space planning, design and construction supervision services for City parks and other open space initiatives. Work with residents and Open Space Committee to determine appropriate design. Prepare conceptual and construction drawings, contract documents and specifications for parks and open space projects throughout the city.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Value of construction contracts under supervision  | 1.37M                  | 1.1M                   | 1.38M                     | 1.08M                    |
| 2. Number of park renovations in design or construction phase   | 4                      | 4                      | 4                         | 3                        |
| 3. Number of projects on which staff provided technical assistance to other City departments regarding open space   | 5                      | 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) | 3                      | 3                      | 4                         | 4                        |
| 5. Implement recommendations of Healthy Parks and Playgrounds Initiative Task Force (percent complete)  | n/a                    | n/a                    | 15%                       | 40%                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Conduct neighborhood studies and regular updates (number of planning efforts under way)  | 3                      | 3                      | 3                         | 3                        |
| 2. Work with community to develop key recommendations from Charles River Study (percent complete)   | n/a                    | n/a                    | 15%                       | 80%                      |
| 3. Work with community to develop recommendations for improvements to Massachusetts Avenue from Porter Square to Arlington line, including design guidelines, streetscape and zoning (percent complete)   | n/a                    | n/a                    | 0%                        | 60%                      |
| 4. Implement recommendations of the Aging in the Cambridge Community report (percent complete)  | n/a                    | n/a                    | 0%                        | 60%                      |
| 5. Implement recommendations from the Green Building/Zoning Task Force to require energy efficiency and sustainability of future development, address impediments to building green, green roofs, solar and other on-site energy systems in the Zoning Ordinance (percent complete) | n/a                    | n/a                    | 0%                        | 40%                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Design and update GIS maps for Department analysis and public information (number of maps)  | 200                    | 200                    | 200                       | 200                      |
| 2. Public information materials and reports designed in support of Department's public outreach  | 85                     | 80                     | 80                        | 80                       |
| 3. Provide research and analysis for major Department initiatives (number of projects)   | 7                      | 5                      | 9                         | 7                        |
| 4. Enhance Department Website to provide improved public information and outreach (number of major programs and projects added or significantly updated) | 12                     | 12                     | 10                        | 10                       |
| 5. Analyze and present demographic, land use, and other information to City staff, elected officials and others (number of presentations)                | 5                      | 4                      | 4                         | 4                        |
| 6. Work with other City departments and federal government to prepare for 2010 Census (percent complete)   | n/a                    | n/a                    | 10%                       | 25%                      |

## **HOUSING**

**PURPOSE & OVERVIEW:** The Housing Division promotes and finances the creation and preservation 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.

**FY10 GOALS**

- *GOAL 1: Increase and preserve the supply of affordable housing by: financing the acquisition, rehabilitation, and new construction of rental and homeownership units which are energy efficient; administer the inclusionary zoning ordinance; monitor status of and preserve affordability of units with expiring use restrictions; provide low-interest home improvement loans to owners; promote affordable unit set-asides from private owners under the Multifamily Rehab Program; and create new programs to increase the supply of affordable housing in Cambridge.*

| PERFORMANCE MEASURES   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Number of affordable rental units under development   | 51             | 30             | 54                | 50               |
| 2. Number of affordable homeownership units under development  | 17             | 30             | 4                 | 10               |
| 3. Number of units in 1-4 family owner occupied buildings rehabbed Home Improvement Program (HIP program)  | 51             | 40             | 40                | 40               |
| 4. Number of privately-owned units set aside under multifamily rehab program Cambridge Neighborhood Apartment Housing Services (CNAHS)                         | 7              | 12             | 6                 | 8                |
| 5. Number of affordable units created through inclusionary zoning ordinance  | 3              | 30             | 8                 | 10               |
| 6. Work with Cambridge Housing Authority to develop strategies to address current funding shortfalls in state-assisted public housing stock (percent complete) | n/a            | n/a            | 50%               | 100%             |

- *GOAL 2: Provide first-time buyer services including 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. Counsel homeowners*

regarding mortgage products, risk, and resources available to avoid foreclosure.

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of four-session First Time Homebuyer classes offered   | 10                     | 10                     | 10                        | 10                       |
| 2. Number of Special Homebuyer Classes (e.g., multi-family, post-purchase, second language)  | 3                      | 3                      | 3                         | 3                        |
| 3. Number of course participants   | 544                    | 490                    | 490                       | 500                      |
| 4. Number of Cambridge residents receiving individual counseling   | 170                    | 160                    | 100                       | 125                      |
| 5. Number of households assisted with purchasing units in Cambridge (soft second loans, downpayment assistance, new unit sales, unit re-sales, technical assistance, etc.) | 68                     | 50                     | 40                        | 40                       |
| 6. Number of units purchased by first-time homebuyers with assistance from the Financial Assistance Program  | 3                      | 8                      | 4                         | 6                        |

- **GOAL 3:** *Provide 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of responses to requests for information and referral services         | 4,170                  | 4,000                  | 3,500                     | 3,500                    |
| 2. Number of households added to database/ mailing list                          | 647                    | 425                    | 425                       | 425                      |
| 3. Number of community outreach and educational events participated in           | 6                      | 6                      | 6                         | 8                        |
| 4. Number of projects provided with technical assistance for inclusionary zoning | 5                      | 10                     | 5                         | 5                        |

- 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Value of construction contracts managed by City rehab staff   | \$7.2M                 | \$15M                  | \$10.8M                   | \$12.8M                  |
| 2. Number of youths trained via Rehab Assistance Program (RAP)   | 138                    | 125                    | 127                       | 125                      |
| 3. Number of clients assisted through landlord and tenant counseling and mediation services under Housing Services Program | 453                    | 420                    | 350                       | 300                      |
| 4. Work with nonprofit developers to evaluate project feasibility (number of sites and/or development proposals evaluated) | 17                     | 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, moderate income families, and Cambridge-based workers, including municipal employees, 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Perform asset management functions for Inclusionary Zoning, nonprofit-owned housing, and HOME, CDBG and Affordable Housing Trust-funded units (number of units monitored) | 1,039                  | 1,000                  | 1,000                     | 1,000                    |
| 2. Number of affordable units marketed by CDD, including Inclusionary Zoning, resale units, etc.   | 89                     | 70                     | 125                       | 35                       |

## **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; support for women- and minority- owned businesses; programs to encourage workforce development, especially in the emerging environmental or green jobs fields; and real estate information in support of the City's development districts and neighborhood retail areas. The Division also maintains close relationships with existing larger businesses to retain major employers and works to attract new businesses to the city.

### **FY10 GOALS**

- **GOAL 1:** *Cultivate a supportive environment for business, with particular emphasis on small, women - and minority - owned businesses.*

| <b>PERFORMANCE MEASURES</b>              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of business development events | 4                      | 4                      | 4                         | 4                        |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 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 | 118                    | 120                    | 100                       | 100                      |
| 3. Update online Minority-and Women-owned Business Directory quarterly (number of updates)   | n/a                    | 4                      | 4                         | 4                        |
| 4. Publish electronic bulletin for Cambridge small businesses that includes information on programs and services, and business resources (number of electronic communications sent)  | 9                      | 8                      | 10                        | 10                       |
| 5. Total number of low-moderate income participants in financial literacy, e-commerce, marketing, pre-business and business planning workshops   | 124                    | 135                    | 98                        | 100                      |

■ *GOAL 2: Promote thriving commercial districts.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of facade or signage and lighting improvements completed  | 11                     | 20                     | 21                        | 13                       |
| 2. Number of businesses provided with exterior design services and information on accessibility, permitting, financing and working with contractors | 15                     | 15                     | 5                         | 10                       |

■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Number of small business participants served by Best Retail Practices program workshops and individual consultations   | 50                     | 38                     | 43                        | 40                       |
| 4. Number of small businesses provided with Best Retail Practices program grants to implement design and marketing recommendations  | 16                     | 15                     | 10                        | 10                       |
| 5. Provide technical assistance to Cambridge business associations, organizations and neighborhood groups (number of initiatives)   | 16                     | 12                     | 15                        | 15                       |
| 6. Update and distribute market profiles for commercial districts that identify demographic information, market strengths and vacancies and gaps in the retail mix (number of profiles updated) | n/a                    | 6                      | 6                         | 6                        |
| 7. Track available commercial space and assist with site searches to market vacant commercial properties to optimize commercial mix (number of contacts)  | n/a                    | n/a                    | 40                        | 40                       |

- *GOAL 3: Support efforts to sustain a diverse array of employment opportunities accessible to Cambridge workers.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Support Just-A-Start biomedical training to prepare adults for higher quality jobs in the Cambridge economy (number of participants enrolled in programs) | 22                     | 26                     | 18                        | 9                        |
| 2. Implement program to provide Cambridge residents with job training opportunities in green collar industries (number of residents served)                  | n/a                    | n/a                    | n/a                       | 15                       |

- *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Participate in initiatives and events to attract and retain targeted businesses to Cambridge, with emphasis on biotech and life science companies, and firms with a focus on green technology (number of initiatives/events) | 5                      | 8                      | 13                        | 13                       |

- **GOAL 6:** *Maintain a supportive business climate.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of individuals or businesses provided with information regarding economic development services available through the City             | 436                    | 450                    | 450                       | 450                      |
| 2. Complete a citywide retail plan detailing the City's approach to maintaining the vitality of its six commercial districts (percent complete) | n/a                    | n/a                    | 80%                       | 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.

### **FY10 GOALS**

- **GOAL 1:** *Educate the public about the health and community benefits of travel by means other than single occupancy vehicles and activities that impact the climate.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of publications distributed  | 26,150                 | 25,000                 | 25,000                    | 25,000                   |
| 2. Number of transportation educational/promotional initiatives organized or participated in | 21                     | 15                     | 15                        | 15                       |



- *GOAL 2: Reduce impacts caused by motor vehicles through Transportation Demand Management (TDM) program measures and review of proposed traffic mitigation strategies for new development projects.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of employers and property owners assisted with implementing TDM program elements  | 42                     | 40                     | 40                        | 40                       |
| 2. Number of Parking and Transportation Demand Management (PTDM) plans and special permits reviewed and/or monitored for compliance | 60                     | 50                     | 50                        | 54                       |
| 3. Number of City employee enrollments in MBTA pass subsidy program and other TDM incentives  | 641                    | 610                    | 645                       | 645                      |
| 4. Number of initiatives to reduce City employee vehicle trips  | n/a                    | 6                      | 6                         | 6                        |
| 5. Number of traffic impact studies, site plans and park plans reviewed to ensure that they further the City's transportation goals | 13                     | 12                     | 12                        | 6                        |
| 6. Number of households assisted with implementing TDM measures in pilot year 1 of community-based marketing program                | n/a                    | n/a                    | 200                       | 600                      |

- *GOAL 3: Plan, advocate for and implement improvements to enhance safety and encourage walking, bicycling and public transportation use.*

| <b>PERFORMANCE MEASURES</b>                    | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of traffic calming projects designed | 4                      | 4                      | 4                         | 3                        |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 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 | 9                      | 8                      | 8                         | 8                        |
| 4. Number of regional transportation planning projects or processes participated in                                | 11                     | 10                     | 11                        | 10                       |

■ *GOAL 4: Reduce energy use and greenhouse gas emissions, protect natural resources and reduce pollution.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of initiatives engaged in to implement the Climate Protection Action Plan and support the Cambridge Energy Alliance | n/a                    | 5                      | 5                         | 5                        |
| 2. Number of municipal initiatives engaged in to reduce greenhouse gas emissions  | 6                      | 4                      | 4                         | 4                        |
| 3. Number of major projects and sites requiring environmental review or management worked on                                  | 4                      | 8                      | 5                         | 4                        |

- **GOAL 5:** *Work with representatives from the community, state agencies and other City departments to design and implement major infrastructure projects.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of infrastructure projects under design  | 4                      | 4                      | 6                         | 3                        |
| 2. Number of construction projects, including traffic calming, where CDD provides design services during construction, including Brookline Street and Blanchard Road | 5                      | 6                      | 9                         | 6                        |

- **GOAL 6:** *Involve community in design and implementation of environmental and transportation policies and projects.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of public meetings hosted/staffed with standing committees                                 | 43                     | 36                     | 42                        | 40                       |
| 2. Number of project-specific community meetings hosted/staffed or presentations to community groups | 32                     | 24                     | 24                        | 20                       |

- **GOAL 7:** *Continue to create lead-safe, affordable housing in the City of Cambridge, through Lead-Safe Cambridge (LSC) financial, technical, relocation, and medical assistance, and prevent childhood lead poisoning through outreach and education.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of private, residential affordable units deleaded  | 35                     | 50                     | 42                        | 50                       |
| 2. Number of private, residential affordable units receiving landscaping services to treat leaded soil | 37                     | 25                     | 20                        | 20                       |

■ *GOAL 7: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 3. Number of eligible LSC dealeded units monitored for compliance with affordable housing covenant | 222                    | 185                    | 185                       | 185                      |
| 4. Number of community events sponsored or participated in   | 49                     | 40                     | 45                        | 40                       |
| 5. Number of individuals contacted at community events, trainings and workshops                    | 6,209                  | 6,000                  | 6,000                     | 6,000                    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HISTORICAL COMMISSION**

\$509,560  
\$509,560

\$580,265  
\$580,265

**HISTORICAL COMMISSION**

\$561,635  
\$561,635

**PURPOSE & OVERVIEW:** Established in 1963, the Cambridge Historical Commission (CHC) protects more than 3,000 buildings in

two historic and four neighborhood conservation districts, 29 individual landmarks and 40 properties under preservation restrictions. The Commission reviews demolition applications for all buildings over 50 years old and can delay demolition of preferred buildings for a limited time to seek preservation alternatives. Restoration of historic public places, such as the Old Burying Ground, Longfellow Park and Fort Washington, and the maintenance of City monuments and statues are among the Commission's responsibilities. The CHC installs historic markers at significant sites throughout the city. The staff consults with homeowners, developers, and local groups to encourage preservation options and offer technical advice on preservation, building issues and historic paint colors. Since FY2002, the CHC has administered Community Preservation Act (CPA) funds, including preservation grants to City-owned properties and landscapes, affordable housing agencies, and non-profit organizations with significant properties. Each year, the Commission welcomes over 300 researchers to its public archive on the city's architectural and social history, which includes information on every building, historic photographs and maps, and biographical material. The CHC publishes nationally known architectural and oral histories, and presents educational and informational programs that benefit children and adults in local schools and for community groups.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY10 Historical Commission budget includes a net reduction of \$31,000 related to the editing and printing of the Historical Commission's latest oral history project, "World War II and the Home Front," which was completed in FY09. \$10,000 has been included for transcription services for a new oral history project focusing on Area 4.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Conducted design review and compliance of several large projects in neighborhoods throughout Cambridge, including: Cambridge Public Library; 157 Brattle Street; 5 Berkeley Street; 29 Irving Street; 9 Sibley Court; and 45 Foster Street. Conducted paint color consultations, including 107 Washington Avenue (Queen Anne style, with restored turret); 101½ Inman Street (simple Italianate style, Preservation Grant recipient); and 189 Pearl Street (part of the former Blessed Sacrament Church complex).
- Supported historic preservation projects with grants from CPA funds, including: exterior restoration of 7 affordable housing projects (approx. \$318,400); planned work at City-owned historic structures and landscapes, for example installation of an accessible entrance at the Collins branch library (\$136,765); digitization of historic records at Cambridge Public Library (\$60,000) and Cambridge Municipal Cable (\$10,000); and restoration of the stone stairs at Cambridge Cemetery (\$30,000). Provided CPA grants for

restoration of historically or architecturally significant buildings owned by non-profit organizations, including: masonry repairs at First Baptist Church, 5 Magazine Street (\$25,000); roof repairs at Mercy Corps, 9 Waterhouse Street (\$50,000) and Grace Methodist Church, 56 Magazine Street (\$25,000); and restoration of the spire at Old Cambridge Baptist Church, 400 Harvard Street (\$47,000).

- Initiated new landmark studies of the Masonic Temple, 1950 Massachusetts Avenue, a prominent Neoclassical style building (1910) in Porter Square, and the William Dean Howells House, 41 Sacramento Street, home to the writer and his wife, Elinor Mead, from 1866-ca. 1870, while he was editor of *The Atlantic Monthly*. Completed landmark studies of two former churches: North Prospect Congregational Church, 1803 Massachusetts Avenue, and Immaculate Conception Lithuanian Church, 424-430 Windsor Street. Negotiated a preservation restriction for houses and open space at Shady Hill Square.
- Completed information guide for solar panels and updated guide to window repair and replacement.
- Restored turf and installed irrigation at Fort Washington.
- Completed the Avon Hill Boundary Study and made recommendations to the City Council regarding district boundaries, administration, guidelines and commission composition.
- Published *Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge*, which includes excerpts from 150 oral history interviews with Cambridge veterans and civilians, as well as historical sketches, maps and historic photographs.
- 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, defensible decision making and architectural design review.
- Participated in regional planning committee for Margaret Fuller's 2010 bicentennial celebration, including creation of a Website and planning of programs, tours and publications.
- Supervised two interns from local colleges; a student from Wellesley College's new internship program in art and architecture assisted in obtaining images and permissions for *Building Old Cambridge*; and, an archives intern from Simmons College School of Library and Information Sciences processed and wrote a finding aid for a collection of papers from a family of Swedish immigrants.
- Improved accessibility to online historic resources: Worked with the Cambridge Public Library and Cambridge Historical Society to create a comprehensive archives site with a searchable database of Cambridge history collections; posted finding aids for 17 collections and other resources on the CHC web page; and updated website with new GIS maps of designated properties and National Register properties.
- Helped organize and present the 8th annual *Cambridge Discovery Days*, free walking tours and events on August 9 and 16, 2008. Led by volunteer guides, the programs attracted over 400 participants. The sponsoring organization, the Historic Cambridge Collaborative, is an informal group of non-profit

institutions (including the CHC) that develop public programs celebrating Cambridge history.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of applications reviewed by staff | 452                    | 360                    | 325                       | 325                      |
| 2. Number resolved administratively               | 331                    | 249                    | 240                       | 240                      |
| 3. Number requiring public hearing                | 121                    | 111                    | 85                        | 85                       |

- **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.*

| <b>PERFORMANCE MEASURES</b>                       | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of applications reviewed by staff | 28                     | 40                     | 21                        | 21                       |
| 2. Number resolved administratively               | 20                     | 24                     | 15                        | 15                       |
| 3. Number requiring public hearing                | 8                      | 16                     | 6                         | 6                        |

- **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.*

| <b>PERFORMANCE MEASURES</b>                         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number of buildings protected as landmarks | 26                     | 30                     | 27                        | 29                       |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>                         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 2. Total number of buildings protected by easements | 39                     | 42                     | 40                        | 41                       |

■ *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. On-site consultations with homeowners, institutions, public agencies and businesses, including paint color consultations (some paint projects require numerous consultations) | 263                    | 278                    | 201                       | 187                      |
| 2. Number of paint cases   | 60                     | 49                     | 42                        | 39                       |

■ *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of environmental assessments performed under state and federal statutes | 42                     | 36                     | 40                        | 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of grants to affordable housing agencies and individual homeowners | 3                      | 7                      | 7                         | 3                        |

- *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.*

| <b>PERFORMANCE MEASURES</b>                                  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of grants to City-owned buildings/landscapes       | 10                     | 10                     | 10                        | 10                       |
| 2. Number of grants to buildings owned by nonprofit agencies | 7                      | 6                      | 6                         | 5                        |

- *GOAL 9: Maintain an active publications program to foster community awareness of Cambridge history.*

- *GOAL 10: 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.*

| <b>PERFORMANCE MEASURES</b> | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-----------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of programs       | 29                     | 42                     | 42                        | 49                       |
| 2. Estimated audience       | 1,687                  | 1,355                  | 1,355                     | 1,432                    |

- *GOAL 11: Assist members of the public using the Commission's archive of Cambridge architectural and social history.*
- *GOAL 12: Enhance Department Website to provide improved public information and outreach.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of major functional or content additions   | 22                     | 20                     | 18                        | 20                       |
| 2. Number of page views at CHC Website (page views are visits to a single page on a Website) | 350,421                | 425,000                | 365,000                   | 365,000                  |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$528,135</b> |
| Real Estate Taxes                  | \$528,135     |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$5,000</b>   |
| C.D.B.G.                           | \$5,000       |                  |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$28,500</b>  |
| Royalties                          | \$28,500      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$561,635</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$523,455</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$37,380</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$800</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$561,635</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>5</b>    | <b>5</b>    | <b>5</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**CONSERVATION COMMISSION**

|                             |                             |
|-----------------------------|-----------------------------|
| <u>\$82,635</u><br>\$82,635 | <u>\$88,540</u><br>\$88,540 |
|-----------------------------|-----------------------------|

|  |   |
|--|---|
| <p><b>CONSERVATION COMMISSION</b></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 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 coordinates the 13 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 staff coordinator for the Open Space Preservation component of the Community Preservation Act (CPA) Committee.</p> <p><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• In FY09, 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.</li> <li>• The Conservation Commission Members have adopted the Little Fresh Pond Shoreline at the Fresh Pond Reservation. The members monitored the re-established shoreline vegetation and provide information in order to aid in the maintenance of the site. A representative from the New England Wildflower Society provided hands-on plant identification training and aided in the site visits.</li> <li>• The Commission participated in trainings offered by the Massachusetts Association of Conservation Commissions (MACC) and at its annual conference.</li> <li>• 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</li> </ul> | <p><u>\$91,280</u><br/> <u>\$91,280</u></p> |
|--|---|

**PURPOSE & OVERVIEW:**

The Conservation Commission's purpose is to protect and enhance the City's natural resources through regulatory review, planning, environmental monitoring and education. In pursuing these goals, the Commission undertakes a wide array of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations by reviewing, permitting and inspecting projects 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 coordinates the 13 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 staff coordinator for the Open Space Preservation component of the Community Preservation Act (CPA) Committee.

volunteer opportunities. Currently, five projects are being administrated including the Stream "C" Project, the Slope Stabilization Project; the Black's Nook Enhancement Project; the Circulation and Access Project; and the Drainage Improvements and Expansion of the Parkway Garden.

- 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 Historical Commission open lines of communication between City departments. In FY09, the Director worked with the Committee to complete the 5-Year Open Space Plan.
- As part of 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 at least one ADA compliant raised garden bed. Participated in the design of a new community garden in East Cambridge which was completed in the summer of 2008 and will open in May 2009. The Director is continuing to work with the City Manager's Office, the City Council and City departments to create 80 new garden plots by FY10 and to explore feasibility committee process all gardening and farming opportunities.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued in FY09 to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The group advocated for the Commonwealth to upgrade the Amelia Earhart Dam and complete much needed channel maintenance.
- Created the powerpoint presentation for the Open Space Preservation component of the CPA and attended all 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.

**FY10 GOALS**

- *GOAL 1: Fulfill statutory requirements under the Massachusetts Wetlands Protection Act.*

| <b>PERFORMANCE MEASURES</b>            | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of public meetings/ hearings | 43                     | 45                     | 45                        | 45                       |
| 2. Number of permits issued            | 18                     | 15                     | 15                        | 15                       |
| 3. Number of site inspections          | 77                     | 100                    | 100                       | 100                      |

- *GOAL 2: Administer and enhance the Community Gardens Program.*

| <b>PERFORMANCE MEASURES</b>          | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of gardens on public land  | 9                      | 7                      | 9                         | 9                        |
| 2. Number of gardens on private land | 4                      | 5                      | 4                         | 4                        |
| 3. Estimated number of gardeners     | 460                    | 460                    | 500                       | 540                      |

- *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.*

| <b>PERFORMANCE MEASURES</b>              | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of public meetings             | 11                     | 9                      | 9                         | 6                        |
| 2. Number of projects being administered | 4                      | 3                      | 4                         | 4                        |
| 3. Number of site inspections            | 31                     | 25                     | 25                        | 40                       |

- *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.*

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>  |
|------------------------------------|---------------|-----------------|
| <b>TAXES</b>                       |               | <b>\$59,850</b> |
| Real Estate Taxes                  | \$59,850      |                 |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$31,430</b> |
| Water Usage Charge                 | \$29,930      |                 |
| Conservation Comm                  | \$1,500       |                 |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$91,280</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>  |
|---|-----------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$87,320</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$3,000</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$960</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>      |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$91,280</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>1</b>    | <b>1</b>    | <b>1</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**PEACE COMMISSION**

\$108,455  
\$108,455

\$123,075  
\$123,075

**PEACE COMMISSION**

\$111,745  
\$111,745

**PURPOSE & OVERVIEW:** The Cambridge Peace Commission promotes peace and social justice within Cambridge –

at the personal, neighborhood and citywide levels – and in the wider world. It challenges local effects of discrimination that foster violence and it promotes ideas and programs that affirm diversity and build community within our city. 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.

The Commission works with schools and communities to ensure that difference is understood and celebrated, that sources of violence are recognized and confronted, so that all residents can contribute to making Cambridge an equitable and peaceful community. It also pays special attention to violence and inequality affecting young people through creative programs such as restorative justice. The Commission celebrates Cambridge residents and local efforts with recognition programs and events, and raises awareness through forums, educational sessions and presentations. It supports Cambridge’s Sister City relationships, including those with San José Las Flores, El Salvador and Yerevan, Armenia. It links peace groups, social justice efforts, anti-violence coalitions, communities and the municipal government.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

**The Commission has addressed violence and promoted peace and justice in schools through:**

- Working with the District-Wide Conflict Mediator, GLBT Family Liaison and Welcoming Schools, Project 10 Coordinator, and the STARS Program at the Cambridge Public Schools to identify programs and activities that provide training and support to student mediators and staff.
- Meeting with principals and staff of each of Cambridge’s public and private schools to begin a school network on peace education and to identify and develop activities, programs, and collaborations to promote peaceful schools, positive school climates, peace education, and multicultural activities.
- Working with parents, students, teachers and administrators to create the Cape Verde Peace Project at the King Open School, promoting multicultural education and building connections among diverse parts of the school community, while helping to construct a school in Cape Verde.
- Supporting the staff and student leaders of the newly formed CRLS Peace Club, a project of diverse CRLS students working to express their opposition to war and violent conflict while creating opportunities for education, dialogue and discussion, within their school through assemblies, meetings, field trips and volunteer activities.
- Working with Youth Underground, the resident youth acting ensemble at the Central Square Theater composed of CRLS students, to support and promote their performance Voices In Conflict – a play based

on the true experiences of soldiers using their own words.

**The Commission has worked to promote peace and justice locally as an alternative to violence by:**

- Continuing the Restorative Justice Initiative, working to promote awareness and materials for alternative methods for addressing community harm in collaboration with the Cambridge Police Department, Cambridge Public Schools, City youth centers, the CityPeace program, the Mayor’s Summer Youth Employment Program, the Louis D. Brown Peace Institute, and neighborhood and community groups.
- Participating in the Domestic Violence Task Force, including planning the “Men Take a Stand on Domestic Violence” poster campaign for Domestic Violence Awareness Month.
- Participating in the Community Crisis Response Team (CCRT) of the Cambridge Health Alliance, a volunteer team helping individuals, families and neighborhoods respond to violence and trauma.
- Offering training for youth and adults in conflict resolution and restorative justice methods, and designing and offering facilitation training for people of all ages and backgrounds. Sponsoring and hosting the Peace Circles Working group, organizing community-building meetings and gatherings of people from different neighborhoods, ages and faith communities, to build community and address conflicts and divisions in Cambridge.
- Cosponsoring the “Facing Peace” exhibit, a series of portraits of families conveying how they are coping with the loss of a child to a homicide or to incarceration, showing the broad, rippling effects of violence on families and communities, and highlighting their struggles, strengths, and survival strategies.

**In the community, the Commission has fostered peace through building connections and community by:**

- Holding the Cambridge Peace and Justice Awards Dinner with 250 attendees, presenting awards to 10 individuals and 4 groups reflecting the depth and breadth of work for peace and justice in Cambridge.
- Organizing the 20th annual Cambridge Citywide Holocaust Commemoration, working with students, artists, musicians, communities of faith, school and library personnel, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from a survivor of the Holocaust.
- Organizing and facilitating the Cambridge Directors Roundtable, which brings together executive and program directors of city agencies, nonprofit organizations, and community groups six times a year for collaboration, discussion, networking, and community building.
- Conducting community outreach at Area 4 Pride Day, the Cambridge River Festival and other community events.
- Co-sponsoring monthly films and discussions at the Cambridge Public Library on peace and justice issues.
- Promoting diversity, understanding and community building among City employees through participation in the Employees’ Committee on Diversity and its events.



- Conducting a comprehensive listening project with various sectors of the community, to develop a comprehensive three-year plan for the work of the Peace Commission in the City of Cambridge.
- Creating a monthly e-newsletter covering a variety of community events and activities related to peace, social justice and multiculturalism in and around Cambridge.
- Speaking at a wide range of events and groups in Cambridge, including the Women's Theological Opportunity Program, GreenPort (Cambridgeport Green Action group), Youth Underground Theater program, Cambridge United for Justice with Peace and Massachusetts Peace Action.

**The Commission has promoted peace and justice through connecting Cambridge with the wider world by:**

- Hosting and supporting the Cambridge-El Salvador Sister City Project, with monthly meetings, public events, organizing delegations and an educational tour of community activists from El Salvador.
- Supporting the Cambridge-Yerevan Sister City Association and participating in its board of directors and annual membership event.
- Coordinating the local Disarmament Action Network and acting as a clearinghouse and resource to community members, peace organizations and agencies on strategies and materials that support peace-making and nonviolence.
- Cosponsoring a forum with the Unitarian Universalist Service Committee on the mistreatment and abuse of guest workers, including five laborers from India who described their harrowing experience as indentured construction workers in Texas in the wake of Hurricane Katrina.
- Organizing and cosponsoring an exhibit of photographs, art and testimonials from Hiroshima and Nagasaki, including a delegation of survivors and activists from Japan and a public event to share their words and experiences with the residents of Cambridge.
- Speaking at a range of events in Cambridge and across Massachusetts, including at Tufts University's Peace & Justice Studies Program, ManUP Youth Development Program in Boston, and a conference at Berkshire Community College on prospects for peace in 2009.
- Providing a place in city government for people to examine the impact of conflicts and wars around the world on Cambridge and connections of communities in the City to those nations, and working with them to address them in meaningful and effective ways.

**FY10 GOALS:**

- *GOAL 1: Create and support citywide, neighborhood, community and school collaborations for violence prevention, diversity and peace initiatives – including conflict resolution, community mediation and restorative justice efforts. Provide education and outreach on the costs of personal and institutional violence to Cambridge and support alternatives.*

*Support community-wide efforts for public safety and build peace-oriented alternatives to violence.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Individuals involved in peacebuilding and/or violence prevention efforts through mediation, trainings, meetings and community forums | 815                    | 300                    | 400                       | 450                      |
| 2. Individuals involved in school-based efforts for peace and multicultural education through local and international efforts           | n/a                    | n/a                    | 150                       | 250                      |
| 3. Community-based networking events to address issues of violence and/or promote peacebuilding and conflict resolution                 | 19                     | 6                      | 15                        | 15                       |

- **GOAL 2:** *Support model programs that help Cambridge youth work together on issues of violence and social justice across neighborhoods and across lines of racial and ethnic identity. Respond to school violence and create school peace with programs and workshops for public school teachers and staff on effective conflict resolution, appreciating diversity and promoting peace-making in the classroom.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Students receiving multicultural education/violence prevention programming                              | 270                    | 100                    | 125                       | 125                      |
| 2. Youth involved in peace-making and educational efforts*   | 305                    | 100                    | 250                       | 250                      |
| 3. Teachers and staff receiving multicultural, violence prevention or peaceable schools training/education | 35                     | 40                     | 42                        | 40                       |

■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 4. Youth involved in leadership development and peace-making efforts<br>*FY08 Actuals include work with the Peace & Justice Corps. | 80                     | 25                     | 50                        | 75                       |

■ *GOAL 3: Foster 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, educational and networking events that address issues of class, race, gender, national origin and sexual orientation to build support for social justice and equity in the city. Work with congregations and faith communities in the city on issues of peace and justice, providing a bridge to city government and building greater understanding and more connections among them.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of events for networking                                      | 37                     | 16                     | 20                        | 35                       |
| 2. Number of participants at community, cultural and recognition events | 1,525                  | 750                    | 800                       | 1,200                    |

- GOAL 4:** *Support Cambridge's Sister City relationships and connecting them to related communities within the City; initiate municipal resolutions and policies of support for countries experiencing war and conflict; hold public forums on issues of local and global concern; initiate and support collaborative efforts among community, school, university and local peace and justice organizations. Address local aspects and effects of national and international issues by disseminating information relevant to the City's diverse communities, and by linking cultural programming with community action for peace.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Monthly email update and events calendar and quarterly newsletter distributed to Cambridge residents, organizations and City departments | n/a                    | n/a                    | 12                        | 16                       |
| 2. Community events and activities connecting Cambridge residents to sister cities, including delegations and educational forums            | n/a                    | n/a                    | 3                         | 5                        |
| 3. Public forums and educational events on issues of local and global concern   | n/a                    | n/a                    | 12                        | 15                       |
| 4. Collaborations with community, school, university, and local peace and justice organizations   | n/a                    | n/a                    | 6                         | 10                       |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$88,295</b>  |
| Real Estate Taxes                  | \$88,295      |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$23,450</b>  |
| State Cherry Sheet Revenue         | \$23,450      |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$111,745</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$99,145</b>  |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$10,750</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$1,850</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$111,745</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>1</b>    | <b>1</b>    | <b>1</b>    |

**CABLE TELEVISION**

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|  |   |  |  |
|--|---|--|--|
| \$458,345<br><u>\$679,265</u><br><b>\$1,137,610</b>  | \$519,755<br><u>\$745,850</u><br><b>\$1,265,605</b> | <b>CABLE TELEVISION/CITY TV-8<br/>CCTV</b> | <b>\$607,485</b><br><u>\$747,200</u><br><b>\$1,354,685</b> |
| <p>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><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><b>FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:</b></p> <ul style="list-style-type: none"> <li>• CITY TV-8 produced a segment on the Cambridge Energy Alliance that was featured on <i>NOW</i>, the PBS Emmy Award winning, nationally syndicated weekly magazine program.</li> <li>• City TV-8 produced a segment related to the dedication ceremonies of the new War Memorial recreation center and Robert W. Healt Public Safety Facility.</li> <li>• CITY TV-8 produced a training video for the Cambridge Election Commission Election Day poll workers. The training video was a collection of dramatic vignettes that instructed the poll workers how to deal with and manage the various issues that arise on Election Day.</li> <li>• CITY TV-8 purchased and put online a new portable production studio unit.</li> </ul> |   |  |  |

- CITY TV-8 also produced a simulcast of the CRLS Graduation ceremonies that took place in Harvard Yard; the program aired on both CITY TV-8 and Channel 98, the Cambridge Public Schools channel.
- CITY TV-8 will 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.
- CITY TV-8 continues 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.
- Received \$10,000 in CPA funds to support phase one of the digitizing and archiving of City Council meeting tape holdings.

**FY10 GOALS**

- *GOAL 1: Work with City departments utilizing the new services and technologies of the Office of Cable TV.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 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 | 627                    | 700                    | 750                       | 750                      |

- *GOAL 2: Continue to provide a wide range of viewing options utilizing both acquired and City TV-8 produced programming.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 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   | 38                     | 45                     | 50                        | 50                       |
| 4. Number of hours of live City Council and Subcommittee meetings covered/rebroadcast | 106/218                | 100/200                | 100/200                   | 100/200                  |

■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 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.*

| <b>PERFORMANCE MEASURES</b>                        | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Public Service Announcements produced | 9                      | 8                      | 8                         | 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.*

| <b>PERFORMANCE MEASURES</b>                                 | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of youth programs produced (City TV-8, CEA, RSTA) | 10                     | 12                     | 12                        | 10                       |



| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>(\$40,645)</b>  |
| Real Estate Taxes                  | (\$40,645)    |                    |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$1,395,330</b> |
| Municipal Access Fee               | \$1,395,330   |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$1,354,685</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$556,585</b>   |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$794,650</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$3,450</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$1,354,685</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>6</b>    | <b>6</b>    | <b>6</b>    |

**DEBT SERVICE**

| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|
|------------------------|---------------------------|--|------------------------|

|                  |                  |
|------------------|------------------|
| \$25,381,700     | \$30,202,890     |
| \$8,538,995      | \$9,791,370      |
| \$0              | \$600            |
| \$0              | \$600            |
| <u>\$210,200</u> | <u>\$216,000</u> |
| \$34,130,895     | \$40,211,460     |

|                                |                         |
|--------------------------------|-------------------------|
| <b>MATURING BONDED DEBT</b>    | <b>\$32,775,580</b>     |
| <b>INTEREST ON BONDS</b>       | <b>\$10,300,890</b>     |
| <b>SANDERS TEMPERANCE FUND</b> | <b>\$600</b>            |
| <b>DOWSE INSTITUTE FUND</b>    | <b>\$600</b>            |
| <b>BOND SALE FEES</b>          | <b><u>\$216,000</u></b> |
|                                | <b>\$43,293,670</b>     |

**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 45% of the total FY10 debt service on sewer loans and 31% 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 March 19, 2009 to finance renovations to buildings including CRLS, City Hall and two fire stations, renovations to and construction of an addition to the main library, replacement of the City's radio system and sewer reconstruction.

In conjunction with the March 19, 2009 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 24 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 FY10 is directly attributable to debt service payments on the March 2009 General Obligation bonds. The Maturing Bonded Debt portion of this budget has increased by \$2.6 million while the Interest on Bonds component has increased by \$0.5 million, for a total Debt Service increase of \$3.1 million, of which \$3.0 million is tax-supported debt. An increase of \$1.7 million in the Property Tax component will be

combined with an increase in the Debt Stabilization Fund transfer of \$1.3 million (from \$6.7 million in FY09 to \$8.0 million in FY10). 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 FY10 from the issue planned for the winter of 2010 because the first principal payment will not be due until the winter of 2011, which will be reflected in the FY11 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 March 19, 2009, and confirmed at the highest level by all three agencies. Market conditions have shown a slight downward trend since the sale in February 2008, with the City receiving a True Interest Cost (TIC) of 3.59%, slightly higher than the 3.42% received in February 2008.

**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.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$19,386,360</b> |
| Real Estate Taxes                  | \$19,386,360  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$12,497,010</b> |
| Golf Course Fees                   | \$98,175      |                     |
| Sewer Service Charge               | \$12,398,835  |                     |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$140,625</b>    |
| Parking Fines                      | \$140,625     |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$3,229,405</b>  |
| Mwpat Loan Program                 | \$1,121,905   |                     |
| Misc Receipts/TCHCN                | \$2,107,500   |                     |
| <b>MISCELLANEOUS REVENUE</b>       |               | <b>\$8,040,270</b>  |
| Section 108 Ln Repayment           | \$40,270      |                     |
| Stabilization Fund Transfer        | \$8,000,000   |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$43,293,670</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$0</b>          |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$216,000</b>    |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>          |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$43,077,670</b> |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$43,293,670</b> |

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: HUMAN RESOURCES AND DEVELOPMENT

| <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>PROJECTED</b> | <b>PROGRAM EXPENDITURES</b>       | <b>FY10<br/>BUDGET</b> |
|------------------------|---------------------------|-----------------------------------|------------------------|
| \$6,062,965            | \$6,568,430               | Library                           | \$7,450,945            |
| \$17,232,695           | \$18,447,080              | Human Services                    | \$19,483,745           |
| \$164,420              | \$196,335                 | Commission on the Status of Women | \$204,150              |
| \$183,080              | \$187,025                 | Human Rights Commission           | \$210,355              |
| <u>\$669,685</u>       | <u>\$848,660</u>          | Veterans' Services/Benefits       | <u>\$883,405</u>       |
| \$24,312,845           | \$26,247,530              |                                   | \$28,232,600           |

| <b>FINANCING PLAN</b>     | <b>FY10<br/>BUDGET</b> |
|---------------------------|------------------------|
| Taxes                     | \$23,872,050           |
| Charges For Services      | \$2,780,750            |
| Fines & Forfeits          | \$10,000               |
| Intergovernmental Revenue | <u>\$1,569,800</u>     |
|                           | \$28,232,600           |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**LIBRARY  
-Summary**

\$4,184,375  
\$1,878,590  
\$6,062,965

\$4,642,905  
\$1,925,525  
\$6,568,430

**MAIN LIBRARY** \$5,506,980  
**BRANCH LIBRARIES** \$1,943,965  
**\$7,450,945**

**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, research services, and 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, English conversation groups, children's story times and sing-alongs, and computer classes. Library services are offered a collective total of 315 hours each week and library online resources are available 24 hours a day.

**SIGNIFICANT BUDGET MODIFICATIONS:** In anticipation of the opening the new Main Library early in FY10, the Budget includes funding for five additional staff positions as well as increased programmatic and facilities expenditures necessary for the operation of this considerably larger building.

These five new positions were created but not funded in the FY09 Budget, but are 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. A Facilities Manager position has been created but not funded in FY10 but will be funded in FY11 and is offset by the reduction of a vacant Building Maintenance position. Also, in Fall 2009, selected branch libraries are scheduled to be closed one day a week, on a rotating basis, as an offset to the above position additions and other increases noted below. The net increase in salary costs listed above totals \$261,455.

In order to promote cost efficiencies in the operations of the new facility, several measures are scheduled to be implemented which include a patron self-checkout, purchasing the majority of library materials pre-processed (with covers, spine labels, security tags, etc.), acquiring software to manage time limits and printing use on public access computers. In addition, funds to cover increased operating costs to support programmatic and facility operations have been included in the FY10 Budget and total \$557,270. This increased funding includes: \$10,500 to support the pre-processing of books and \$10,000 for software maintenance; \$19,850 for additional computer software licenses, including increased Minuteman Network fees; \$3,500 for computer hardware maintenance; \$13,000 for programming to support public lectures, author presentations, children's events in new performance spaces; and \$24,500 for additional computer supplies and paper. In addition, \$280,500 for

additional energy costs associated with the expanded facility has been included as well as \$149,500 for building maintenance items. Also, the acquisitions budget has been increased by \$67,320 to comply with the Massachusetts Board of Library Commissioners standards.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Circulation is projected to increase 9%.
- Processed over 140,000 requests to borrow materials for Cambridge residents from other libraries.
- Added over 26,000 new items to the library collection.
- Children's summer reading club circulation increased 7% from 55,898 to 59,906.
- Registration of new borrowers increased by 10%.
- Provided over 110,000 public access computer sessions.
- Hosted over 200,000 user sessions on the library's website.
- Provided over 4,000 cardholders with free or reduced admission to area museums.
- Offered an average of 10 book discussion groups and over 35 adult literacy/English conversation groups each month.
- Over 45,000 residents attended library programs.
- Received grant from the Commonwealth to serve as the Early Childhood Resource Center for the Boston region.
- Directed the 6th annual "Cambridge Reads" community book discussion program that culminated with a presentation by Julia Alvarez, author of this year's selection, *How the Garcia Girls Lost Their Accents*, at Sanders Theater and Cambridge Rindge and Latin School.
- Prepared the 230,000 volumes of the Main Library collection for relocation to the newly expanded Main Library.
- Reallocated staff to manage changing use patterns with the closing of the temporary Main Library.



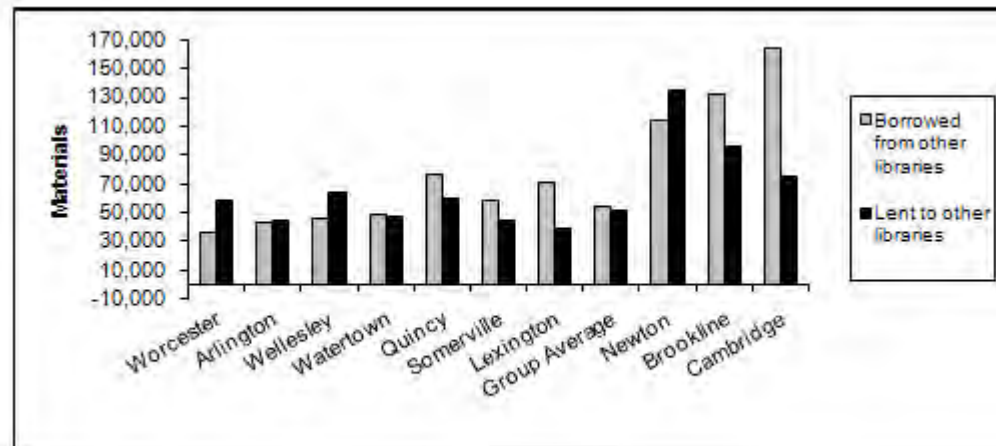
**Figure 1: FY08 Comparative Statistics on Regional Library Use**

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 | FY08 Cost Per Hour Open |
|----------------------|---|-------------------|------------------------|--------------------|--------------------------|---------------------------------|-------------------------|
| Somerville           | 143.1                                     | 425,743           | 5.72                   | 555                | 9,628                    | 633                             | \$266.80                |
| Quincy               | 143.8                                     | 750,656           | 8.2                    | 754                | 19,027                   | 1009                            | \$366.50                |
| <b>Cambridge</b>     | <b>315.8</b>                              | <b>1,139,732</b>  | <b>11.2</b>            | <b>4,466</b>       | <b>57,201</b>            | <b>3,638</b>                    | <b>\$369.00</b>         |
| Brookline            | 153                                       | 1,288,576         | 23.5                   | 573                | 18,038                   | 822                             | \$440.00                |
| Lexington            | 66.3                                      | 707,321           | 23.3                   | 424                | 17,523                   | 833                             | \$627.20                |
| Arlington            | 78.7                                      | 573,948           | 14.0                   | 402                | 16,084                   | 1,428                           | \$500.80                |
| <b>Group Average</b> | <b>150.12</b>                             | <b>814,329</b>    | <b>14.3</b>            | <b>1,195</b>       | <b>30,282</b>            | <b>1,394</b>                    | <b>\$428.38</b>         |
| Watertown            | 62.9                                      | 583,516           | 17.9                   | 471                | 11,314                   | 688                             | \$616.10                |
| Wellesley            | 64.3                                      | 669,844           | 24.8                   | 428                | 16,308                   | 576                             | \$671.20                |
| Worcester            | 110.7                                     | 661,402           | 3.8                    | 672                | 12,741                   | 1,955                           | \$802.10                |
| Newton               | 123.2                                     | 1,955,025         | 23.5                   | 1,739              | 42,103                   | 2,986                           | \$892.70                |

**Figure 2: FY08 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.



**FY10 LIBRARY SYSTEM GOALS:**

**Programs and Services**

- *GOAL 1: Maintain quality of service in an efficient and cost effective manner.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Check-outs   | 926,334                | 900,000                | 900,000                   | 1,000,000                |
| 2. Renewals   | 136,403                | 100,000                | 115,000                   | 130,000                  |
| 3. Check-ins  | 824,710                | 775,000                | 775,000                   | 800,000                  |
| 4. Questions answered   | 189,163                | 145,000                | 145,000                   | 150,000                  |
| 5. Process network transfers*   | 240,082                | 200,000                | 220,000                   | 250,000                  |
| 6. In-library computer sessions*  | 113,971                | 105,000                | 105,000                   | 125,000                  |
| 7. Total program attendance*  | 57,201                 | 45,000                 | 45,000                    | 50,000                   |
| 8. Total transactions   | 1,838,364              | 2,270,000              | 2,305,000                 | 2,505,000                |
| 9. Cost per transaction   | \$3.32                 | \$ 2.88                | \$2.88                    | \$ 2.97                  |
| 10. Access to online reference resources (# of sessions)  | 173,204                | 100,000                | 160,000                   | 170,000                  |
| 11. Provide materials for in-library use (number of items used but not checked out)                                     | n/a                    | 71,800                 | 45,000                    | 45,000                   |
| 12. Provide free or low cost admission to area museums for cardholders<br>*Main Library is temporarily closed for move. | n/a                    | 5,000                  | 4,000                     | 4,000                    |

- *GOAL 2: Provide library users with access to a broad collection of print, electronic and audiovisual resources.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Select, purchase and catalog new acquisitions for library collection | 28,827                 | 24,000                 | 26,000                    | 26,000                   |
| 2. Number of audiovisual items circulated                               | 331,616                | 315,000                | 315,000                   | 340,000                  |

■ *GOAL 2: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Process books, CDs and DVDs requested by other communities for their patrons*  | 75,484                 | 63,000                 | 63,000                    | 80,000                   |
| 4. Process books, CDs and DVDs borrowed from other communities for Cambridge patrons*   | 164,598                | 138,000                | 140,000                   | 140,000                  |
| 5. Pack and ship materials within the CPL and to other Minuteman libraries (number of bins sorted)  | 13,355                 | 11,500                 | 13,500                    | 14,000                   |
| 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* | 93,901                 | 70,000                 | 70,000                    | 90,000                   |
| 7. Deliver library materials to home-bound residents, nursing homes and senior housing (number of books)*   | 20,085                 | 15,000                 | 12,000                    | 15,000                   |
| 8. Deliver library materials to home-bound residents, nursing homes and senior housing (number of deliveries)*  | 606                    | 500                    | 400                       | 400                      |
| *Main Library is temporarily closed for move.   |                        |                        |                           |                          |

■ *GOAL 3: Promote literacy development and library use for children and teens.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Send out Welcome Baby packets to parents of newborns in Cambridge | 921                    | 750                    | 750                       | 850                      |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 2. Offer programs for caregivers and pre-walking children to demonstrate how books and reading can be incorporated into daily routines | 43                     | 25                     | 55                        | 60                       |
| 3. Offer weekly toddler singing programs   | 269                    | 250                    | 250                       | 250                      |
| 4. Visit children at day care centers and nursery schools and conduct on-site story times  | 233                    | 75                     | 145                       | 145                      |
| 5. Circulation of children's materials during summer reading program*  | 55,898                 | 55,000                 | 59,906                    | 50,000                   |
| 6. Host book discussion groups for children and teens (# of sessions)*   | 83                     | 30                     | 50                        | 60                       |
| 7. Offer programs to promote adult literacy and English proficiency  | n/a                    | n/a                    | n/a                       | 150                      |
| *Main Library will be closed.  |                        |                        |                           |                          |

■ *GOAL 4: Promote library services to all residents.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Register new borrowers  | 6,984                  | 6,000                  | 6,000                     | 6,000                    |
| 2. Produce newsletter On & Off Broadway for mail and in-house distribution | n/a                    | 11                     | 11                        | 11                       |

■ *GOAL 5: Offer a wide array of electronic information services to residents within the library and remotely.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. CPL Website user sessions | 229,860                | 200,000                | 200,000                   | 200,000                  |
| 2. CPL Website page views    | 552,091                | 510,000                | 515,000                   | 520,000                  |

■ *GOAL 5: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 3. Offer classes to residents on how to use computers for accessing the library, using the Internet, finding a job, etc. (# of classes) | n/a                    | n/a                    | n/a                       | 20                       |

■ *GOAL 6: Bring residents together to discuss books and topical issues and to promote community.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Provide public meeting space for community groups of all sizes at Main Library (# of meetings) | n/a                    | n/a                    | 0                         | 75                       |
| 2. Provide public meeting room space at Central Square Branch (# of meetings)                     | n/a                    | n/a                    | 300                       | 300                      |
| 3. Offer book discussion groups for all ages (# of groups)  | n/a                    | n/a                    | 0                         | 100                      |
| 4. Offer 7th annual Cambridge Reads program (# of participants in final event)                    | n/a                    | n/a                    | 803                       | 800                      |
| 5. Provide public meeting space at the O'Neill Branch   | n/a                    | n/a                    | 200                       | 100                      |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$7,018,795</b> |
| Real Estate Taxes                  | \$7,018,795   |                    |
| <b>FINES &amp; FORFEITS</b>        |               | <b>\$10,000</b>    |
| Library Fines                      | \$10,000      |                    |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$422,150</b>   |
| State Cherry Sheet Revenue         | \$316,710     |                    |
| Cherry Sheet-Aid To Pub Libry      | \$105,440     |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$7,450,945</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$5,749,745</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$1,664,550</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$36,650</b>    |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$7,450,945</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>60</b>   | <b>60</b>   | <b>64</b>   |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**LIBRARY  
-Main Library**

|                    |                    |                             |                    |
|--------------------|--------------------|-----------------------------|--------------------|
| \$494,110          | \$517,735          | ADMINISTRATION              | \$521,205          |
| \$432,710          | \$471,705          | PUBLIC SERVICES             | \$825,435          |
| \$829,185          | \$962,295          | REFERENCE SERVICES          | \$863,700          |
| \$881,150          | \$983,090          | CIRCULATION SERVICES        | \$890,750          |
| \$461,270          | \$569,575          | TECHNICAL SERVICES          | \$575,290          |
| \$467,140          | \$501,440          | CHILDREN'S SERVICES         | \$572,710          |
| \$382,390          | \$367,540          | SUPPORTIVE SERVICES         | \$784,525          |
| \$236,420          | \$269,525          | COMPUTER TECH. SUPPORT SVCS | \$473,365          |
| <u>\$4,184,375</u> | <u>\$4,642,905</u> |                             | <u>\$5,506,980</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.

**FY10 GOALS:**

- *GOAL 1: Promote use of new Main Library to the community.*

| PERFORMANCE MEASURES   | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|--|----------------|----------------|-------------------|------------------|
| 1. Offer tours of new building for the community   | n/a            | n/a            | n/a               | 75               |
| 2. Create displays and exhibits to promote the collections and services  | n/a            | n/a            | 0                 | 40               |
| 3. Develop printed materials to guide users through the building, promote awareness of green building, and promote library services (number of publications) | n/a            | n/a            | n/a               | 5                |

- *GOAL 2: Develop events and celebrations to commemorate the opening of the new Main Library.*

| PERFORMANCE MEASURES                          | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Plan and promote events (number of events) | n/a            | n/a            | 0                 | 15               |

**LIBRARY  
-Branch Libraries**

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                                    | BUDGET<br>FY10     |
|--------------------|--------------------|------------------------------------|--------------------|
| \$314,255          | \$349,020          | <b>O'NEILL (NORTH CAMBRIDGE)</b>   | <b>\$321,225</b>   |
| \$284,835          | \$280,915          | <b>VALENTE (CAMBRIDGE FIELD)</b>   | <b>\$288,070</b>   |
| \$205,935          | \$209,585          | <b>BOUDREAU (OBSERVATORY HILL)</b> | <b>\$210,375</b>   |
| \$168,930          | \$177,315          | <b>O'CONNELL (EAST CAMBRIDGE)</b>  | <b>\$215,815</b>   |
| \$196,090          | \$193,620          | <b>COLLINS (MOUNT AUBURN)</b>      | <b>\$195,185</b>   |
| <u>\$708,545</u>   | <u>\$715,070</u>   | <b>CENTRAL SQUARE</b>              | <u>\$713,295</u>   |
| <b>\$1,878,590</b> | <b>\$1,925,525</b> |                                    | <b>\$1,943,965</b> |

**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 extensive reference materials available only at the Main Library. Branch libraries are responsible for much of the outreach effort 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.



| ACTUAL<br>FY08     | PROJECTED<br>FY09  |                            | BUDGET<br>FY10     |
|--------------------|--------------------|----------------------------|--------------------|
| \$2,549,080        | \$2,710,835        | ADMINISTRATION             | \$2,759,640        |
| \$1,762,470        | \$2,132,360        | OFFICE OF WORKFORCE DEV.   | \$2,408,880        |
| \$2,143,815        | \$2,229,560        | PLANNING AND DEVELOPMENT   | \$2,261,920        |
| \$2,168,775        | \$2,200,140        | COMMUNITY SCHOOLS          | \$2,195,045        |
| \$1,483,900        | \$1,674,525        | RECREATION                 | \$1,861,740        |
| \$1,039,030        | \$1,116,630        | ELDERLY SERVICES & COA     | \$1,161,090        |
|                    |                    | CHILDCARE & FAMILY SUPPORT |                    |
| \$2,906,940        | \$2,986,415        | SERVICES                   | \$3,078,115        |
| \$552,415          | \$584,985          | GOLF COURSE                | \$597,520          |
| \$812,120          | \$808,640          | COMMUNITY LEARNING CENTER  | \$867,435          |
| <u>\$1,814,150</u> | <u>\$2,002,990</u> | YOUTH PROGRAMS             | <u>\$2,292,360</u> |
| \$17,232,695       | \$18,447,080       |                            | \$19,483,745       |

**HUMAN SERVICES  
-Summary**

**PURPOSE & OVERVIEW:** In FY10, 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 FY09, 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, 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 residents. The Department has been collaborating closely with the Cambridge Police Department's Juvenile and Family Services Unit to build strong supports for Cambridge youth. Working with City and community partners, the Department has been working to further the City Council's goal of working with families to increase children's school readiness. In support of the City Council's goal of fostering community, the Department sponsors numerous neighborhood and community activities for residents of all ages. Most of the Departments programs and services directly support the Council's goals of supporting other learning for residents of all ages and of supporting the racial, socioeconomic, cultural and religious diversity of the city. The Department will continue its work with the community this year on developing plans around Aging in Place in support of the City

Council's goal.

**SIGNIFICANT BUDGET MODIFICATIONS:**

The FY10 Human Services Budget reflects the following increases: Full funding for two positions, which were partially funded in FY09, related to the implementation of 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. These fully funded positions include a Transitional Jobs Coordinator and a Case Manager. In addition, a Job Developer Position is partially funded in FY10. Also, the budget supports the funding of an Employee Services Coordinator position. Other increases include; full funding for a Youth Center Director at the West Cambridge Youth and Community Center, which was partially funded in FY09 to coincide with the opening of the new facility as well as full funding for an Assistant Director of Youth Programs position. The budget also reflects \$21,205 to cover the rental increases, \$35,000 to cover increased costs for inclusion programming and a \$50,000 increase to the Community School Budget to reflect actual program costs and revenues. The FY10 Budget includes \$36,700 in savings through modifications/reductions in scheduling certain summer activities, vacation camps, and at the citywide senior center and golf course.

**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, continue to work with businesses, despite the challenging economic climate, to provide 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 families and individuals, enhance access to the online resource guide [www.CambridgeSomervilleResourceGuide.org](http://www.CambridgeSomervilleResourceGuide.org) and telephone support to enable agencies to find resources outside their area of expertise for clients and to empower individuals to find resources for themselves.
- 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.
- Through a collaboration with the Cambridge Police Department, Homeless Services Planning Committee, Professional Ambulance and Cambridge Health Alliance, reduce fatal and non-fatal opioid drug overdoses.
- Continue to secure federal, state and local resources for the homeless Continuum of Care and provide

leadership to the regional partnership funded by the Mass Interagency Council on Housing and Homelessness with the overarching goal of preventing and ending 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 Family 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.
- In collaboration with the Cambridge Police Department's Juvenile and Family Service Unit and community providers, promote productive and safe activities for middle and high school youth across the city.
- To ensure appropriate taxi service is available for Cambridge senior and disabled residents, and continue to collaborate with the License Commission to increase taxi accessibility.

#### **FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- In partnership with Boston and Somerville, provided a collaborative day of services and resources for homeless families and individuals to assist with housing and supports for income and benefits to sustain housing.
- Served 39,836 meals and snacks in 28 sites throughout the city during the 2008 Summer Food Service Program. Meals were served at five open sites, including parks, housing developments and at 23 enrolled sites.
- Worked with City and community agencies to develop and implement 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.
- Launched 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.
- Continued to provide daily meals to elders at the Citywide Senior Center, providing important nutrition and building community with seniors from across the city. Also provided wellness programs, English for

Speakers of Other Languages (ESOL), 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.
- Provided outreach and programming to fathers through the Center for Families, with an eight week Nurturing Fathers program, a Dad's breakfast program, a Dad's support group and a Dad's corner in the bi-monthly newsletter.
- Through the Community Engagement Team of Cambridge Connections, five outreach workers from underserved communities worked within their communities to bring 400 families to literacy related events.
- 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 17th 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 and coaches' training for youth league coaches.
- Provided intensive services to 15 families through the Pathways to Family Success Program which includes adult basic education courses, computer classes for parents and children, parenting support, child interactive literacy activities and case management.
- 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 851 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.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Through the Office of Workforce Development, worked with the Cambridge Innovation Center and the Chamber of Commerce to introduce 50 teens to the excitement of entrepreneurship through presentations,

mock interviews and summer internship opportunities.

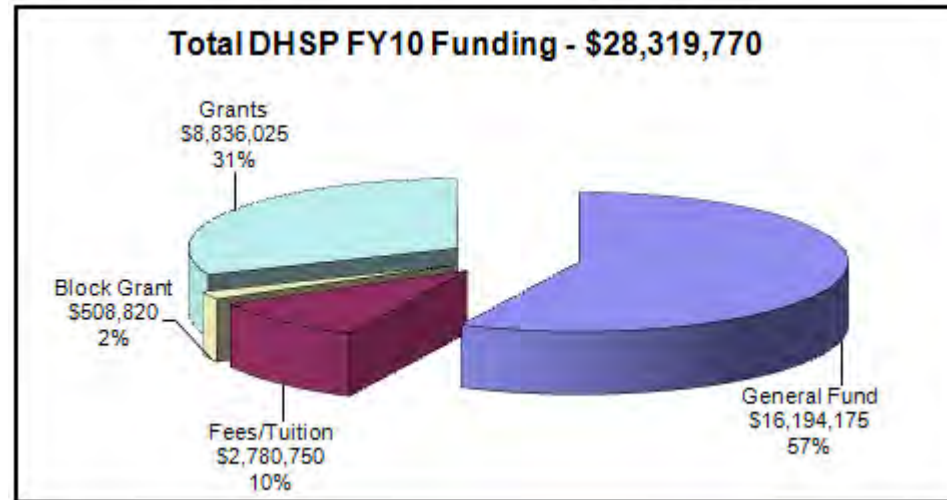
| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$15,927,910</b> |
| Real Estate Taxes                  | \$15,927,910  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$2,780,750</b>  |
| Recreation Activity                | \$150,000     |                     |
| League Fees                        | \$20,000      |                     |
| Golf Course Fees                   | \$617,520     |                     |
| Childcare Tuition                  | \$1,195,230   |                     |
| Special Needs Revenues             | \$8,000       |                     |
| Community And Youth Activities     | \$30,000      |                     |
| Senior Center - Central Sq         | \$35,000      |                     |
| Community School Revenue           | \$540,000     |                     |
| Extended Day Revenue               | \$105,000     |                     |
| Field Permit/Non City Leagues      | \$80,000      |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$775,085</b>    |
| C.D.B.G.                           | \$508,820     |                     |
| State Cherry Sheet Revenue         | \$266,265     |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$19,483,745</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$16,540,045</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$2,835,300</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$83,400</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$25,000</b>     |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$19,483,745</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>129</b>  | <b>130</b>  | <b>135</b>  |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**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 agencies. FY10 budgets are based on FY09 awards and may change as those budgets are finalized.

**LOW INCOME FUEL ASSISTANCE/EMERGENCY FOOD AND SHELTER PROGRAM (\$2,292,000).** The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. The program will serve over 2,000 households in Cambridge and Somerville during the 2008-09 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 (\$85,000).** Federal reimbursement ensures those children receiving free or reduced-price meals during the school year can receive nutritious meals during school vacations. DHSP operated 28 meal sites in the summer of 2008, serving 39,836 meals and snacks.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SUPPORTIVE HOUSING PROGRAM (SHP) (\$3,041,316).** This represents SHP grants administered through the City to fund 29 Cambridge programs assisting homeless persons through a continuum of care with housing and services.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT SHELTER PLUS CARE (\$243,084).** 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 (\$575,018).** These funds are used to assist Cambridge overnight and day shelter programs with operating and facility improvement expenses, and for other services for homeless persons.

**CAMBRIDGE HOUSING AUTHORITY (\$59,020).** 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/DEPARTMENT OF TRANSITIONAL ASSISTANCE (\$498,175).** Funding is for a new model of providing emergency shelter, case management, housing placement and stabilization services for homeless families through a partnership between the Multi-Service Center and the Cambridge YWCA.

**MASSACHUSETTS DPH/SUBSTANCE ABUSE AND MENTAL HEALTH SERVICES ADMINISTRATION/CAMBRIDGE HEALTH ALLIANCE (\$289,000).** 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 and to reduce opioid drug overdoses.

**CAMBRIDGE PERFORMANCE PROJECT (\$10,500).** 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 (\$28,956).** 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 Task Force operations.

**MASSACHUSETTS DOE, CENTER FOR FAMILIES (\$109,377).** 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 (\$80,000).** The Childcare and Family Support Services Division has been awarded funds for preschool program and quality enhancements for children from the age of 2 years 9 months until they are kindergarten eligible.

**EXECUTIVE OFFICE OF ELDER AFFAIRS/PROJECT BREAD (\$92,170).** 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 ELEMENTARY AND SECONDARY EDUCATION/PATHWAYS TO FAMILY SUCCESS (\$939,563).** 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. A series of classes are offered onsite for Cambridge Housing Authority residents. A collaboration with Bunker Hill Community College provides staff development and transition to college. The CLC has a subcontract with Notre Dame Education Center to provide distance learning in ESOL. The Pathways to Family Success grant supports educational services, workshops and case management for 15 families.

**CAMBRIDGE HOUSING AUTHORITY (\$6,720).** 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 Bridge Program transitional classes for CHA residents who are interested in attending college.

**FOUNDATIONS/FRIENDS OF THE CLC/FIRST LITERACY/MISC (\$81,000).** The Community Learning Center receives funds from several foundations and from private donations 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, as student leaders and for additional ESOL classes.

**MOUNT AUBURN HOSPITAL (\$14,747).** 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 youth radio program on environmental science over a three year period.



**EXECUTIVE OFFICE OF PUBLIC SAFETY/SHANNON COMMUNITY SAFETY INITIATIVE (\$33,000).** Youth Programs will use these funds to provide internships to Cambridge teens who engage in City Peace, a violence prevention program.

**U.S. DEPARTMENT OF EDUCATION/21ST CENTURY GRANT (\$100,000).** Grants to the Cambridge Youth Programs through the Cambridge Public Schools fund new programming for middle school youth, fostering the alignment of Out of School Time activities with students' academic needs.

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Administration**

|                  |                  |                                   |                         |
|------------------|------------------|-----------------------------------|-------------------------|
| \$531,030        | \$557,585        |                                   |                         |
| \$816,655        | \$890,850        |                                   |                         |
| \$171,430        | \$148,780        |                                   |                         |
| \$599,480        | \$590,560        |                                   |                         |
| \$277,125        | \$277,660        |                                   |                         |
| <u>\$153,360</u> | <u>\$245,400</u> |                                   |                         |
| \$2,549,080      | \$2,710,835      |                                   |                         |
|                  |                  | <b>LEADERSHIP</b>                 | <b>\$544,080</b>        |
|                  |                  | <b>OPERATIONS</b>                 | <b>\$878,455</b>        |
|                  |                  | <b>IT</b>                         | <b>\$153,830</b>        |
|                  |                  | <b>EXTENDED DAY</b>               | <b>\$654,060</b>        |
|                  |                  | <b>AGENDA FOR CHILDREN</b>        | <b>\$282,300</b>        |
|                  |                  | <b>EARLY CHILDHOOD INITIATIVE</b> | <b><u>\$246,915</u></b> |
|                  |                  |                                   | <b>\$2,759,640</b>      |

**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

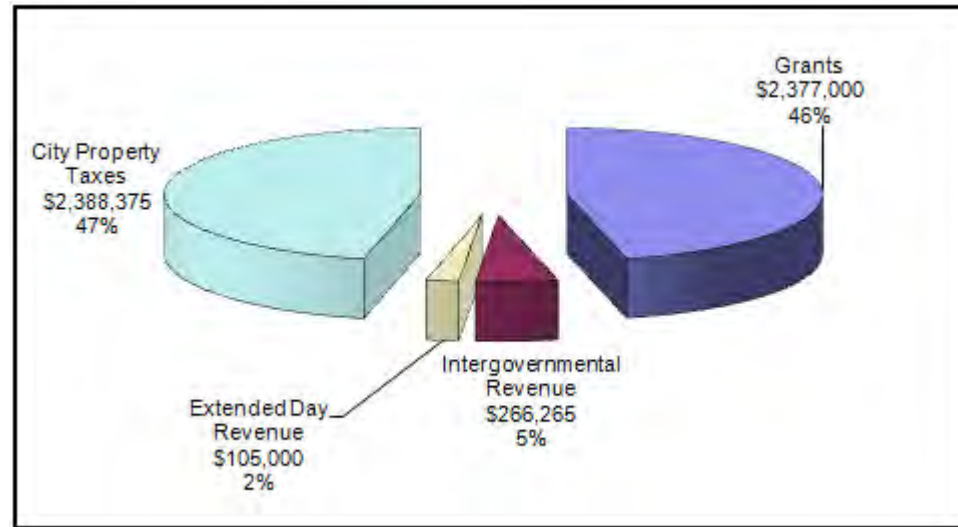
DHSP, the School Department, the Cambridge Health Alliance, the Cambridge Public Library, the Cambridge Police Department, the Kids' Council and the community.

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 about \$9 million in grant funding and \$19 million in the general fund, which includes \$2.8 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 2,000 low-income households. In addition, the Division administers the Federal Summer Nutrition Program, providing nutritious meals and snacks at 28 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 FY10, 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  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of literacy-promoting maternity ward and home visits to mothers with infants and toddlers               | 791            | 700            | 800               | 800              |
| 2. Number of English Language Learner parent/caregivers of young children receiving ESOL or Adult Basic Education | 43             | 20             | 45                | 40               |
| 3. Total number of families entered into the Early Learning and Language (ELL) Database                           | 838            | 1,100          | 1,188             | 1,600            |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 4. Number of parents, caregivers and children taking part in parent education workshops, playgroups and other learning enhancing activities | 1,170                  | 600                    | 1,100                     | 1,100                    |

■ *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of providers and community members attending citywide networking events  | 199                    | n/a                    | 150                       | 150                      |
| 2. Number of hard to reach families informed about early literacy events and attending workshops organized by outreach workers | n/a                    | 350                    | 400                       | 400                      |
| 3. Percentage of networking participants that report that their knowledge of outreach practices increased                      | 76%                    | n/a                    | 70%                       | 75%                      |

**HUMAN SERVICES  
-Office of Workforce Dev.**

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|   |   |  |   |
|---|---|--|---|
| <p><u>\$1,762,470</u><br/>\$1,762,470</p> | <p><u>\$2,132,360</u><br/>\$2,132,360</p> | <p style="text-align: center;"><b>OFFICE OF WORKFORCE DEV.</b></p> | <p style="text-align: center;"><u>\$2,408,880</u><br/>\$2,408,880</p> |
|---|---|--|---|

**PURPOSE & OVERVIEW:** The mission of the Office of Workforce Development (OWD) is to expand employment and training

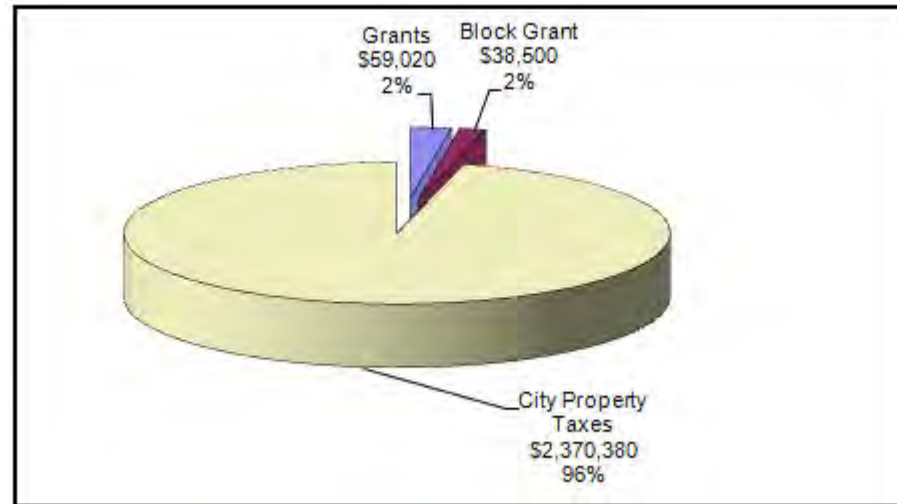
opportunities for Cambridge youth and adult residents. It does so by developing partnerships with employers, community-based organizations, the schools and post-secondary institutions. Through a combination of direct service, program coordination and outreach efforts, OWD services reach over 1,000 residents and businesses each year.

Consistent with the City Council goal on education, 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. Cambridge Works, a new transitional jobs program for disengaged adults, provides a temporary job with the City for a small number of residents each year. The program offers intensive case management, soft skills development and job search assistance to help participants secure a non-subsidized job upon program completion.

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 and conducts a brief employment assessment to inform and encourage residents to take advantage of 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.

**FUNDING SOURCES/WORKFORCE DEVELOPMENT:**



This figure includes funds anticipated to be received in FY10, but not yet appropriated.

**FY10 GOALS**

- *GOAL 1: Continue job placements and employment and training referrals for adult residents of Cambridge.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of residents served through CEP   | 326                    | 325                    | 325                       | 330                      |
| 2. Number of CEP referrals to education and training  | 17                     | 15                     | 15                        | 16                       |
| 3. Number of CEP job placements   | 111                    | 115                    | 115                       | 116                      |
| 4. Number of employers participating in OWD sponsored activities with residents and employment and training providers | 25                     | 30                     | 16                        | 30                       |

- *GOAL 2: Coordinate the efforts of local employment and training providers and support the professional development of local program staff.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of local youth and adult program staff participating in service coordination efforts   | 52                     | 40                     | 42                        | 42                       |
| 2. Number of workforce development professionals attending OWD sponsored trainings and workshops | 54                     | 100                    | 55                        | 55                       |

- *GOAL 3: Improve career awareness and work readiness of students and increase access to, and quality of, summer and school year jobs and internships.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of students enrolled in school to career activities including internships   | 35                     | 35                     | 39                        | 37                       |
| 2. Number of student enrollments in work-readiness and career awareness workshops   | 124                    | 135                    | 125                       | 137                      |
| 3. Number of youth visits to the Youth Employment Center  | 411                    | 410                    | 410                       | 415                      |
| 4. Number of private sector summer and school year jobs   | 106                    | 125                    | 125                       | 125                      |
| 5. Number of employers, post-secondary representatives and community-based agencies engaged in school to career/career awareness activities | 49                     | 50                     | 45                        | 52                       |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of youth enrolled in MSYEP who receive work experience, work readiness workshops and career awareness activities | 840                    | 830                    | 851                       | 850                      |
| 2. Number of supervisors/mentors trained in working with young employees   | 125                    | 125                    | 125                       | 125                      |
| 3. Number of students enrolled in Summer Work and Learning projects with school-to-work competencies                       | 292                    | 260                    | 293                       | 270                      |
| 4. Number of youth served in school year employment and service learning activities  | 58                     | 52                     | 52                        | 53                       |
| 5. Percent of youth enrolled in MSYEP who report satisfaction with their job   | 95%                    | 97%                    | 90%                       | 97%                      |
| 6. Percent of supervisors who were very satisfied with their youth worker(s)   | 85%                    | 90%                    | 89%                       | 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of residents enrolled in Cambridge Works   | n/a                    | n/a                    | 20                        | 30                       |
| 2. Percentage of participants each cycle who complete the program                          | n/a                    | n/a                    | 75%                       | 75%                      |
| 3. Percentage of participants completing the program who are placed in jobs within 60 days | n/a                    | n/a                    | 70%                       | 70%                      |
| 4. Number of nine week applicants completing formal assessment process                     | n/a                    | n/a                    | 100                       | 275                      |



**HUMAN SERVICES  
-Planning and Development**

| ACTUAL<br>FY08     | PROJECTED<br>FY09  |   | BUDGET<br>FY10     |
|--------------------|--------------------|---|--------------------|
| \$123,890          | \$125,475          |   | \$126,635          |
| \$875,225          | \$960,350          | <b>LEADERSHIP<br/>CONTRACTS</b>                     | \$991,755          |
| \$137,325          | \$144,390          | <b>COMMISSION FOR PERSONS WITH<br/>DISABILITIES</b> | \$147,505          |
| \$147,705          | \$144,980          | <b>KIDS' COUNCIL</b>                                | \$146,700          |
| \$796,115          | \$787,035          | <b>HUNGER AND HOMELESS SVCS</b>                     | \$781,120          |
| <u>\$63,555</u>    | <u>\$67,330</u>    | <b>HAITIAN SERVICES</b>                             | <u>\$68,205</u>    |
| <u>\$2,143,815</u> | <u>\$2,229,560</u> |   | <u>\$2,261,920</u> |

**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.

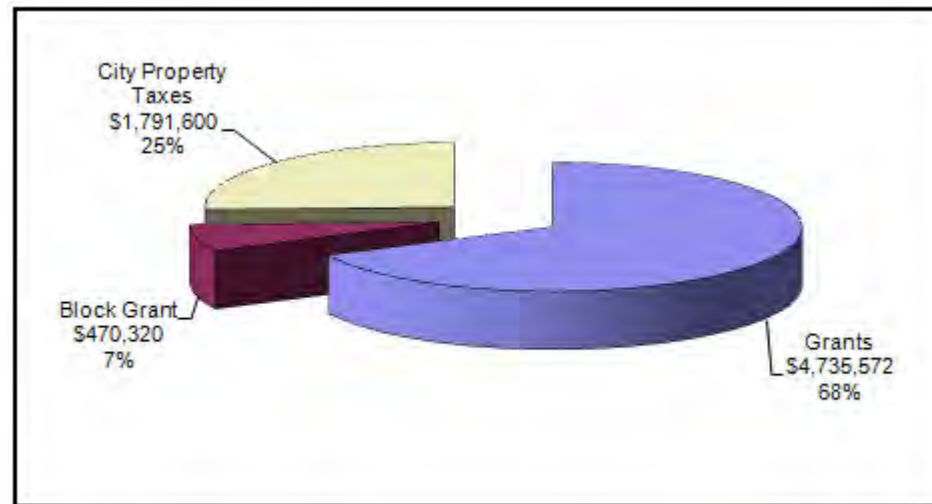
Consistent with the City Council's goal of improving access to services, another major

emphasis of the Division is promoting utilization of [www.CambridgeSomervilleResourceGuide.org](http://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.

Planning and Development staff are involved in the development and implementation of new regional and collaborative models for preventing and addressing homelessness. 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 Heading Home, 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 supports a youth leadership program called Teens Against Drug and Alcohol Abuse operated in conjunction with the Moore Youth Center. The Coalition employs other community strategies to address prescription drug abuse and opioid drug overdoses as well as alcohol access.

**FUNDING SOURCES/PLANNING & DEVELOPMENT:**



This figure includes funds anticipated to be received in FY10, but not yet appropriated.

**FY10 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  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Number of client referrals for personal counseling, mental health services, substance abuse services, and employment | 2,464          | 2,800          | 2,900             | 3,000            |
| 2. Number of clients placed in temporary housing  | 216            | 300            | 250               | 275              |
| 3. Number of clients placed in permanent housing  | 240            | 200            | 240               | 250              |
| 4. Number of clients maintained in current housing  | 391            | 350            | 350               | 375              |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of family intakes  | 668                    | 650                    | 750                       | 750                      |
| 2. Number of families placed in housing  | 156                    | 175                    | 160                       | 150                      |
| 3. Number of referrals made for families for personal counseling, mental health services, substance abuse services, employment | 1,214                  | 900                    | 1,700                     | 1,800                    |
| 4. Number of families maintained in current housing  | 581                    | 375                    | 530                       | 575                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of clients served in youth and family services programs                   | 942                    | 1,000                  | 1,050                     | 1,100                    |
| 2. Number of clients served through domestic violence and abuse prevention programs | 85                     | 70                     | 95                        | 95                       |
| 3. Number of clients served through linguistic minority programs                    | 653                    | 650                    | 550                       | 550                      |
| 4. Number of clients served through homelessness prevention and service programs    | 4,882                  | 5,150                  | 5,100                     | 5,150                    |
| 5. Number of client visits to food pantry programs                                  | 25,273                 | 28,000                 | 27,500                    | 28,000                   |
| 6. Number of clients served through elderly and disabled service programs           | 325                    | 300                    | 300                       | 300                      |

**COMMISSION FOR PERSONS WITH DISABILITIES**

**PURPOSE & OVERVIEW:** The Commission’s overall goal is to make Cambridge a more welcoming and accessible place for all people with disabilities. In the U.S., there are currently 56 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 changing 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 FY09, the Commission worked closely with the Department of Public Works as it implemented 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.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Trainings and technical assistance sessions provided to City employees, departments and other public entities | 111                    | 90                     | 95                        | 100                      |

- *GOAL 2: Improve access to public accommodations and transportation services in Cambridge, consistent with the City Council's goal to improve access to services.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Site visits and access surveys of Cambridge businesses completed  | 49                     | 50                     | 51                        | 52                       |
| 2. Cambridge agencies and businesses which remove barriers to access   | 16                     | 9                      | 14                        | 17                       |
| 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  | 62                     | 60                     | 63                        | 65                       |
| 5. Temporary disability permits issued   | 32                     | 22                     | 22                        | 25                       |
| 6. Trash and recycling exemptions issued   | n/a                    | 85                     | 85                        | 90                       |

- *GOAL 3: Improve understanding of disability issues and awareness of resources for people with disabilities.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Disability awareness trainings delivered to various City departments and staff                                | 51                     | 45                     | 52                        | 53                       |
| 2. Responses to individual service, information and referral requests  | 2,340                  | 2,000                  | 2,100                     | 2,150                    |
| 3. Training and technical assistance sessions delivered to Cambridge private sector businesses and organizations | 98                     | 80                     | 100                       | 102                      |
| 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's 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. Major initiatives 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 and support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city. 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.

Drawing upon extensive community input through the *Agenda for Children*, 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 ninth 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: from mapping drug use in Cambridge to advocacy 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 for the filing of a state bill to give 17 year olds the right to vote in local elections. The initiative includes annually sending a Youth Delegation to the National League of Cities Conference 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 under way 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. Efforts toward building a collaborative planning process will continue in order to address identified gaps in Out of School Time services for children with disabilities.

In September 2008, members of the Kids' Council and its initiatives staff participated in a visit to the Harlem Children's Zone in New York. The purpose of the visit was to gain insight into: 1) the Harlem Children's Zone's practices and programs as a comprehensive model to address the needs of children from birth through transition to adulthood; and 2) the model's application to Cambridge.

For the past year, the Kids' Council embarked on a process to develop a three-year Strategic Plan to sustain and increase the capacity of the Council's efforts. Through a partnership with Harvard's Kennedy School of Government, the Kids' Council secured consultation to facilitate the planning process and to develop the plan. Implementation of the Strategic Plan will begin in FY10.

**Long-term Plan to Sustain and Increase Capacity for Kids' Council Efforts**

- *GOAL 1: Publish a Status Report on the State of Cambridge's Children and Families.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of indicators identified as measurements for Citywide Outcomes for Children, Youth and Families    | n/a                    | n/a                    | 0%                        | 100%                     |
| 2. Percentage completed in development of Status Report on the State of Cambridge's Children, Youth and Families | n/a                    | n/a                    | 0%                        | 75%                      |

- *GOAL 2: Establish university partnership to support Kids' Council's work.*

| <b>PERFORMANCE MEASURES</b>                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of university partnerships established | n/a                    | n/a                    | n/a                       | 1                        |

- *GOAL 3: Conduct year-end self evaluation of Kids' Council progress on strategic goals.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage completed in development of tool for Kids' Council self-evaluation by March 2010 | n/a                    | n/a                    | 0%                        | 100%                     |
| 2. Percentage completed of Kids' Council self-evaluation by June 2010                          | n/a                    | n/a                    | 0%                        | 100%                     |

**Youth Involvement: Civic Participation and Engagement**

- *GOAL 4: Increase youth engagement in the civic life of Cambridge through the creation of opportunities for participation by youth.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Minimum number of youth members participating on the Youth Involvement Subcommittee   | 16                     | 16                     | 17                        | 16                       |
| 2. Number of youth members to attend and participate in national conference  | 15                     | 10                     | 10                        | 10                       |
| 3. Implement a plan for citywide youth event   | 100%                   | 100%                   | 100%                      | 100%                     |
| 4. Number of youth to participate in activities to increase connections between the Youth Involvement Subcommittee and Cambridge high school community | 102                    | 80                     | 80                        | 80                       |

**Policy Plan for Inclusion of Children and Families with Special Needs in Programs**

- *GOAL 5: 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.*



- *GOAL 6: Develop a public awareness plan to educate the community about the adopted inclusion Policy and the City's efforts on Inclusion.*
- *GOAL 7: Develop an evaluation plan for Inclusion Initiative.*
- *GOAL 8: Begin a collaborative planning process to identify and address gaps in Out of School Time services for children with disabilities in different age groups.*

**Agenda for Children: Literacy Initiative**

- *GOAL 9: 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of parents/caregivers reached by core literacy initiative programming including maternity ward visits, home visits and workshops and literacy specific playgroups | 1,455                  | 1,200                  | 1,400                     | 1,425                    |
| 2. Percentage of parents/caregivers reporting that they changed the way they talk to their child based on information they received from their home visit or workshop       | n/a                    | n/a                    | 75%                       | 75%                      |
| 3. Percentage of parents who say they know a lot about reading to children, following their home visit or workshop.   | n/a                    | n/a                    | 85%                       | 90%                      |
| 4. Number of books and resource materials distributed to children, families and staff   | 6,902                  | 6,000                  | 6,000                     | 5,500                    |
| 5. Number of families consistently contacted to encourage participation in literacy related programs  | n/a                    | 140                    | 140                       | 140                      |

- *GOAL 10: Collaborate with other agencies and communities on replication of the Let's Talk campaign to disseminate messages and to help support local implementation.*

**Agenda For Children: Out of School Time Initiative**

- *GOAL 11: 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Programs participating in Agenda for Children Out of School Time Initiative                    | 40                     | 40                     | 40                        | 40                       |
| 2. Out of School Time staff participating in Communities of Practice                              | 70                     | 60                     | 60                        | 60                       |
| 3. Programs receiving on-site Quality Coaching  | 16                     | 18                     | 17                        | 14                       |
| 4. Programs completing self-assessment  | 20                     | 25                     | 17                        | 14                       |
| 5. Number of programs participating in coordinated effort to deepen parent engagement and support | 5                      | 8                      | 12                        | 14                       |

- *GOAL 12: Continue to improve the quality of the King Open Extended Day (KOED) Program and enhance the relationship with the school day staff.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Percentage of families responding to surveys regarding program quality and improvements                    | 36%                    | 70%                    | 70%                       | 70%                      |
| 2. Percentage of families reporting that staff are always available to address their questions and concerns   | 97%                    | 96%                    | 96%                       | 97%                      |
| 3. Percentage of families reporting that staff know their child's personality, strengths, interests and needs | 100%                   | 96%                    | 96%                       | 100%                     |

■ *GOAL 12: (continued)*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 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   | 75%                    | 75%                    | 78%                       | 80%                      |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Community Schools**

|   |   |   |   |
|---|---|---|---|
| \$107,530<br>\$1,797,350<br><u>\$263,895</u><br>\$2,168,775 | \$114,770<br>\$1,813,420<br><u>\$271,950</u><br>\$2,200,140 | <b>LEADERSHIP</b><br><b>COMM. SCHOOLS PROGRAMS</b><br><b>SUPPORT SERVICES</b> | \$129,890<br>\$1,798,475<br><u>\$266,680</u><br>\$2,195,045 |
|---|---|---|---|

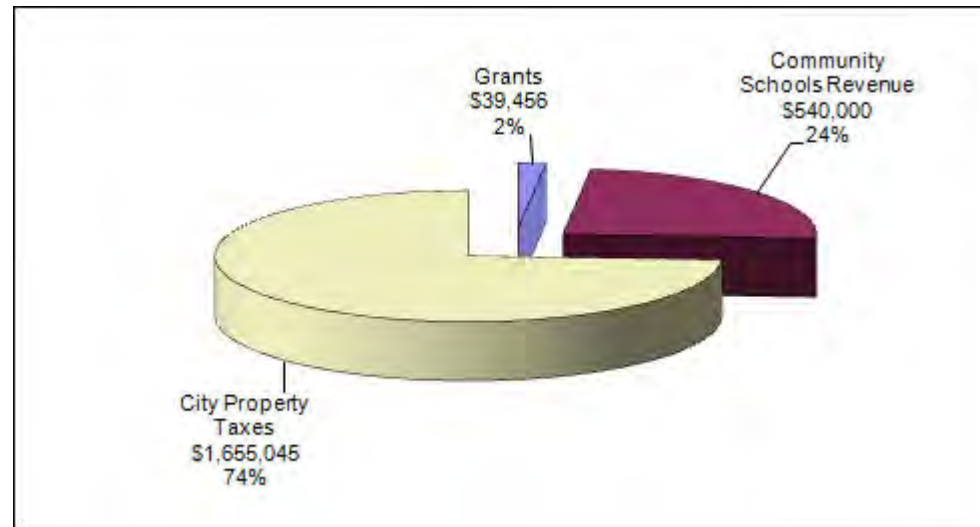
**PURPOSE & OVERVIEW:** The Division of Community Schools provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community

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 \$46,839 was awarded to 144 children attending summer camp. Additional families received financial support through childcare vouchers and School Department scholarship funding. During the summer of FY09, Community Schools collaborated with six elementary school programs 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 FY10, but not yet appropriated.

**FY10 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  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Children's classes citywide during the school year               | 1,525          | 1,300          | 1,450             | 1,450            |
| 2. Adult, family and senior classes citywide during the school year | 210            | 250            | 250               | 225              |
| 3. Summer camps for children  | 10             | 10             | 10                | 10               |
| 4. Children served in summer camps                                  | 818            | 800            | 848               | 800              |
| 5. School vacation camps  | 13             | 8              | 8                 | 8                |
| 6. Youth enrolled in Counselor In Training (CIT) programs           | 128            | 100            | 100               | 85               |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 7. Number of partners, such as universities, community coalitions, community-based agencies and City departments, collaborating on children's programs and neighborhood improvements | 70                     | 65                     | 65                        | 65                       |
| 8. Number of collaborative summer academic/camp programs   | 3                      | 1                      | 6                         | 6                        |
| 9. Percentage of families responding to surveys regarding program quality and improvements   | 50%                    | 50%                    | 50%                       | 50%                      |
| 10. Percentage of families reporting satisfaction with program quality   | 96%                    | 95%                    | 95%                       | 96%                      |

■ *GOAL 2: Continue to provide year-round events for children, families and seniors, supporting the City Council goal to foster community.*

| <b>PERFORMANCE MEASURES</b>            | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Arts in the Park events   | 94                     | 80                     | 107                       | 100                      |
| 2. Number of community building events | 35                     | 25                     | 35                        | 40                       |
| 3. Number of family events             | 59                     | 40                     | 60                        | 60                       |

■ *GOAL 3: Create opportunities for residents of all ages to engage in educational forums on domestic violence prevention, crime prevention and personal safety.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of meetings for youth and adult residents with an emphasis on crime prevention, personal safety and community resources | 46                     | 50                     | 45                        | 45                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Recreation**

|                    |                    |                       |                    |
|--------------------|--------------------|-----------------------|--------------------|
| \$109,550          | \$115,690          |                       |                    |
| \$67,295           | \$65,240           | LEADERSHIP            | \$117,890          |
| \$71,165           | \$86,045           | SUMMER                | \$77,405           |
| \$121,035          | \$192,465          | GOLD STAR             | \$72,170           |
| \$235,320          | \$170,790          | WAR MEMORIAL          | \$343,880          |
| \$5,185            | \$7,200            | SPECIAL NEEDS         | \$173,610          |
| \$66,580           | \$0                | LEAGUES               | \$7,200            |
| \$343,880          | \$404,355          | RECREATION ACTIVITIES | \$0                |
| \$264,245          | \$314,535          | DANEHY PARK           | \$416,095          |
| \$199,645          | \$318,205          | SUPPORT SERVICES      | \$320,380          |
| <u>\$1,483,900</u> | <u>\$1,674,525</u> | INCLUSION INITIATIVE  | <u>\$333,110</u>   |
|                    |                    |                       | <u>\$1,861,740</u> |

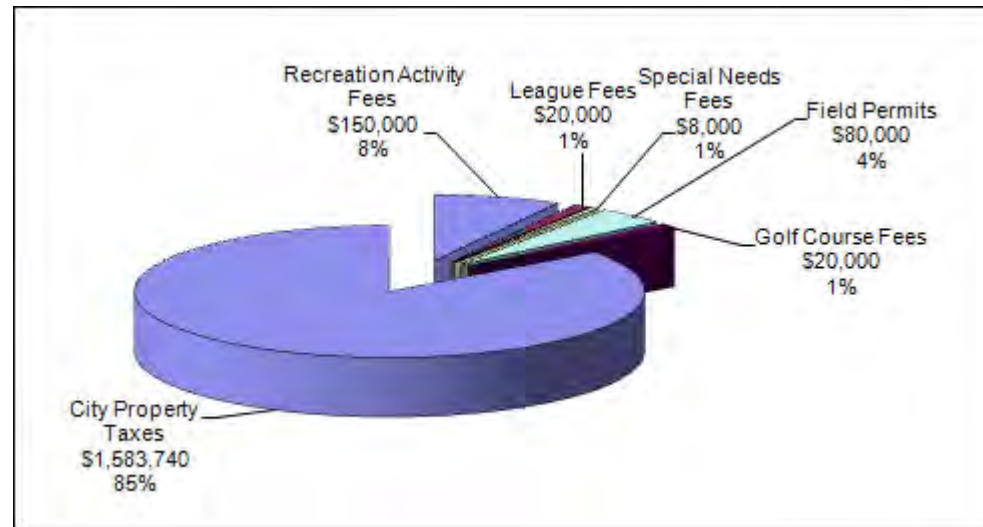
**PURPOSE & OVERVIEW:** The mission of the Recreation Division is to provide quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. The Recreation Division is responsible for the management of year-round, citywide and neighborhood-based recreation programs and facilities; for the scheduling of all City parks for athletic uses; and for the maintenance and management of Mayor Thomas W. Danehy

Park, the 55-acre former landfill which has become the main 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 Cambridge Youth Sports Commission.

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 Youth Sports Commission to enhance coordination and access to sports for all youth. This year, the Commission provided coaches workshops for youth league coaches and other youth staff. The Recreation Division manages the City of Cambridge Road Race, *CityRun* and *CityWalk*, which annually attracts 1,000 participants and approximately \$16,000 in corporate and individual donations and was named one of the top 100 road races in New England by *New England Runner Magazine*. The Division also provides athletic opportunities to many summer camps through coordination of the annual Citywide Youth Games held at Danehy Park each summer.

The Division coordinates multi-faceted recreational and fitness programs and activities at the newly renovated War Memorial Recreation Center. The Division also runs the Gold Star Mothers' Pool and summer children's activities at neighborhood parks and playgrounds, including family evenings "Screen on the Green" events 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. The Recreation and Youth Divisions collaborated on revitalizing the summer middle school and high school basketball leagues and sponsored a new winter middle school traveling basketball program.

**FUNDING SOURCES/RECREATION:**



This figure includes funds anticipated to be received in FY10, but not yet appropriated.

**FY10 GOALS**

- *GOAL 1: Provide high quality instruction to children and adults in swimming and recreation activities, including tennis, jazz/ballet and gymnastics. FY10 proposed classes reflect the opening of the renovated War Memorial Recreation Center.*

| PERFORMANCE MEASURES                  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---------------------------------------|----------------|----------------|-------------------|------------------|
| 1. Number of youth recreation classes | 48             | 70             | 36                | 60               |
| 2. Number of adult recreation classes | 15             | 20             | 22                | 36               |
| 3. Number of youth swimming classes   | 45             | 74             | 32                | 65               |
| 4. Number of adult swimming classes   | 9              | 20             | 20                | 33               |



- *GOAL 2: Provide year-round recreational programming for special needs participants ranging from kindergarten to adults.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of children age five and up in summer camps                                      | 24                     | 28                     | 24                        | 28                       |
| 2. Number of children age 6-14 in after school programs                                    | 7                      | 7                      | 7                         | 7                        |
| 3. Number of teens and adults in evening programs  | 22                     | 22                     | 26                        | 26                       |
| 4. Number of children and adults in unified integrated Saturday programs                   | 54                     | 54                     | 60                        | 60                       |
| 5. Number of participants in Special Olympics  | 54                     | 54                     | 60                        | 60                       |
| 6. Percentage of families responding to surveys regarding program quality and improvements | 50%                    | 60%                    | 60%                       | 60%                      |
| 7. Percentage of families reporting satisfaction with program quality                      | 95%                    | 95%                    | 95%                       | 97%                      |

- *GOAL 3: Maximize participation of Cambridge youth in diverse sports through coordination among youth sports providers and sound field management practices.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Total number/percentage of permitted hours of youth programs   | 13,818/77%             | 14,052/77%             | 14,052/77%                | 14,052/77%               |
| 2. Total number/percentage of permitted hours of adult programs   | 4108/23%               | 4106/23%               | 4106/23%                  | 4106/23%                 |
| 3. Number of meetings of Youth Sports Commission and Steering Committee to increase coordination and communication among Youth Sports Providers | 8                      | 8                      | 8                         | 8                        |

- **GOAL 4:** *In conjunction with other divisions, implement family evening "Screen on the Green" and indoor movie events.*

| <b>PERFORMANCE MEASURES</b>                | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of Family/community movie events | 11                     | 16                     | 16                        | 20                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Elderly Services & COA**

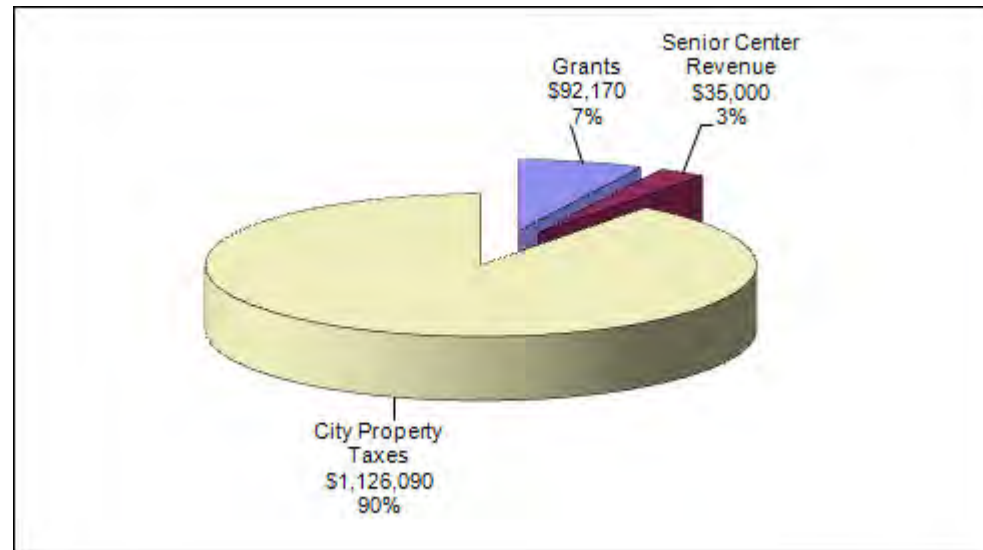
|                  |                  |                                   |                    |
|------------------|------------------|-----------------------------------|--------------------|
| \$90,430         | \$103,055        |                                   | \$105,785          |
| \$344,625        | \$363,815        | <b>LEADERSHIP</b>                 | \$370,565          |
| \$92,260         | \$98,625         | <b>SUPPORT SERVICES</b>           | \$114,220          |
| \$198,040        | \$218,760        | <b>N. CAMBRIDGE SENIOR CENTER</b> | \$227,265          |
| \$26,905         | \$30,535         | <b>SENIOR CENTER MEALS</b>        | \$30,535           |
| <u>\$286,770</u> | <u>\$301,840</u> | <b>SENIOR CENTER ACTIVITIES</b>   | <u>\$312,720</u>   |
| \$1,039,030      | \$1,116,630      | <b>CITYWIDE SENIOR CENTER</b>     | <u>\$1,161,090</u> |

**PURPOSE & OVERVIEW:** The Elderly Services Division, also known as the Council on Aging (COA), is responsible for the provision and oversight of services to Cambridge residents age 60 and older. The Division's mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas,

to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. 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 wide distribution of its monthly newsletter throughout the city. 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. Consistent with the City Council's goal concerning valuing and supporting racial, socioeconomic, cultural and religious diversity, the Council on Aging has been facilitating a city/community effort to explore models of Aging in Place for Cambridge.

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 six days per week along with dinner on Monday evenings. 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. We offer programs and services that promote wellness and healthy aging, including yoga, Tai-Chi, Qi Gong, chair exercise and meditation. 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. Saturday offerings include meals, classes and drop-in socialization. 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 Center staff to provide input.

**FUNDING SOURCES/COUNCIL ON AGING**



This figure includes funds anticipated to be received in FY10, but not yet received.

**FY10 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.*

| <b>PERFORMANCE MEASURES</b>                             | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of information and referral services provided | 3,443                  | 3,600                  | 3,600                     | 3,750                    |
| 2. Number of clients provided case management services  | 126                    | 130                    | 125                       | 130                      |
| 3. Number of seniors receiving home-based services      | 94                     | 98                     | 95                        | 100                      |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 4. Number of seniors receiving assistance on health benefits, Medicare and MassHealth from Social Services staff | n/a                    | n/a                    | 275                       | 275                      |

■ *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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of seniors receiving Food Pantry services at twice weekly pantry | 802                    | 790                    | 835                       | 840                      |
| 2. Number of Food Pantry visits by financially eligible seniors            | 8,516                  | 8,000                  | 9,000                     | 9,000                    |
| 3. Number of meals served at 806 and 2050 Mass. Avenue sites               | 27,648                 | 28,750                 | 28,400                    | 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of seniors linked to transportation services to the Center | 281                    | 290                    | 290                       | 300                      |
| 2. Number of seniors served by subsidized weekly food shopping trips | 265                    | 210                    | 200                       | 210                      |
| 3. Number of seniors served by subsidized medical transportation     | 332                    | 325                    | 300                       | 300                      |
| 4. Number of seniors using taxi coupons                              | 587                    | 520                    | 595                       | 600                      |

- **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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of different seniors attending computer classes                | 154                    | 140                    | 140                       | 130                      |
| 2. Number of hours of health/fitness/wellness classes offered each month | 74                     | 70                     | 84                        | 84                       |
| 3. Number of special events promoting health/fitness/wellness            | 27                     | 30                     | 30                        | 30                       |
| 4. Number of seniors interviewed in user satisfaction survey             | 83                     | 80                     | 80                        | 80                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Childcare & Family Support Services**

|                    |                    |                            |                    |
|--------------------|--------------------|----------------------------|--------------------|
| \$91,205           | \$113,625          | <b>LEADERSHIP</b>          | \$120,555          |
| \$681,995          | \$634,250          | <b>AFTERSCHOOL</b>         | \$673,120          |
| \$1,583,685        | \$1,698,935        | <b>PRE-SCHOOL</b>          | \$1,713,220        |
| \$481,270          | \$476,555          | <b>SUPPORT SERVICES</b>    | \$505,040          |
| \$68,785           | \$63,050           | <b>CENTER FOR FAMILIES</b> | \$66,180           |
| <u>\$2,906,940</u> | <u>\$2,986,415</u> |                            | <u>\$3,078,115</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.

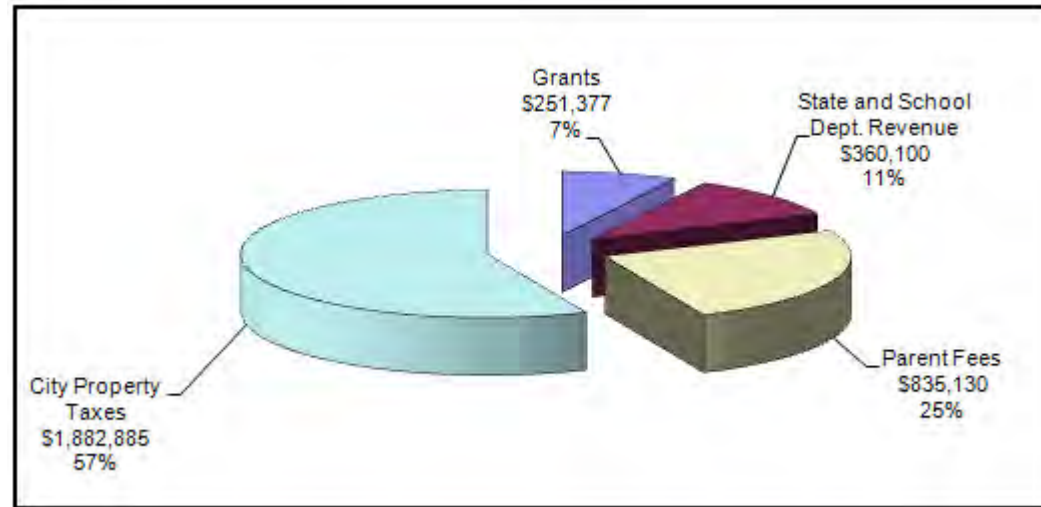
**Preschool Programs:** Preschool Programs are strategically located in elementary schools throughout the city: Kennedy-Longfellow (East Cambridge), M. L. King Jr., King Open, Morse and Peabody schools. Programs in these schools offer families full-day (10 hours), year-long programs that are open, on 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 options. Six of the seven Preschool programs have been successfully re-accredited under the new and more stringent standards of 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 currently 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 5 a variety of school-year programming: three to four hours of afterschool programming two, three or five-days a week; full-day school vacation 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 who have 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 FY10, but not yet appropriated.



**FY10 GOALS**

- *GOAL 1: Continue to offer high quality licensed and accredited pre-school education to a diverse population.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of pre-school slots  | 115                    | 115                    | 115                       | 117                      |
| 2. Number of teachers remaining for more than two years  | 87%                    | 65%                    | 73%                       | 76%                      |
| 3. Number of classrooms achieving accreditation under new rigorous NAEYC standards   | 4                      | 7                      | 6                         | 7                        |
| 4. Number of times each child is assessed on social-emotional, literacy, math, science and physical development using the Work Sampling System | 2                      | 2                      | 2                         | 3                        |
| 5. Percentage of children receiving subsidies or scholarship   | 37%                    | 45%                    | 35%                       | 35%                      |
| 6. Number of staff supported to attend college and pre-college courses to ensure high quality learning and nurturing environment               | 13                     | n/a                    | 10                        | 12                       |

- *GOAL 2: Provide Pre-School parents with parenting education and support in order to assist them in raising children who thrive and succeed.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of classrooms offering at least three parent meetings or education workshops | n/a                    | n/a                    | n/a                       | 7                        |
| 2. Number of classrooms having a home-school reading program                           | n/a                    | n/a                    | n/a                       | 7                        |
| 3. Number of children referred for special education screening                         | 9                      | 10                     | 10                        | 10                       |

- *GOAL 3: Continue to offer high quality licensed afterschool programming to a diverse population.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of afterschool slots   | 170                    | 170                    | 170                       | 170                      |
| 2. Number of teachers remaining for more than two years  | 57%                    | 66%                    | 62%                       | 60%                      |
| 3. Percentage of children receiving some subsidy or scholarship  | 52%                    | 55%                    | 46%                       | 46%                      |
| 4. Percentage of families responding to surveys regarding program quality and improvements                                     | 90%                    | 74%                    | 90%                       | 90%                      |
| 5. Percentage of families reporting afterschool program provides activities that support their child's learning in school      | 85%                    | 75%                    | 87%                       | 87%                      |
| 6. Percentage of families reporting that their child is learning how to get along with others while in the afterschool program | 92%                    | 75%                    | 92%                       | 93%                      |

- *GOAL 4: Continue to support connections between school-day and afterschool staff so that children are better known and supported by both staff groups.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of afterschool staff benefiting from Positive Behavior Support Systems and/or on-site coaching for quality improvement | 12                     | 18                     | 15                        | 18                       |
| 2. Number of children for whom a connection is made between school-day and afterschool staff                                     | 65                     | 70                     | 70                        | 75                       |

- *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of families participating in parent education workshops or support groups                         | 225                    | 200                    | 200                       | 185                      |
| 2. Number of families participating in playgroups and other intergenerational learning activities           | 434                    | 500                    | 550                       | 450                      |
| 3. Number of families receiving information and referral services   | 219                    | 250                    | 230                       | 250                      |
| 4. Number of families receiving one-on-one support  | 54                     | 40                     | 50                        | 50                       |
| 5. Unduplicated number of families participating in programming   | 580                    | 575                    | 700                       | 700                      |
| 6. Number of families that received newsletter or other printed material about parenting and family support | 1,246                  | 1,100                  | 1,500                     | 1,500                    |

- *GOAL 6: Extend outreach and services to non-English speaking families, low income families and families of children with special needs.*

| <b>PERFORMANCE MEASURES</b>                                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of families served who are English Language Learners   | 125                    | 150                    | 125                       | 130                      |
| 2. Number of families served who live in subsidized housing      | 110                    | 130                    | 120                       | 130                      |
| 3. Number of families served who have a child with special needs | 27                     | 30                     | 28                        | 30                       |

- *GOAL 7: Enhance families' ability to access programming, especially for those families most in need of support.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of hours of on-site childcare provided for parent groups and classes  | 175                    | 150                    | 250                       | 175                      |
| 2. Number of hours of outreach programming held in housing complexes or other community locations                                       | 230                    | 200                    | 195                       | 200                      |
| 3. Number of hours of family support programming made accessible to English Language Learners through translation or multilingual staff | 128                    | 140                    | 150                       | 150                      |
| 4. Number of languages in which services are available  | 6                      | 6                      | 5                         | 6                        |

|                        |                           |  |                        |
|------------------------|---------------------------|--|------------------------|
| <b>ACTUAL<br/>FY08</b> | <b>PROJECTED<br/>FY09</b> |  | <b>BUDGET<br/>FY10</b> |
|------------------------|---------------------------|--|------------------------|

**HUMAN SERVICES  
-Golf Course**

\$265,750  
\$286,665  
\$552,415

\$269,535  
\$315,450  
\$584,985

**OPERATIONS  
MAINTENANCE**

\$279,055  
\$318,465  
\$597,520

**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 significant drainage improvements and establishment of buffer zones to expand, protect and enhance the natural areas of the Golf Course.

**FY10 GOALS**

- *GOAL 1: Continue to provide reasonable and affordable access to the golf course through different membership and non-membership options.*

|                                    | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>        |                        |                        |                           |                          |
| 1. Total number of rounds annually | 41,809                 | 41,550                 | 42,569                    | 42,190                   |

- *GOAL 2: Continue to provide access for youth at the Golf Course.*

|  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| <b>PERFORMANCE MEASURES</b>                              |                        |                        |                           |                          |
| 1. Number of youth members                               | 48                     | 48                     | 48                        | 48                       |
| 2. Number of youths participating in free weekly clinics | 42                     | 42                     | 42                        | 42                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Community Learning Center**

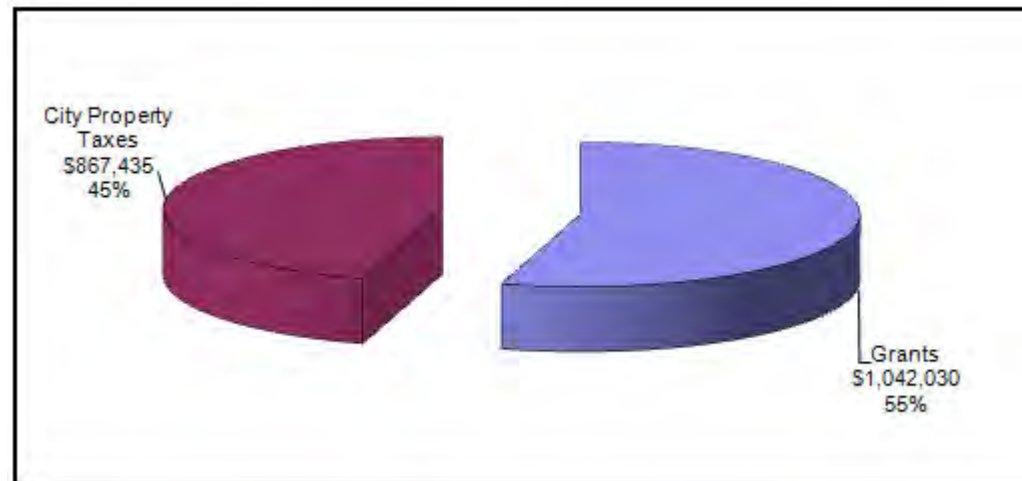
|   |  |  |   |
|---|--|--|---|
| <p align="center"> <b>\$123,035</b><br/> <b><u>\$689,085</u></b><br/> <b>\$812,120</b> </p> | <p align="center"> <b>\$97,350</b><br/> <b><u>\$711,290</u></b><br/> <b>\$808,640</b> </p> | <p align="center"><b>LEADERSHIP<br/>OPERATIONS</b></p> | <p align="center"> <b>\$100,075</b><br/> <b><u>\$767,360</u></b><br/> <b>\$867,435</b> </p> |
|---|--|--|---|

**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. 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.

Approximately 45% 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; distance learning for ESOL students; the integration of health literacy, employability skills and civic education into the 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.

**FUNDING SOURCES/COMMUNITY LEARNING CENTER**



This figure includes funds anticipated to be received in FY10, but not yet appropriated.

**FY10 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                    | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. School year classes                  | 81             | 79             | 77                | 67               |
| 2. School year instructional hours      | 9,808          | 9,500          | 9,715             | 8,770            |
| 3. School year student slots            | 705            | 705            | 735               | 620              |
| 4. Summer classes                       | 33             | 30             | 29                | 25               |
| 5. Family literacy classes              | 3              | 2              | 2                 | 2                |
| 6. Citizenship classes                  | 2              | 2              | 1                 | 2                |
| 7. Students served                      | 1,108          | 1,000          | 1,100             | 972              |
| 8. Computer operations classes          | 23             | 22             | 22                | 6                |
| 9. Classes using computer lab regularly | 34             | 35             | 35                | 30               |
| 10.ESOL Network classes                 | 14             | 14             | 14                | 14               |
| 11. Cost per student                    | \$1,890        | \$1,995        | \$1,910           | \$1,970          |

- *GOAL 2: Continue to improve the quality of instruction.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of in-house staff development sessions                                    | 38                     | 30                     | 30                        | 30                       |
| 2. Number of class curricula written or revised                                     | 6                      | 4                      | 2                         | 2                        |
| 3. Number of evaluation instruments administered and used to enhance program design | 14                     | 10                     | 10                        | 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of high school graduates   | 10                     | 15                     | 20                        | 20                       |
| 2. Number of advanced ESOL graduates   | 35                     | 25                     | 25                        | 25                       |
| 3. Number of new citizens  | 47                     | 25                     | 25                        | 25                       |
| 4. Number of students advancing to education and training program  | 67                     | 70                     | 70                        | 60                       |
| 5. Number of workshops for students on careers, further education, study skills, health education and support services | 59                     | 30                     | 30                        | 30                       |
| 6. Number of follow-up contacts with former students   | 169                    | 150                    | 150                       | 140                      |
| 7. Number of collaborative projects with agencies or groups to improve quality of and access to services               | 9                      | 9                      | 9                         | 8                        |
| 8. Number of workshops led by CLC students   | 89                     | 60                     | 60                        | 60                       |

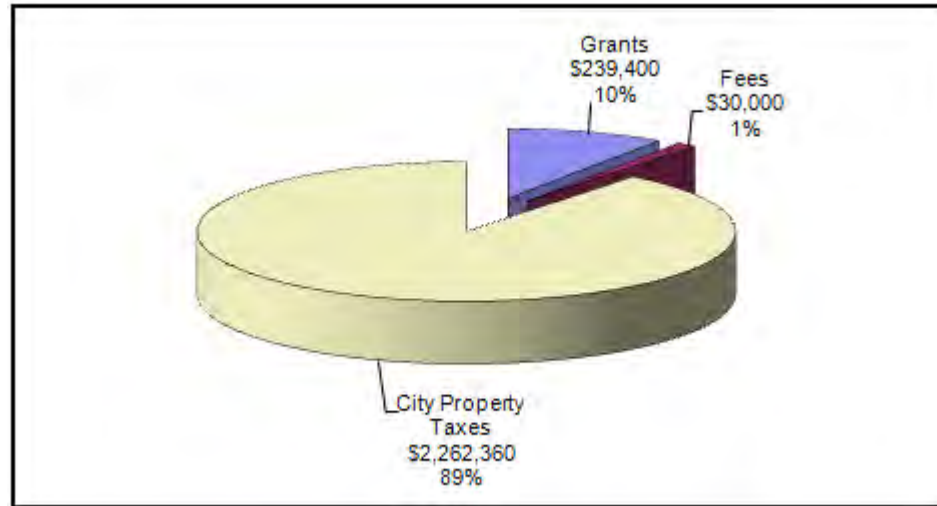


| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN SERVICES  
-Youth Programs**

|                                   |                                   |  |                                   |
|-----------------------------------|-----------------------------------|--|-----------------------------------|
| <u>\$1,814,150</u><br>\$1,814,150 | <u>\$2,002,990</u><br>\$2,002,990 | <p style="text-align: center;"><b>YOUTH PROGRAMS</b></p> <p><b>PURPOSE &amp; OVERVIEW:</b> 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. The new West Cambridge Youth and Community Center will be open for summer programs and will provide the youth and community with a major new programming resource. All of the youth 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> <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 two Middle School Partnership (MSP) programs in conjunction with the Peabody and King Open Schools. The MSP is a specialized afterschool program for 6th-8th graders at the Gately Youth Center and for 7th and 8th graders at the Frisoli Youth Center. This summer, the Youth Programs will operate 4 summer programs (a Sports Leadership Academy, a Girls-only Program, a Middle School only Program and a new Discovery Program at the West Cambridge Youth Center), 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 FY10, the Division will build on our partnerships with the Police Department through ongoing collaborations with the Youth and Family Services Unit and co-sponsorship of a middle school traveling basketball league and teen/adult "sportathon." The Division will continue to strengthen teen programming that builds on the best practices in the youth development field. The Moore Youth Center now offers programming for teens in the afternoon and evening hours, including its collaboration with the Prevention Coalition in Teens Against Drug and Alcohol Abuse. The Youth Programs will continue the Terrascope Youth Radio Program in collaboration with MIT and funded by the National Science Foundation. In this program, teens learn about environmental science and produce and broadcast radio programming. Programs will continue to engage youth in peer outreach and recruitment, using a model developed by the Youth Development and Research Funds.</p> <p>The Youth Programs will continue to operate several work-based learning programs for teens during the school year and summer, 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 violence prevention and service program.</p> | <u>\$2,292,360</u><br>\$2,292,360 |
|-----------------------------------|-----------------------------------|--|-----------------------------------|

**FUNDING SOURCES/YOUTH PROGRAMS**



This figure includes funds anticipated to be received in FY10, but not yet received.

**FY10 GOALS**

- *GOAL 1: Provide quality Out of School Time Programs for pre-teens ages 9-13 throughout the city.*

| PERFORMANCE MEASURES  | FY08<br>ACTUAL | FY09<br>BUDGET | FY09<br>PROJECTED | FY10<br>PROPOSED |
|---|----------------|----------------|-------------------|------------------|
| 1. Pre-teens 9-13 in after school program   | 265            | 290            | 270               | 300              |
| 2. Pre-teens enrolled in summer programs  | 315            | 340            | 325               | 340              |
| 3. Retention rate of pre-teens enrolled in school year program                        | 88%            | 85%            | 90%               | 90%              |
| 4. Staff trained in working with children with special needs in inclusive environment | 30             | 30             | 30                | 35               |
| 5. Families responding to surveys regarding program quality and improvements          | 42%            | 60%            | 55%               | 60%              |

■ *GOAL 1: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 6. Families reporting overall satisfaction with program                                    | 92%                    | 95%                    | 95%                       | 95%                      |
| 7. Families reporting staff know their child's personality, strengths, interests and needs | 79%                    | 85%                    | 80%                       | 85%                      |
| 8. Age-specific activities offered to middle school students                               | 30                     | 35                     | 80                        | 90                       |

■ *GOAL 2: Provide quality programming for teens ages 14-19.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Teens enrolled in school year programming                           | 342                    | 360                    | 575                       | 575                      |
| 2. Teens involved in summer programming                                | 370                    | 350                    | 364                       | 400                      |
| 3. Teens involved in program planning/decision making at youth centers | 92                     | 120                    | 100                       | 120                      |
| 4. Age-specific trainings provided to staff                            | 5                      | 6                      | 15                        | 15                       |
| 5. Specialized courses offered to teens                                | 18                     | 25                     | 25                        | 30                       |

■ *GOAL 3: Increase program visibility and strengthen connections to families, neighborhoods, schools and community-based organizations.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Programmatic partnerships and collaborations                         | 29                     | 35                     | 50                        | 50                       |
| 2. Parents and community volunteers participating in program activities | 85                     | 85                     | 85                        | 85                       |

■ *GOAL 3: (continued)*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 3. Community events sponsored by or supported by Youth Programs    | 33                     | 30                     | 30                        | 35                       |
| 4. Community or school based committees in which staff participate | 12                     | 15                     | 25                        | 25                       |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**COMMISSION ON THE STATUS OF  
WOMEN**

|   |   |
|---|---|
| <p style="text-align: center;"><u>\$164,420</u><br/>\$164,420</p> | <p style="text-align: center;"><u>\$196,335</u><br/>\$196,335</p> |
|---|---|

**COMMISSION ON THE STATUS OF  
WOMEN**

\$204,150  
\$204,150

**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 and recommendations to City departments, organizations, state government and individuals.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Released publication, *A Report on the Status of Women and Girls in Cambridge*, at a community forum sponsored by the Mayor. Designed and hosted a Women’s Data Workshop for key community leaders to review the data and make policy and programming recommendations for City departments and local organizations and agencies. Distributed significant findings to City officials.
- In association with domestic violence service agencies, the Cambridge, Arlington and Belmont Police Departments, and staff from the Middlesex Probation, Parole, District Court and District Attorney’s Office, and others, served as an advisor to CAB-HART, a High Risk Assessment Team that addresses domestic violence cases in an innovative, multi-disciplinary approach to victim safety.
- Developed an online community for local stakeholders, policy and program leaders to share ideas, questions and comments about how to address the needs of Cambridge women and girls.
- Promoted community-wide awareness of domestic violence throughout the month of October focusing specifically on engaging more men in the issue. Developed a poster campaign featuring local, well-recognized men from diverse backgrounds and various neighborhoods.
- Served as an advisor to Mayor’s Girls Leadership Group, a mentoring program designed to nurture and support the leadership and advocacy skills of young women.
- In collaboration with the Personnel Department, co-facilitated Preventing Sexual Harassment Training for all new City employees.
- Developed professional working group for providers of programming and services for young women and girls to increase sharing of best-practices, networking, and resource development.
- Participated in the Massachusetts Caucus of Women Legislators, which serves as a liaison between advocates and women legislators and assists in the research and promotion of legislation affecting women.
- 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.

- Organized and convened focus groups for the Cambridge YWCA, a long-time community partner, on how to reposition itself as a resource to women and families.
- In collaboration with the Domestic Violence Unit of the Cambridge Police Department and the Cambridge Health Alliance, organized a vigil to honor those who have lost their lives in Massachusetts this year to Domestic Violence. Held on the steps of City Hall in October, more than 100 community members attended.
- Planned the Boston-area celebration of International Women’s Day, an annual event held at Simmons College attended by approximately 250 women, including young women from the Frisoli Youth Center’s Leaders In Action Program.
- Served on the Massachusetts Coalition for Women’s Wage Equality, a strategic statewide effort to advance women to pay equity and end wage discrimination.

**FY10 GOALS**

- *GOAL 1: In collaboration with City-Wide Violence Prevention Coordinator, convene 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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of DVTF meetings chaired  | 11                     | 10                     | 10                        | 10                       |
| 2. Number of DVFZ core group meetings to implement priorities and initiatives established by working groups | 11                     | 10                     | 11                        | 11                       |

- **GOAL 2:** *Work with School Department, other City departments and community groups to evaluate and provide girls with targeted, innovative programming, including physical fitness, creative and social arts, leadership development and academic achievement.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Estimated number of participants in the Annual 5th Grade Girls' Sports Day   | 300                    | 300                    | 300                       | 300                      |
| 2. Number of partnerships with other City departments and community agencies to deliver relevant programming to young women and girls | n/a                    | n/a                    | 2                         | 7                        |

- **GOAL 3:** *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.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of public events focusing on themes relevant to the project               | 0                      | 1                      | 1                         | 1                        |
| 2. Complete fundraising for fabrication of zinc circles as part of art installation | 85%                    | 95%                    | 90%                       | 100%                     |

- **GOAL 4:** *Advance the data in A Report on The Status of Women and Girls in Cambridge to improve policy, programming and funding options for City departments and community stakeholders.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Provide consultation on findings and recommendations from the Women's Data Workshop | n/a                    | n/a                    | 2                         | 3                        |
| 2. Disseminate timely briefings to the Cambridge community, through an online forum    | n/a                    | n/a                    | 2                         | 3                        |

- **GOAL 5:** *Develop a dynamic online presence and serve as a centralized portal for resources regarding issues relevant to women.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Complete a comprehensive redesign of the Commission's Web site to provide more relevant information in a user friendly format | 75%                    | 80%                    | 85%                       | 100%                     |
| 2. Develop and facilitate forums addressing a variety of timely topics   | 3                      | 4                      | 4                         | 4                        |



| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$194,190</b> |
| Real Estate Taxes                  | \$194,190     |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$9,960</b>   |
| State Cherry Sheet Revenue         | \$9,960       |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$204,150</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$193,290</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$9,835</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$1,025</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$204,150</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>2</b>    | <b>2</b>    | <b>2</b>    |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**HUMAN RIGHTS COMMISSION**

|                               |                               |                                |                               |
|-------------------------------|-------------------------------|--------------------------------|-------------------------------|
| <u>\$183,080</u><br>\$183,080 | <u>\$187,025</u><br>\$187,025 | <b>HUMAN RIGHTS COMMISSION</b> | <u>\$210,355</u><br>\$210,355 |
|-------------------------------|-------------------------------|--------------------------------|-------------------------------|

**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 charged with investigating and adjudicating complaints of discrimination in the areas of employment, housing, public accommodation and education. 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.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Worked with the Commission for Persons with Disabilities and the City Council's Ordinance Committee, leading to inclusion by amendment of ADA, Title III requirements for accessibility into the Human Rights Ordinance.
- Continued Human Rights outreach efforts that include a user-friendly Website, brochures in various translated versions and a Civil Rights curriculum. The Website explains, in multiple languages, how a person seeking to file a complaint of discrimination with the Commission can do so.
- Produced annual 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. Over 150 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, Cambridge Savings, East Cambridge Savings and several local businesses donated money, savings bonds and gift certificates toward the awards and prizes for the winners. Fifty-five prizes were awarded.
- Worked with CRLS students conducting "Know Your Rights" workshops.
- Continued offering mediation as a component of the Commission's enforcement mission.

**FY10 GOALS:**

- *GOAL 1: Increase public awareness of the Cambridge Human Rights Commission.*

| <b>PERFORMANCE MEASURES</b>                                     | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of general public inquiries                           | 485                    | 450                    | 425                       | 450                      |
| 2. Number of inquiries regarding Cambridge Human Rights matters | n/a                    | n/a                    | 350                       | 400                      |
| 3. Number of inquiries referred by CHRC to other agencies       | n/a                    | n/a                    | 50                        | 50                       |
| 4. Number of community training sessions                        | 27                     | 24                     | 18                        | 18                       |
| 5. Events related to human rights issues                        | 48                     | 50                     | 32                        | 30                       |

- *GOAL 2: Improve efficiency and effectiveness of case intake, investigation and referral process.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Complaints filed after staff intake meeting                                     | n/a                    | n/a                    | 20                        | 25                       |
| 2. Number of complaint intakes from other agency referrals, including HUD and MCAD | 13                     | 12                     | 4                         | 6                        |
| 3. Complaints from all sources under investigation                                 | n/a                    | n/a                    | 30                        | 36                       |

- *GOAL 3: Perform mediation as a means to resolve complaints.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of cases in which parties chose to utilize CHRC mediation services | 7                      | 15                     | 4                         | 4                        |

- **GOAL 4:** *Resolve discrimination cases following investigation.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of causal determinations after investigation (probable cause or lack of probable cause) | n/a                    | n/a                    | 12                        | 14                       |
| 2. Number of non-causal closures (settlements or administrative closures)                         | n/a                    | n/a                    | 8                         | 10                       |

- **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.*

| <b>PERFORMANCE MEASURES</b>         | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|-------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of complaints paid by HUD | 10                     | 12                     | 13                        | 13                       |
| 2. Reimbursement per case by HUD    | 2,400                  | 2,400                  | 2,400                     | 2,400                    |

- **GOAL 6:** *Continue collaborative efforts in education and outreach between the Cambridge Human Rights Commission, other City departments and/or outside agencies.*

| <b>PERFORMANCE MEASURES</b>   | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---|------------------------|------------------------|---------------------------|--------------------------|
| 1. Joint projects and trainings (disabilities, diversity, Fair Housing, etc.) | 15                     | 15                     | 15                        | 15                       |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$210,355</b> |
| Real Estate Taxes                  | \$210,355     |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$210,355</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$205,600</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$4,055</b>   |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$700</b>     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$210,355</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | 2           | 2           | 2           |

| ACTUAL<br>FY08   | PROJECTED<br>FY09 |                                    | BUDGET<br>FY10   | VETERANS' SERVICES/BENEFITS  |  |
|------------------|-------------------|------------------------------------|------------------|--|--|
|                  |                   |                                    |                  |  |  |
| \$303,845        | \$333,460         | <b>ADMINISTRATION<br/>BENEFITS</b> | \$338,335        | <b>PURPOSE &amp; OVERVIEW:</b> Mandated by Massachusetts General Law, Chapter 115, the Department's mission is to advocate on behalf of Cambridge veterans and their families, provide them with quality support services and direct a financial assistance program for those veterans and/or their dependents who are in need. The primary function of the Department is to administer a benefits program which provides monetary aid to qualified veterans and/or their dependents for food, clothing, shelter, utilities, personal needs, insurance, fuel, telephone and transportation, as well as medical, dental, hospital and burial expenses. The 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 FY09, Cambridge veterans and/or their dependents received \$3.8 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 collaboration 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) who are buried in the Cambridge cemetery. |  |
| <u>\$365,840</u> | <u>\$515,200</u>  |                                    | <u>\$545,070</u> |  |  |
| <u>\$669,685</u> | <u>\$848,660</u>  |                                    | <u>\$883,405</u> |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |
|                  |                   |                                    |                  |  |  |

**SIGNIFICANT BUDGET MODIFICATIONS:** An increase of \$29,870 for veterans' benefits based on the FY09 projected costs and estimated FY10 increases, is included in the FY10 Veterans' Budget. The veterans' benefits budget is \$545,070 with this increase, a \$129,870 increase from the original FY09 Budget. It is anticipated that the state will reimburse the City for a portion of these cost increases.

**FY09 MAJOR DEPARTMENTAL ACCOMPLISHMENTS:**

- Successfully managed a 21% increase in the number of active clients served since July 2008.
- Continued to enhance the Department's Website, ensuring that quality up-to-date information is available to veterans and their families.
- Continued to air Cable TV informational public announcements that have significantly increased our

outreach capabilities. In addition, developed a City brochure regarding Veterans' Benefits and Services.

- In collaboration with the Cambridge Health Alliance, successfully established a process that identifies veterans who are receiving their services and provides them with an informational brochure regarding veterans' benefits and services.
- Implemented revised changes in policies, procedures and benefit levels, pursuant to 108 CMR (Massachusetts Veterans Benefits Laws and Regulations), effective July 2008.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY 09 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.
- Co-sponsored with the United States Postal Service an event honoring former Cambridge resident Sgt. Clifton Merriman, a highly decorated African American serviceman from WWI who was the first African American in New England to have a federal building named in his honor.
- In collaboration with City staff, participated in the re-opening of the Cambridge War Memorial Recreation Center. The facility was originally built to honor the Cambridge men and women, who for our freedom gave their lives in service to our country.
- Assisted 16 veterans/dependants in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. To date 3 cases have been awarded favorably, 11 cases are pending and 2 cases reported unfavorably/withdrawn.

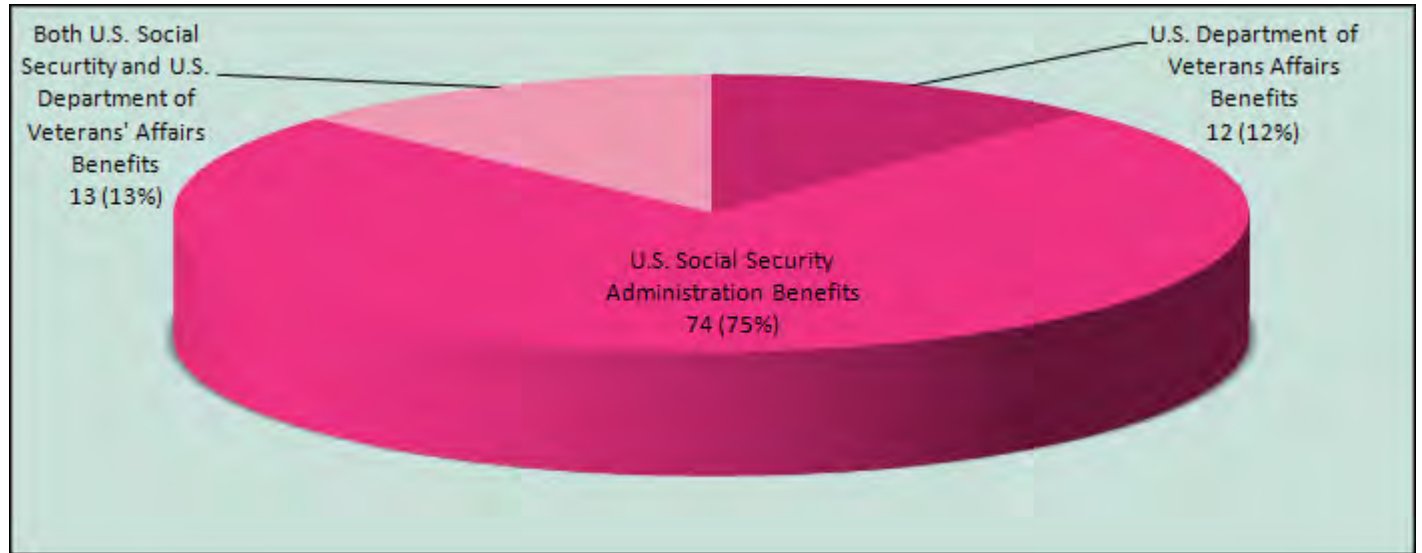
**Figure 1: FY08 Veterans, Spouses and Dependants Receiving City Subsidies**

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.

| <b>Veterans, Spouses and Dependants<br/>Received City Subsidy</b> | <b>FY06</b> | <b>FY07</b> | <b>FY08</b> |
|---|-------------|-------------|-------------|
| Veteran (non homeless)  | 45          | 52          | 77          |
| Veteran (homeless)  | 6           | 7           | 4           |
| Spouses and dependants  | 34          | 36          | 38          |
| <b>Total served</b>   | <b>85</b>   | <b>95</b>   | <b>119</b>  |
| Total active cases of total served (as of 6/30)                   | 71          | 71          | 97          |

**Figure 2: FY08 Clients Receiving a City Subsidy and Federal Assistance**

Between July 1, 2007 and June 30, 2008 there were 99 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.



**FY10 GOALS:**

- *GOAL 1: Continue compliance with MGL Chapter 115 (Veterans' Benefits) regulations.*

| PERFORMANCE MEASURES  | FY08 ACTUAL | FY09 BUDGET | FY09 PROJECTED | FY10 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.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of informational announcements televised on municipal cable TV | 6                      | 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.*

| <b>PERFORMANCE MEASURES</b>                      | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of veterans benefits updates           | 11                     | 12                     | 12                        | 12                       |
| 2. Number of informational/current event updates | 13                     | 14                     | 14                        | 14                       |

- *GOAL 5: Continue to upgrade staff skills with an emphasis on team building, skill sharing and accountability.*

| <b>PERFORMANCE MEASURES</b>           | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|---------------------------------------|------------------------|------------------------|---------------------------|--------------------------|
| 1. Number of internal staff trainings | 4                      | 4                      | 4                         | 4                        |
| 2. Number of external trainings       | 12                     | 12                     | 12                        | 10                       |

- *GOAL 6: Aggressively identify and access federal and state resources for eligible clients.*

| <b>PERFORMANCE MEASURES</b>  | <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>BUDGET</b> | <b>FY09<br/>PROJECTED</b> | <b>FY10<br/>PROPOSED</b> |
|--|------------------------|------------------------|---------------------------|--------------------------|
| 1. Conduct assessments and evaluations of client eligibility for federal and state benefits; number of assessments | 4                      | 4                      | 4                         | 4                        |

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>   |
|------------------------------------|---------------|------------------|
| <b>TAXES</b>                       |               | <b>\$520,800</b> |
| Real Estate Taxes                  | \$520,800     |                  |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$362,605</b> |
| Veterans' Reimbursement            | \$4,500       |                  |
| Cherry Sheet-Veteran Benefits      | \$358,105     |                  |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$883,405</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>   |
|---|------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$278,785</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$54,900</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$549,720</b> |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>       |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$883,405</b> |

| <b>FULL TIME BUDGETED EMPLOYEES</b> | <b>FY08</b> | <b>FY09</b> | <b>FY10</b> |
|-------------------------------------|-------------|-------------|-------------|
|                                     | <b>3</b>    | <b>3</b>    | <b>3</b>    |

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: EDUCATION

| <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>PROJECTED</b> | <b>PROGRAM EXPENDITURES</b> | <b>FY10<br/>BUDGET</b> |
|------------------------|---------------------------|-----------------------------|------------------------|
| <u>\$124,430,590</u>   | <u>\$129,232,880</u>      | Education                   | <u>\$133,563,880</u>   |
| \$124,430,590          | \$129,232,880             |                             | \$133,563,880          |

| <b>FINANCING PLAN</b>     | <b>FY10<br/>BUDGET</b> |
|---------------------------|------------------------|
| Taxes                     | \$107,914,910          |
| Fines & Forfeits          | \$100,000              |
| Intergovernmental Revenue | \$22,453,200           |
| Miscellaneous Revenue     | <u>\$3,095,770</u>     |
|                           | \$133,563,880          |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

\$124,430,590  
\$124,430,590

\$129,232,880  
\$129,232,880

**EDUCATION**

\$133,563,880  
\$133,563,880

The School Committee adopted a FY10 budget of \$133,563,880, which represents an increase of \$2,859,710, or 2.19% over the FY09 approved budget of \$130,704,170. The budget is within the financial guidelines established by the City Manager. Please see the Cambridge Public Schools (CPS) Web page [www.cpsd.us](http://www.cpsd.us) for detailed information on the FY10 budget. The following is an extract from the budget regarding the guiding principles during the development of the budget.

**School Committee Guiding Principles**

Like most districts in the state, Cambridge Public Schools faced a difficult budget climate this year. The FY 2010-2014 five year financial forecast presented in December 2008 projected a \$4.1 million budget shortfall for FY 2010 and continuing significant budget gaps in years two through five of the forecast period. The School Committee must adopt and transmit a balanced budget to the City Council in April for the upcoming fiscal year, so the budget gaps must be closed. Because revenues are largely set, addressing gaps requires finding ways to reduce expenditures. The School Committee set the direction for planning by providing the following Guiding Principles:

- I. In working to balance the budget, community input will be solicited in ways that are transparent, inclusive and thoughtful. For the FY09-10 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. School based leadership will be involved in prioritizing budget decisions.
- III. The budget will preserve quality teaching and instruction and will maintain the overall educational experience.
- IV. The effectiveness of programs will drive funding decisions.

**Preserving Quality Instruction**

The focal point of the school system is the classroom. The FY 2010 proposed budget reflects a continued commitment to the importance of supporting the teachers who provide instruction to our children. As one principal remarked during our budget discussions, “anything that enhances teacher quality must be preserved.” Each teacher needs to be as qualified, capable and prepared as possible to meet the challenge he/she faces. Support is provided through professional development and coaching, and through access to up-to-date instructional materials and technology.

The FY 2010 proposed budget continues support to a number of educational initiatives undertaken by the Cambridge Public Schools in the following areas.

### **Literacy**

CPS will continue to be a Literacy Collaborative District, but will provide in-house training and support to literacy coaches. This shift will allow for the design of customized literacy professional development, enable us to grow our internal professional development capacity, and will result in a budgetary savings of \$100,000. The Literacy Collaborative program has resulted in steady literacy progress for students during the past five years. With this new model, we will create long term sustainability for the program and allow for a greater customization of literacy professional development for both teachers and coaches.

### **Math**

CPS is committed to providing quality math instruction for all of its students. In an effort to ensure that each student receives the instruction that meets his/her needs, a math task force, directed by the math coordinator, is assessing the effectiveness of math instruction, particularly at middle school, during, after and beyond the school day and year. During the upcoming year, we will build on those programs and practices that are working well and will continue to address those areas that need enhancement, both for students and their teachers. We will continue our commitment to strengthening both the TERC Investigations Program at grades K-5 and the Connected Math Program at grades 6-8. These are effective programs from which each of our students in the elementary schools benefits. As a result of these programs, our math results have steadily increased over the past five years.

### **English Language Learners**

A review of the Bilingual Department indicates that additional services must be provided to our English Language Learner (ELL) students. The FY 2010 proposed budget includes three additional teaching positions in the Bilingual Department to provide tutoring and other mandated services for those students. In the current year, the Ombudsperson program in the Special Education Department was restructured to improve outreach to non-English speaking families.

### **Developmental Designs**

The implementation of the Developmental Designs Program has met with enthusiasm across our middle schools unlike any other initiative in recent memory. All of our middle schools are involved with this program that is designed to enhance the social interactions between and among middle school students and their teachers in order to strengthen the climate for learning and outcomes for students. During FY 2010, we propose to create our own internal capacity for expanding Developmental Designs by training our own Developmental Designs coaches with the assistance of the Origins staff.

### **High School Program**

At Cambridge Rindge and Latin, concentrated efforts to improve student achievement and close the achievement

gap will continue with a continued focus on rigorous teaching and learning, personalization (i.e., knowing all students well) and school climate. This budget also permits the development of an equivalent, intensified grade nine program in an alternate location during the renovation cycle, while maintaining the full range of comprehensive programs at the high school campus. Related goals include piloting senior courses in which senior projects will be required to enhance the senior year; intensifying efforts to include SAT content and format within the ELA and Math curriculum; supporting the achievement of special education and bilingual/ELL students; using authentic (real-world application) assessments in all courses; expanding efforts to include students in decision-making through the student government, Students Teaching and Advocating Respect (STARS), and Minority Student Achievement Network (MSAN) courses; and supporting teacher development with a sustained focus on inquiry and making thinking visible in the classroom.

### **Strengthening Special Education Programs**

Through a realignment of resources within the existing Special Education budget, several initiatives and improvements will occur during FY 2010, including expansion of services for children with autism spectrum disorders (ASD/PDD), additional support for behavioral programs, and additional service related support positions. The FY 2010 Proposed Budget continues our focus on improving services to children with autism spectrum disorders (ASD/PDD). The district anticipates the need for two additional ASD/PDD classes, one expanding the program to the fourth grade level, and the second for three year old students. A behavior specialist position will be added specifically to provide increased support only to the schools with behavior programs. In addition, four service-related provider positions, a speech pathologist, a behavior specialist, a school adjustment counselor, and an assistive technology specialist, are proposed to support existing and additional classrooms. Due to an increased number of three year old students, a new Special Start classroom will open in January 2010. In FY 2009, a co-teaching model of instruction was implemented at the Haggerty School. This model provides for a full-time regular education teacher and a full-time special education teacher to co-teach regular classroom instruction in the 3rd, 4th and 5th grades. The program has proven successful in limiting the interruptions of instruction due to pull-outs by delivering instruction and/or services to students within the classroom setting.

### **Responding to Increased Enrollment**

After a decade of decreasing enrollments, the number of students in Cambridge Public Schools began to increase in School Year (SY) 2007/2008 and SY 2008/2009. Projections for SY 2009/2010 and beyond show a continued trend of increasing enrollments. Already this year we note an increased participation in the kindergarten lottery. The number of first cycle kindergarten registrations for the 2009/2010 school year increased by 16% over first cycle registrations last year. These increases, while welcomed, will result in budgetary and space pressures for the district. The FY 2010 proposed budget includes funding for three additional classroom teachers in grades one through eight and three additional teachers and aides for kindergarten classes.

### **Planning for Future Years**

The FY 2010 budget was developed with the goal of preserving quality teaching and quality educational experiences for our diverse learning population, while being mindful of the current and projected challenging economic realities. Our work in re-examining our operations and exploring opportunities to improve how we

deliver services does not end with FY 2010 budget cycle. We will continue this effort through a collaborative, multi-year approach.

| <b>FINANCING PLAN</b>                   | <b>DETAIL</b> | <b>SUMMARY</b>       |
|---|---------------|----------------------|
| <b>TAXES</b>                            |               | <b>\$107,914,910</b> |
| Real Estate Taxes                       | \$106,978,910 |                      |
| Hotel/Motel Excise Tax                  | \$936,000     |                      |
| <b>FINES &amp; FORFEITS</b>             |               | <b>\$100,000</b>     |
| Parking Fines                           | \$100,000     |                      |
| <b>INTERGOVERNMENTAL REVENUE</b>        |               | <b>\$22,453,200</b>  |
| State Cherry Sheet Revenue              | \$12,208,370  |                      |
| Cherry Sheet-School Aid                 | \$9,316,695   |                      |
| Cherry Sheet-Lunch Programs             | \$28,135      |                      |
| Medicaid Reimbursement School           | \$900,000     |                      |
| <b>MISCELLANEOUS REVENUE</b>            |               | <b>\$3,095,770</b>   |
| Free Cash                               | \$300,000     |                      |
| School Debt Stabilization Fund Transfer | \$2,795,770   |                      |
| <b>TOTAL FY10 BUDGETED REVENUE</b>      |               | <b>\$133,563,880</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>       |
|---|----------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$102,955,850</b> |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$25,845,605</b>  |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$1,398,980</b>   |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$3,363,445</b>   |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$133,563,880</b> |



**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: INTERGOVERNMENTAL

| <b>FY08<br/>ACTUAL</b> | <b>FY09<br/>PROJECTED</b> | <b>PROGRAM EXPENDITURES</b>     | <b>FY10<br/>BUDGET</b> |
|------------------------|---------------------------|---------------------------------|------------------------|
| \$18,475,400           | \$19,830,040              | Mass. Water Resources Authority | \$21,333,055           |
| \$15,091,780           | \$16,535,755              | Cherry Sheet                    | \$15,267,185           |
| <u>\$6,000,000</u>     | <u>\$6,000,000</u>        | Cambridge Health Alliance       | <u>\$6,000,000</u>     |
| \$39,567,180           | \$42,365,795              |                                 | \$42,600,240           |

| <b>FINANCING PLAN</b>     | <b>FY10<br/>BUDGET</b> |
|---------------------------|------------------------|
| Taxes                     | \$17,533,750           |
| Charges For Services      | \$21,790,995           |
| Intergovernmental Revenue | <u>\$3,275,495</u>     |
|                           | \$42,600,240           |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

**MASS. WATER RESOURCES  
AUTHORITY**

\$18,475,400  
\$18,475,400

\$19,830,040  
\$19,830,040

**MASS. WATER RESOURCES  
AUTHORITY**

\$21,333,055  
\$21,333,055

**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 FY10, the MWRA estimated charge of \$21,333,055 represents a 7.6% increase from the FY09 charge of \$19,830,040, which is slightly lower than the 8.8% increase from FY08 to FY09. The FY10 MWRA budget amount is based on an estimate received from the MWRA. It is important to note that the MWRA assessment accounts for 55% of the total Sewer budget.

**SIGNIFICANT BUDGET MODIFICATIONS:** The FY10 Massachusetts Water Resource Authority (MWRA) assessment is scheduled to increase by \$1,503,015 to \$21,333,055, or 7.6%. The MWRA rate increase provided to the City is subject to change based on the MWRA budget adopted later in the Spring 2009. 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             |
|------------------------------------|--------------|---------------------|
| <b>CHARGES FOR SERVICES</b>        |              | <b>\$21,333,055</b> |
| Sewer Service Charge               | \$21,333,055 |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |              | <b>\$21,333,055</b> |

| STATUTORY ANALYSIS                      | SUMMARY             |                     |
|---|---------------------|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$0</b>          |                     |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$21,333,055</b> |                     |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>          |                     |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>          |                     |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> |                     | <b>\$21,333,055</b> |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                    |                    |                                   |                    |
|--------------------|--------------------|-----------------------------------|--------------------|
| \$36,265           | \$37,260           | <b>AIR POLLUTION CONTROL</b>      | \$37,550           |
| \$28,930           | \$29,645           | <b>MAPC</b>                       | \$30,020           |
| \$8,067,205        | \$8,174,535        | <b>MBTA</b>                       | \$8,303,685        |
| \$493,140          | \$493,140          | <b>C.S. REGISTRY HOLD PROGRAM</b> | \$457,940          |
| <u>\$6,466,240</u> | <u>\$7,801,175</u> | <b>EDUCATION</b>                  | <u>\$6,437,990</u> |
| \$15,091,780       | \$16,535,755       |                                   | \$15,267,185       |

**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.

**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 (\$6,369,955), 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 (\$5,000). This is the amount assessed to the sending municipality for pupils attending another school district under school choice. The last assessment contained in this allotment is for grandfathered costs for special education services (Ch. 766) provided by other districts for students who are state wards that reside in Cambridge (\$63,035).

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>      |
|------------------------------------|---------------|---------------------|
| <b>TAXES</b>                       |               | <b>\$11,533,750</b> |
| Real Estate Taxes                  | \$11,533,750  |                     |
| <b>CHARGES FOR SERVICES</b>        |               | <b>\$457,940</b>    |
| Parking Fund Parking Usage         | \$457,940     |                     |
| <b>INTERGOVERNMENTAL REVENUE</b>   |               | <b>\$3,275,495</b>  |
| State Cherry Sheet Revenue         | \$2,987,695   |                     |
| Cherry Sht-Chrt Sch Tuit Reim      | \$287,800     |                     |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$15,267,185</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>      |
|---|---------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$0</b>          |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$15,267,185</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>          |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>          |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$15,267,185</b> |

| ACTUAL<br>FY08 | PROJECTED<br>FY09 |  | BUDGET<br>FY10 |
|----------------|-------------------|--|----------------|
|----------------|-------------------|--|----------------|

|                    |                    |  |  |
|--------------------|--------------------|--|--|
| <u>\$6,000,000</u> | <u>\$6,000,000</u> |  |  |
| <u>\$6,000,000</u> | <u>\$6,000,000</u> |  |  |

**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 three campuses in Cambridge, Somerville and Everett, a network of ambulatory sites, 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 1,577 employees working in Cambridge.

As indicated in the FY08 budget narrative, the Cambridge Health Alliance (CHA) continues to experience the impact of changes in payment methodology from the State through healthcare reform. Under healthcare reform, the Alliance has seen a 20% increase in the number of patient care visits by Medicaid and other low-income and uninsured populations, reinforcing the enduring role of safety net health systems in providing growing patient care and primary care access. While the Commonwealth has seen significant insurance coverage expansions, the Alliance continues to play a heightened role in caring for the residually uninsured (who are ineligible for coverage expansions). In FY 2008, the Alliance’s uninsured patients were at 82% of pre-reform levels. The increase in patient care visit volumes for all patients, but especially for those depending on government programs, has been coupled with declining reimbursement rates.

Although the Alliance provides critically needed services, the below-cost reimbursement makes it difficult to maintain these services. Out of the services that the Alliance provides, those which have the largest gap of reimbursement below actual costs are substance abuse (only 20% of full costs are reimbursed) and mental health (only 60% of full costs are reimbursed). In addition, Cambridge Health Alliance was a recipient of emergency state budget “9c” cuts. On October 15, 2008, the Governor of Massachusetts announced FY09 emergency budget reductions as a result of the economic downturn in the state. These recommended budget reductions total \$755 million across Executive Branch agencies, including \$350 million in reductions to the Health and Human Services FY09 budgeted expenditures. Included in the first round of emergency state budget reductions was \$40 million related to the Alliance’s supplemental revenue support for the fiscal year beginning July 1, 2008.

In response, the Alliance and its delegation of federal, state and municipal elected officials and community partners responded by working actively with the State Administration to find funding solutions, including the restoration of \$40 million in federal funding during the balance of FY 2009 and a funding commitment for future years. Cambridge Health Alliance management has presented various options for restructuring the system in a manner that is more consistent with state and federal support and that continues its focus on primary care and psychiatry. These options incorporate the planning principles adopted through the 2015 strategic planning process, and allow the Alliance to

provide high quality, cost effective care for its communities, including underserved populations. These changes were presented to the community and subsequently were approved by the Cambridge Health Alliance Board of Trustees and Hospital Board on February 10, 2009. The plan aims to preserve important health care services, gain greater financial efficiencies through consolidation of sites while serving the same number of patients, and to secure a sustainable funding platform for the future.

In addition to these challenges, Cambridge Health Alliance continues to experience additional challenges due to the external environment. Nationally and within the Commonwealth, many health systems are experiencing a softening of inpatient volume, attributable to economic factors. Inpatient volume is one of Cambridge Health Alliance's major sources of revenues, and at the end of the second quarter into the third quarter, the Alliance experienced a decline in inpatient care. In addition, the recent Department of Public Health "no diversion" emergency room policy has created less ambulance traffic to Alliance sites. As the Alliance has been diversion free (able to accept all ambulances for emergency room cases) for many years, the Alliance used to benefit from ambulances that were diverted to Alliance sites from other neighboring institutions which were on diversion. All staff is focused on, as appropriate, increasing inpatient volume.

The Cambridge Health Alliance leadership will be presenting its Board a series of management initiatives to build financial stability in FY10 and the future.

The Alliance continues to maintain and prioritize its high quality services and programs 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 is actively working with the Commonwealth on a demonstration project built on these planned care initiatives within the larger context of payment reform and reducing medical costs.

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, which is the largest component, community health and regulatory enforcement. In 2008, Cambridge was named as the "Best Walking City in America." The Department produced a disparities report on men's health; co-authored a report on the status of women and girls in Cambridge; and has implemented its policy recommendations for the 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 seven 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. In collaboration with the Cambridge Health Alliance's Department of Medicine, the Department launched the Center for Public Health Care Training to train medical residents in the basic principles and practice of public health. 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. The overall expenses to operate the public health program in FY09 in the City of Cambridge are approximately \$6.5M. We expect that program expenses will be flat from FY09 to FY10 when the FY10 budget is finalized.

**Table 1: FY09 Budget Activity**

The table below provides a snapshot of the total Public Health Department FY09 budget. The FY10 budget is currently under development and is anticipated to be on par with current levels.

| DESCRIPTION - DEPARTMENTAL EXPENSES   | FY'09 Non Grant<br><u>Budget</u> | FY'09 Grant<br><u>Budget</u> | Total FY'09<br><u>Budget</u> |
|---|----------------------------------|------------------------------|------------------------------|
| Staffing / Personnel  | \$4,544,635                      | \$752,657                    | \$5,297,292                  |
| Supplies  | \$105,221                        | \$211,121                    | \$316,342                    |
| Services  | \$296,037                        | \$866,969                    | \$1,163,006                  |
| Travel / Training   | <u>\$16,750</u>                  | <u>\$54,027</u>              | \$70,777                     |
| Total Departmental Expense (1)  | \$4,962,643                      | \$1,884,774                  | \$6,847,417                  |
| <b>CHA PUBLIC &amp; COMMUNITY HEALTH SERVICES</b>   |                                  |                              |                              |
| Cambridge Teen Health Center  | \$248,720                        |                              |                              |
| Healthcare for the Homeless   | \$125,758                        |                              |                              |
| Men of Color Health Initiatives   | \$78,466                         |                              |                              |
| Institute for Community Health  | \$73,000                         |                              |                              |
| Physician Consultation (2)  | \$60,000                         |                              |                              |
| 119 Windsor Street - 13,042 Sq.Ft. - Maintenance & Utilities Only   | \$138,920                        |                              |                              |
| 163 Gore Street - 1,563 Sq. Ft. - Rent, Maintenance & Utilities   | \$9,378                          |                              |                              |
| Administrative Services (IT, Human Resources, Finance & Admin) (3)  | <u>\$843,385</u>                 |                              |                              |
|   | \$1,577,627                      |                              |                              |
| TOTAL CHA PH EXPENSES (Non-Grant)   | \$6,540,270                      |                              |                              |
| TOTAL CHA COMM/PH EXPENSES (4)  |                                  |                              | <b>\$8,425,044</b>           |
| Notes:  |                                  |                              |                              |
| (1) Does not include Depreciation Expense   |                                  |                              |                              |
| (2) Provided for pediatric, adult medicine, and occupational health consultations.                                |                                  |                              |                              |
| (3) Calculated at 15.2% of operational costs for CHA public and community health services plus health department. |                                  |                              |                              |
| (4) Includes CPHD total grant activity expense.   |                                  |                              |                              |



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 52,000 members in its Commonwealth Care and over 100,000 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 its outstanding quality performance. Some of its recent honors including the Partners Community Healthcare Inc.’s H. Richard Nesson Award for Excellence for Interdisciplinary Team for Improving the Care of Patients with Depression (2009), Harvard Pilgrim Healthcare Honor Roll for Core Measures (Public Measures) Performance and Pediatric Services (2008), MassPro Award for Core Measures performance (2008), and the National Minority Quality Forum’s Booker T. Washington Award (2008). These honors join previous honors by the American Hospital Association NOVA Award for its revolutionary Volunteer Health Advisor program (2005), the National Association of Public Hospitals Chair’s Award for the Cambridge Integrated Clerkship (2007) and the American Psychiatric Association’s Gold Award (2003).

**Table 2: Budget Activity**

The table below provides a snapshot of the total CHA FY09 budget and the day to day activity supported by the Alliance.

| <b>Cambridge Health Alliance FY09 Budget Snapshot</b> |         |
|---|---------|
| Total Operating Budget                                | \$1.18B |
| Grant Funding Received                                | \$14M   |
| <b>FY09 Budget Supports:</b>                          |         |
| Beds  | 330     |
| Hospital campuses                                     | 3       |
| Outpatient sites                                      | 25      |
| Outpatient visits                                     | 616,205 |
| ED visits   | 97,173  |
| Inpatient Discharges                                  | 16,714  |
| Total Full Time Employees (FTE's)                     | 3,268   |
| Physician FTEs (included in total FTEs)               | 342     |

The FY10 Cambridge Health Alliance tax allocation is \$6,000,000 in accordance with City's service agreement with the Alliance.

| <b>FINANCING PLAN</b>              | <b>DETAIL</b> | <b>SUMMARY</b>     |
|------------------------------------|---------------|--------------------|
| <b>TAXES</b>                       |               | <b>\$6,000,000</b> |
| Real Estate Taxes                  | \$6,000,000   |                    |
| <b>TOTAL FY10 BUDGETED REVENUE</b> |               | <b>\$6,000,000</b> |

| <b>STATUTORY ANALYSIS</b>               | <b>SUMMARY</b>     |
|---|--------------------|
| <b>SALARIES &amp; WAGES</b>             | <b>\$0</b>         |
| <b>OTHER ORDINARY MAINTENANCE</b>       | <b>\$6,000,000</b> |
| <b>TRAVEL &amp; TRAINING</b>            | <b>\$0</b>         |
| <b>EXTRAORDINARY EXPENDITURES</b>       | <b>\$0</b>         |
| <b>TOTAL FY10 BUDGETED EXPENDITURES</b> | <b>\$6,000,000</b> |

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC INVESTMENT  
- Summary**

|                                    |                            |
|------------------------------------|----------------------------|
| <b>GENERAL GOVERNMENT</b>          | <b>\$375,000</b>           |
| <b>PUBLIC SAFETY</b>               | <b>\$130,000</b>           |
| <b>COMMUNITY MAINT. &amp; DEV.</b> | <b>\$43,775,780</b>        |
| <b>HUMAN RESOURCE DEV.</b>         | <b>\$170,000</b>           |
| <b>EDUCATION</b>                   | <b>\$200,000</b>           |
|                                    | <b><u>\$44,650,780</u></b> |

**CAPITAL BUDGET INCREASES SUBSTANTIALLY IN FY10.** Due primarily to a significant increase in the Bond Proceeds component of the financing plan, the FY10 Capital Budget has increased \$16,084,165, or 56.3%, from its FY09 level of \$28,566,615 to \$44,650,780 in FY10. Although the total capital budget has increased substantially in FY10, the Property Tax and Free Cash allocations have decreased from their FY09 levels of \$1,200,000 and \$1,000,000 to \$500,000 for each funding source in recognition of the

restraints placed on the growth of the Property Tax levy as well as the continuing use of Free Cash to fund projects that would have been otherwise financed through bond proceeds in previous fiscal years. While the Sewer component of Bond Proceeds has increased substantially from \$8,630,000 in FY09 to \$14,290,000 in FY10, Property Tax-supported debt has decreased from \$7,700,000, which financed the replacement of all mobile and portable radios (\$6,700,000) and extensive renovations to the Lafayette Square Fire Station and Fire Headquarters (\$1,000,000) in FY09, to \$1,000,000 in FY10 with the final phase of the Yerxa Road project being the only project funded with debt to be retired from Property Taxes.

It is important to note that, in addition to the \$28,566,615 included in the original FY09 Capital Budget, appropriations of \$30,135,000 and \$1,900,000 were made for extensive renovations to the Cambridge Rindge and Latin School (CRLS) and the construction of Riverside Park, respectively. The \$30,135,000 in bond proceeds supplemented previous bond authorizations of \$33,620,000 and \$33,218,025 which, when combined with a grant from the Massachusetts School Building Authority (MSBA) for \$28,026,975, produced a total project budget of \$125,000,000. 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, related plumbing and electrical work, and furnishings and equipment. 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 \$1,900,000 in Free Cash appropriated for the Riverside Park project located at the corner of Western Avenue and Memorial Drive has been supplemented by a contribution from Harvard of \$780,000, for a total budget of \$2,680,000. As part of the rezoning agreement for this site, Harvard permanently deeded a 34,000 square foot surface enhancement for this new park.

In addition to the appropriations discussed in the paragraph above, the City is scheduled to receive \$851,070 from the American Recovery and Reinvestment Act (ARRA) of 2009. These funds will potentially support a wide range of projects including street and sidewalk reconstruction; open space improvements; façade improvements and Retail Best Practices Grants; and the Biomedical Careers Training Program. Also, the City is scheduled to receive \$1.1 million to support energy conservation initiatives.

As the table on the following page indicates, Property Taxes and Free Cash are funded at significantly lower levels from FY09, with Property Taxes decreasing from \$1,200,000 to \$500,000 and Free Cash declining from \$1,000,000 to \$500,000. The total Parking Fund contribution to the Capital Budget has decreased significantly from its FY09 level of \$2,650,000 to \$775,000, due mainly to the elimination of the use of the fund balance to fund major road reconstruction projects. In both of the two previous fiscal years, the Parking Fund Balance made large contributions to the capital budget to finance the Blanchard Road and Brookline Street road reconstruction projects. The \$1,500,000 provided in the FY08 Capital Budget for long-term safety improvements to Blanchard Road, as well as the \$1,750,000 allocated in FY09 for improvements to Brookline Street to reduce the speed of traffic, improve pedestrian safety, and emphasize the residential character of the street, are sufficient to cover all costs related to these projects. These funds were available due to significant growth in the Parking Fund in recent years, which was the result of revenues exceeding the amount allocated to various City departments and capital projects. In FY08, the fund balance increased by \$200,000 even though \$1,500,000 was appropriated from fund balance for the Blanchard Road project. The FY10 allocation of \$775,000 from current Parking Fund revenues will fund the replacement of traffic signals, repaving of a parking lot in Harvard Square, 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 and an additional \$500,000 from the Water Fund Balance has been set aside for the

replacement of the water main on Concord Avenue from Blanchard Road to the Fresh Pond Rotary and on Brookline Street. The largest portion of the Sewer Reconstruction budget is funded through a grant from the Massachusetts Water Resources Authority (MWRA) for \$21,171,655, with bond proceeds contributing an additional \$14,290,000. An allocation from current sewer revenues (\$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 three sources will produce a total Sewer Reconstruction Budget of \$36,061,655.

The portion of the City's Block Grant entitlement that is allocated to the Capital Budget has increased by \$46,515, or 3.0%, with both the Housing Rehab and Development and Neighborhood Business Development programs increasing slightly by \$35,295 and \$11,220, 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 \$8,720,000 allocated to the Affordable Housing Trust Fund in FY09 is \$1,360,000 lower than the FY08 contribution of \$10,080,000 and is directly attributable to a significant reduction in the portion of the CPA budget financed through State matching funds, which is the result of other cities and towns adopting the CPA as well as a continued reduction in the State matching fund contribution. However, the FY09 appropriation of \$8,720,000 to Affordable Housing increased the total contribution from the CPA since the acceptance of the act in FY02 to \$66,480,000. It is expected that a further reduction in State matching funds will require a lower appropriation for this purpose in FY10. For additional information on the CPA, please see the following section.

There is a slight increase in the amount of Chapter 90 funds that the City expects to receive from the State, with the FY09 allocation of \$1,908,525 increasing \$5,860, or 0.3%, to \$1,914,385 in FY10. These funds will be supplemented with \$800,000 from the Street Preservation Offset Fund (SPOF), for a total Street / Sidewalk Reconstruction budget of \$2,714,385.

The allocation of golf course revenues to the Capital Fund will decrease from their FY09 level of \$40,000 to \$20,000 in FY10 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 FY09 and FY10:

|                      | <b>FY09</b>         | <b>FY10</b>         | <b>Variance<br/>FY09-10</b> |
|----------------------|---------------------|---------------------|-----------------------------|
| Property Taxes       | \$1,200,000         | \$500,000           | (\$700,000)                 |
| Free Cash            | 1,000,000           | 500,000             | (500,000)                   |
| Parking Fund         | 900,000             | 775,000             | (125,000)                   |
| Fund Balance/Parking | 1,750,000           | 0                   | (1,750,000)                 |
| Sewer Service Charge | 1,600,000           | 600,000             | (1,000,000)                 |
| Water Service Charge | 1,000,000           | 1,000,000           | 0                           |
| Water Fund Balance   | 1,000,000           | 500,000             | (500,000)                   |
| Block Grant          | 1,533,225           | 1,579,740           | 46,515                      |
| Chapter 90           | 1,908,525           | 1,914,385           | 5,860                       |
| MWRA Grant           | 0                   | 21,171,655          | 21,171,655                  |
| SPOF                 | 304,865             | 800,000             | 495,135                     |
| Bond Proceeds        | 16,330,000          | 15,290,000          | (1,040,000)                 |
| Golf Course Fees     | 40,000              | 20,000              | (20,000)                    |
| <b>TOTAL</b>         | <b>\$28,566,615</b> | <b>\$44,650,780</b> | <b>\$16,084,165</b>         |

**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 \$38.3 million from this source since the inception of the program. Since the implementation of the CPA in FY02, \$83,100,000 has been appropriated / reserved for housing (\$66,480,000), open space (\$8,310,000) and historic preservation (\$8,310,000). FY10 revenues from the CPA are expected to be up slightly based on a higher FY10 property tax levy. However, it is expected that the State match will continue to decrease in FY10 with the City expected to receive approximately 29% of the amount raised through taxes due to other cities and towns adopting the CPA and a reduction in the State matching fund contribution but is expected to stabilize at its FY10 level for future years. It is anticipated that the CPA committee will meet in early FY10 to make recommendations to the City Manager for the use of funds in FY10. After reviewing the work of the committee, the City Manager will submit a proposal to the City Council to be implemented in FY10. Therefore, 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 decreased from its FY09 level, the FY10 total is large enough to support a wide range of capital improvement projects including further technology upgrades and computer purchases; replacement of a mechanic's vehicle and acquisition of a spare medic van for the Fire Department; energy efficiency studies and replacement of carpets and furnishings in various City buildings; a

façade improvement program; open space improvements; school renovations; and improvements to public buildings to make them more accessible to persons with disabilities.

The allocation of Sewer Service revenues to the capital budget has been decreased by \$1,000,000 from the previous year's level in recognition of the need to restrain the growth of the sewer rate. FY09 projections indicate that, due to the continued trend in water conservation, revenues from the sewer service charge will be significantly lower than budgeted. It is expected that both the debt service on sewer projects and the MWRA assessment will continue to increase in FY10, thus necessitating the reduction of the capital portion of the sewer budget from its FY09 level of \$1,600,000 to \$600,000 in FY10. 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 ninth 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 \$500,000 will be allocated from the Water Fund Balance to provide additional funding to replace the water main on Concord Avenue from Blanchard Road to the Fresh Pond Rotary and on Brookline Street.

**CAPITAL BUDGETING PROCESS.** As an expansion to our current practice and due to the current economic uncertainties as well as the need to mitigate the effect on property taxes, the FY10 Capital Budget process reflected a change from previous years. Prior to the start of the process, the City Manager met with City Department Heads to review unexpended balances contained in existing capital budgets to determine if the balances could be reallocated to other areas or were sufficient to provide funding in FY10 for ongoing projects, such as street light/pole replacement.

This process proved useful and allowed \$200,000 in unexpended Water capital balances to be used to cover a shortfall in the Water Operating Budget due to significant increases in chemicals costs used in the water treatment process and \$100,000 to be used in the purchase of replacement police vehicles.

As noted above, the review has allowed FY10 allocations for ongoing projects such as park and cemetery tree pruning, beautification, public art conservation, replacement of street lights/poles not to be funded in FY10 due to sufficient balances in current allotments. FY09 allocations to these projects totaled \$165,000. Available balances may be used to cover the Collins Branch Accessibility Project and Harvard Square Tunnel Repair Design.

As can be seen from the wide scope of projects included and total funds allocated for 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 FY10 projections reflected a \$2.0 million target in the Pay-As-You-Go

capital budget, a \$0.2 million reduction from FY09. However, as the FY10 Budget process progressed, it became clear that it was necessary to reduce the property tax component from its current year level of \$1,200,000 to \$500,000. In addition, current projections indicate that the use of Free Cash in FY09 will exceed the combination of revenue and expenditure surpluses, thus lowering the amount of Free Cash available at the end of FY09 and requiring a decrease of \$500,000 in this funding source. For the FY10 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 FY09. All requests that exceeded the FY09 amount were required to be designated as “supplemental requests.” Departments that did not receive a Pay-As-You-Go appropriation in FY09 could submit a FY10 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 FY09-13 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 continued to work closely with department heads to monitor unexpended capital budget balances in order to develop a plan to use these available balances to fund projects that would otherwise be funded through the FY10 capital budgeting process. 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 2009. During January and February, the committee met with the various department heads who 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.

Both the Library and Human Services operating budgets have been increased for FY10 to provide sufficient funding for the anticipated opening of the West Cambridge Youth and Community Center and the new main library. Additional costs for these two facilities range from salaries and benefits for new positions to increased energy and maintenance expenses.

The Fire Department will receive an allocation of \$100,000 to provide funding for the replacement of a mechanic’s vehicle that has been in service since 1987 and the acquisition of a spare medic van. It is expected that these acquisitions will decrease the time spent by Fire Department personnel maintaining the vehicles 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. There is no specific allocation for this purpose in the FY10 Capital Budget but it has been determined that prior year balances will be sufficient to fund this program in FY10 until annual allocations resume in the FY11 Capital Budget.



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 provides grants to improve 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 \$44,650,780 for FY10 and \$178,424,870 for FY11-14. It should be noted that appropriations are made only for FY10, 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 and FY12 sections of the plan. It is expected that both Property Taxes and Free Cash will be increased in future capital budgets and continue

to provide a large source of funding for the Pay-As-You-Go portion of the capital budget.

**BOND ISSUES NOT INCLUDED IN APPROPRIATION.** It is important to note that while the \$15,290,000 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.

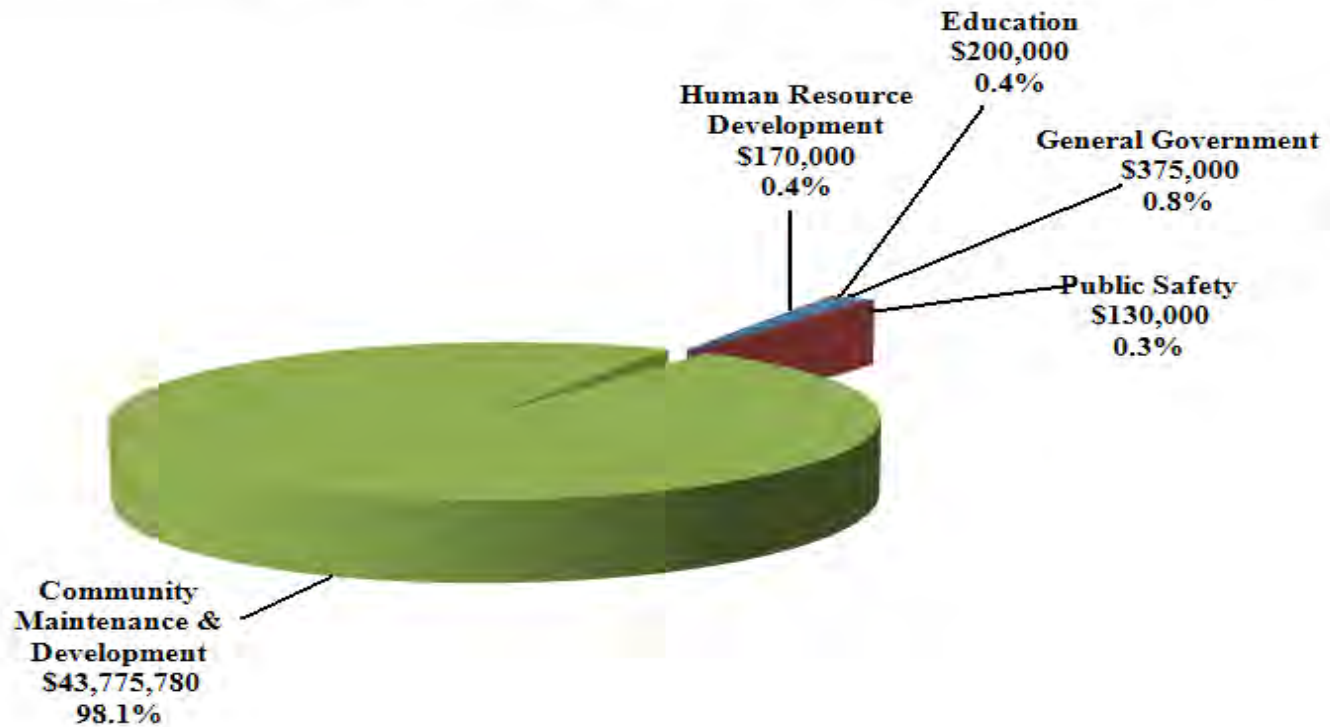
**BLOCK GRANT FUNDING.** Although the total Community Development Block Grant entitlement has been funded at the same level as in FY09 (\$3,135,275), the portion allocated to the capital budget has increased from \$1,533,225 to \$1,579,740, an increase of \$46,515, or 3.0%. The \$218,000 allocated to support economic development programs in FY09 has increased by \$11,220 to \$229,220 in FY10 with the Green Jobs Program receiving the largest allocation (\$77,220) within this cost center. The Block Grant allocation to the Housing Rehab and Development Program has increased by \$35,295 from \$965,225 in FY09 to \$1,000,520 in FY10 with funding for the Employment Program Fund remaining the same at \$350,000.

**FY11-14 FUNDING.** As can be seen from the chart on page V-14, Property Taxes and Free Cash provide a total of \$6,400,000 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 are 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

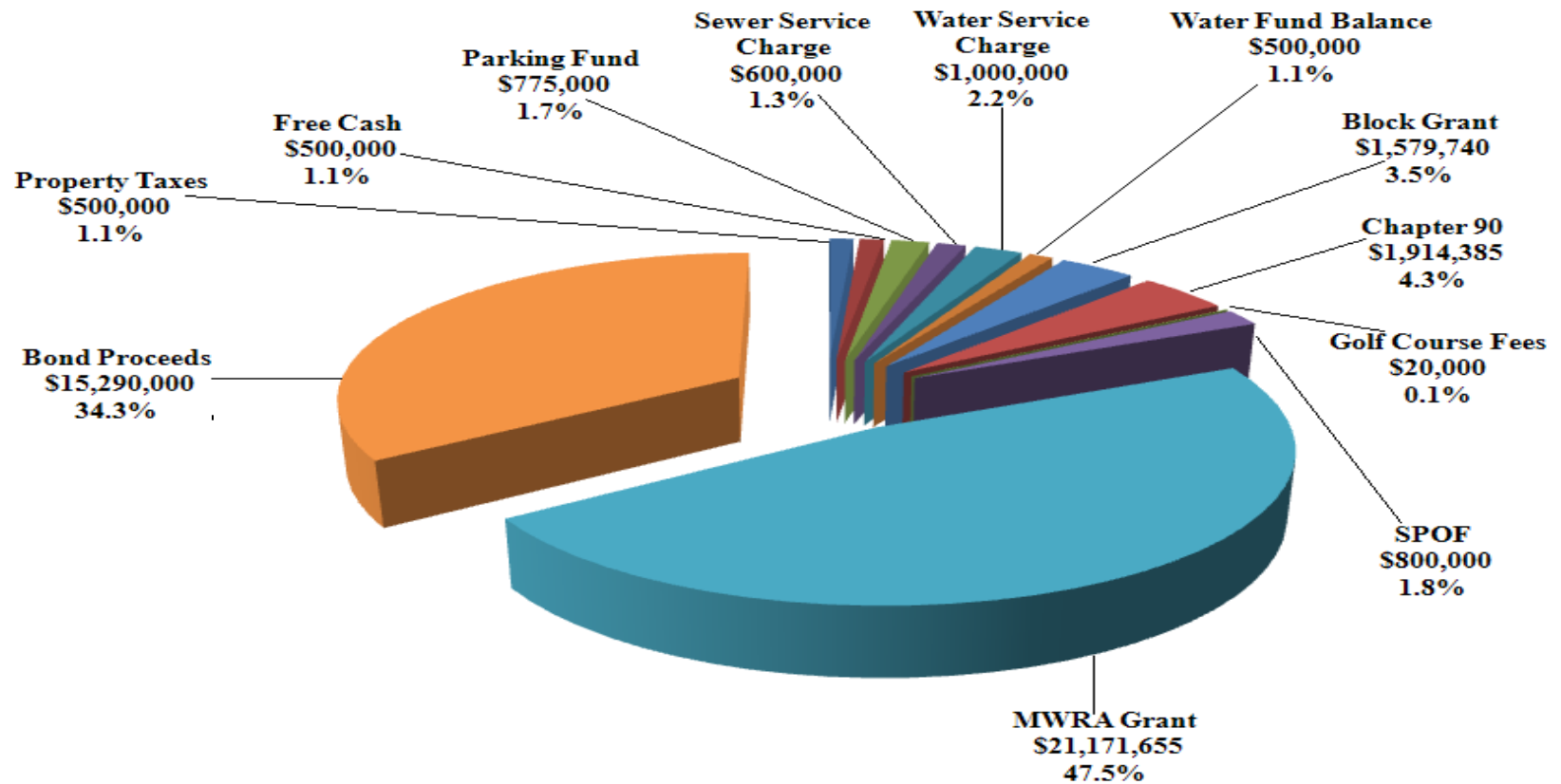
the sewer rate at a manageable level. Water revenues to support capital budgets will increase substantially in FY11 and FY12 to \$1,750,000 and \$3,000,000 and then stabilize at the FY12 level in the last two years of this plan. As past bond issues are retired, it is not anticipated that new issues will be required to meet the capital needs so that revenues previously used to cover debt service will be available to fund the Water capital budget. The Community Development Block Grant, Chapter 90, SPOF, 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 future years determined by the cash flow requirements of the projects. Projects to be funded from this source include several sewer reconstruction projects (\$101,516,370), improvements to the soccer field at Danehy Park (\$1,000,000), improvements to several parks including Alberico, David Nunes, Fulmore, Pacific Street, and the Cambridge Common (\$2,500,000), renovations to fire stations and other public buildings (\$2,000,000) and surface improvements to both Harvard (\$2,000,000) and Kendall (\$2,000,000) Squares. It is expected that the \$1,000,000 in design costs for the Harvard and Kendall Square Projects will be financed through Parking Fund allocations with the \$500,000 for Kendall Square included in this plan and the \$500,000 for Harvard Square appropriated separately.

# PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEAR 2010



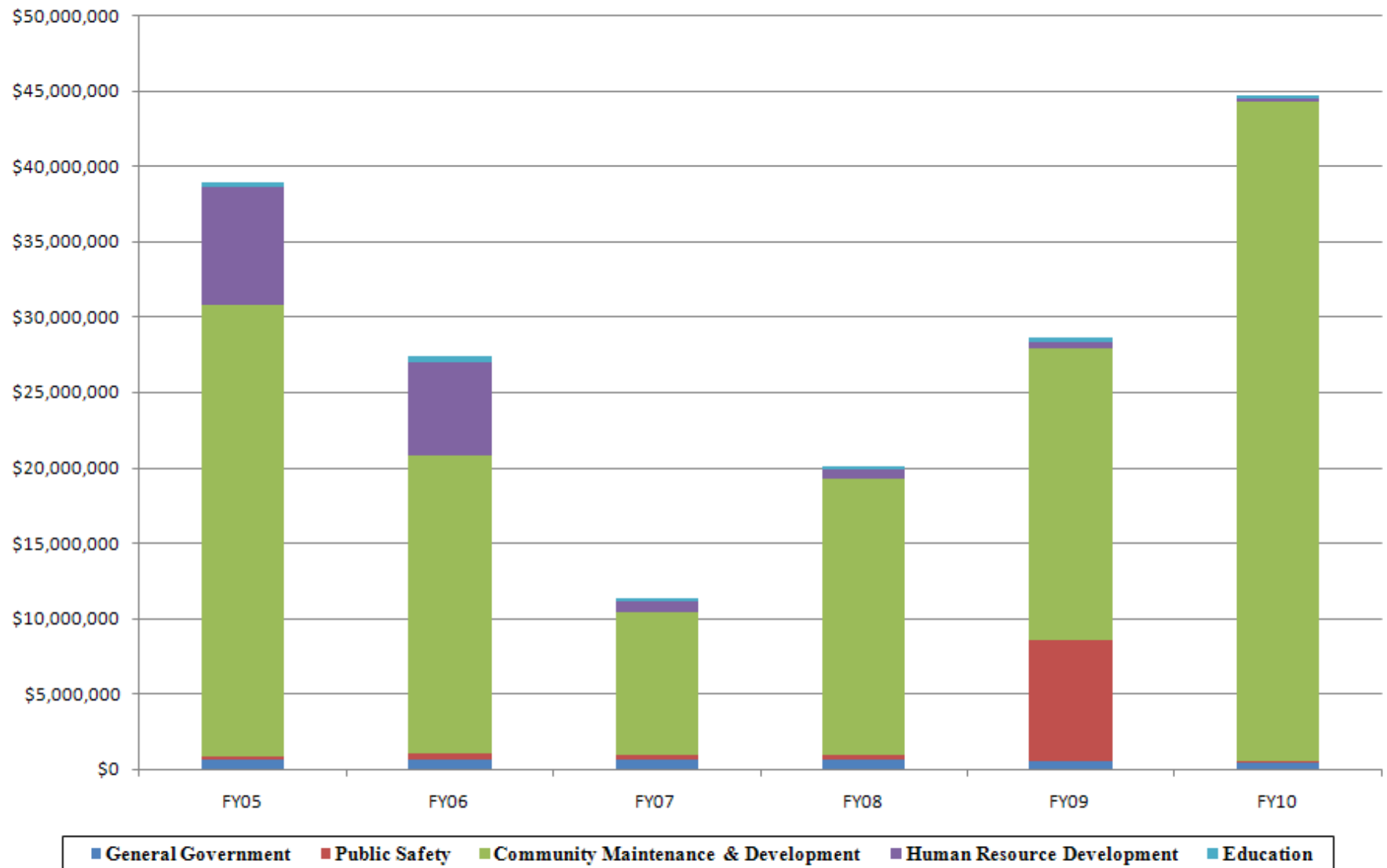
**GRAND TOTAL \$44,650,780**

# PUBLIC INVESTMENT FINANCING PLAN FISCAL YEAR 2010



**GRAND TOTAL \$44,650,780**

# PUBLIC INVESTMENT APPROPRIATIONS FISCAL YEARS 2005-2010



# PUBLIC INVESTMENT FUND (IN THOUSANDS)

| FUNCTION                                | PROJECT                                   | CURRENT<br>ALLOTMENTS | 3/31/09<br>EXPENDITURES | 3/31/09<br>ENCUMBRANCES | 3/31/09<br>BALANCE | NEW<br>ALLOTMENTS |
|---|---|-----------------------|-------------------------|-------------------------|--------------------|-------------------|
| <b>GENERAL GOVERNMENT</b>               |   |                       |                         |                         |                    |                   |
|   | Cable TV                                  | \$101                 | \$29                    | \$ -                    | \$72               | \$ -              |
|   | Finance/Management Information Systems    | 2,021                 | 288                     | 462                     | 1,271              | 375               |
|   | General Services/Telephones               | 65                    | -                       | -                       | 65                 | -                 |
| <b>PUBLIC SAFETY</b>                    |   |                       |                         |                         |                    |                   |
|   | Fire Vehicles/Equipment/Bldg. Renovations | 2,043                 | 339                     | 785                     | 919                | 130               |
|   | Police Equipment/Bldg. Renovations        | 10,726                | 7,522                   | 1,357                   | 1,847              | -                 |
|   | Emergency Communications Equipment        | 6,762                 | 162                     | 35                      | 6,565              | -                 |
|   | Traffic/Parking Improvements              | 1,480                 | 715                     | 352                     | 413                | 475               |
|   | Street Light Conversion                   | 153                   | 12                      | 75                      | 66                 | -                 |
| <b>COMMUNITY MAINTENANCE &amp; DEV.</b> |   |                       |                         |                         |                    |                   |
|   | Sewer Reconstruction                      | 50,021                | 5,838                   | 10,656                  | 33,527             | 36,062            |
|   | Housing Rehab & Development               | 6,609                 | 2,117                   | 681                     | 3,811              | 1,001             |
|   | Neighborhood Stabilization                | 251                   | -                       | -                       | 251                | -                 |
|   | Streets, Sidewalks, Trees, Lighting       | 22,807                | 8,037                   | 1,928                   | 12,842             | 4,014             |
|   | Water System Improvements                 | 3,981                 | 1,153                   | 402                     | 2,426              | 1,500             |
|   | Public Building Renovations               | 1,762                 | 625                     | 797                     | 340                | 45                |
|   | Public Art                                | 900                   | 237                     | 374                     | 289                | -                 |
|   | Business Rehab/Development/Training       | 883                   | 313                     | 362                     | 208                | 679               |
|   | Public Works Equipment                    | 265                   | 219                     | 10                      | 36                 | -                 |
|   | Historical Restorations                   | 193                   | 62                      | 66                      | 65                 | -                 |
| <b>HUMAN RESOURCE DEVELOPMENT</b>       |   |                       |                         |                         |                    |                   |
|   | Library Renovations                       | 42,766                | 26,848                  | 12,617                  | 3,301              | -                 |
|   | Parks & Recreational Facilities           | 16,860                | 6,161                   | 5,142                   | 5,557              | 120               |
|   | Neighborhood Centers                      | 31                    | -                       | -                       | 31                 | -                 |
|   | Accessibility Improvements                | 357                   | 54                      | 91                      | 212                | 50                |
| <b>EDUCATION</b>                        |   |                       |                         |                         |                    |                   |
|   | School Equipment/Bldg. Renovations        | 138,745               | 15,393                  | 4,651                   | 118,701            | 200               |
| <b>GRAND TOTAL</b>                      |   | <b>\$309,782</b>      | <b>\$76,124</b>         | <b>\$40,843</b>         | <b>\$192,815</b>   | <b>\$44,651</b>   |

# SUMMARY 2010-2014 APPROPRIATION PLAN

|                                     | <u>FY10</u>         | <u>FY11</u>         | <u>FY12</u>         | <u>FY13</u>         | <u>FY14</u>         | <u>TOTAL</u>         |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <b>GENERAL GOVERNMENT</b>           |                     |                     |                     |                     |                     |                      |
| Acquisition of Personal Computers   | \$50,000            | \$50,000            | \$50,000            | \$50,000            | \$50,000            | \$250,000            |
| Technology Upgrades/Enhancements    | <u>325,000</u>      | <u>325,000</u>      | <u>325,000</u>      | <u>325,000</u>      | <u>325,000</u>      | <u>1,625,000</u>     |
|                                     | \$375,000           | \$375,000           | \$375,000           | \$375,000           | \$375,000           | \$1,875,000          |
| <b>PUBLIC SAFETY</b>                |                     |                     |                     |                     |                     |                      |
| Fire Vehicles/Equipment             | \$100,000           | \$325,000           | \$400,000           | \$330,000           | \$330,000           | \$1,485,000          |
| Fire Station Renovations            | 30,000              | -                   | 1,030,000           | -                   | -                   | 1,060,000            |
| Replacement of Street Lights /Poles | -                   | -                   | 35,000              | 35,000              | 35,000              | 105,000              |
|                                     | <u>\$130,000</u>    | <u>\$325,000</u>    | <u>\$1,465,000</u>  | <u>\$365,000</u>    | <u>\$365,000</u>    | <u>\$2,650,000</u>   |
| <b>COMMUNITY MAINT. &amp; DEV.</b>  |                     |                     |                     |                     |                     |                      |
| Public Building Renovations         | \$45,000            | \$1,090,000         | -                   | \$100,000           | \$100,000           | \$1,335,000          |
| Street/Sidewalk Reconstruction      | 2,714,385           | 2,744,385           | 2,744,385           | 2,744,385           | 2,744,385           | 13,691,925           |
| Park and Cemetery Tree Pruning      | -                   | 50,000              | 50,000              | -                   | 50,000              | 150,000              |
| Parking Improvements                | 475,000             | 500,000             | 500,000             | 500,000             | 500,000             | 2,475,000            |
| Yerxa Road Underpass Construction   | 1,000,000           | -                   | -                   | -                   | -                   | 1,000,000            |
| Water System Improvements           | 1,500,000           | 1,750,000           | 3,000,000           | 3,000,000           | 3,000,000           | 12,250,000           |
| Sewer Reconstruction                | 36,061,655          | 28,905,370          | 46,490,000          | 49,368,000          | 7,175,000           | 168,000,025          |
| Traffic Calming                     | 300,000             | 300,000             | 300,000             | 300,000             | 300,000             | 1,500,000            |
| Harvard Square Surface Improvements | -                   | 2,000,000           | -                   | -                   | -                   | 2,000,000            |
| Kendall Square Surface Improvements | -                   | -                   | 500,000             | 2,000,000           | -                   | 2,500,000            |
| Façade Improvement Program          | 100,000             | 100,000             | 100,000             | 100,000             | 100,000             | 500,000              |
| Employment Program Fund             | 350,000             | 350,000             | 350,000             | 350,000             | 350,000             | 1,750,000            |
| Housing Rehab & Development         | 1,000,520           | 1,000,520           | 1,000,520           | 1,000,520           | 1,000,520           | 5,002,600            |
| Neighborhood Business Development   | 229,220             | 229,220             | 229,220             | 229,220             | 229,220             | 1,146,100            |
| Public Art                          | -                   | -                   | -                   | -                   | -                   | -                    |
| Public Art Conservation Fund        | -                   | 30,000              | 30,000              | 30,000              | 30,000              | 120,000              |
|                                     | <u>\$43,775,780</u> | <u>\$39,049,495</u> | <u>\$55,294,125</u> | <u>\$59,722,125</u> | <u>\$15,579,125</u> | <u>\$213,420,650</u> |
| <b>HUMAN RESOURCE DEV.</b>          |                     |                     |                     |                     |                     |                      |
| Parks and Recreation                | \$120,000           | \$1,090,000         | \$1,540,000         | \$90,000            | \$1,040,000         | \$3,880,000          |
| 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>       |
|                                     | \$170,000           | \$1,140,000         | \$1,590,000         | \$140,000           | \$1,090,000         | \$4,130,000          |

|                              | <u>FY10</u>         | <u>FY11</u>         | <u>FY12</u>         | <u>FY13</u>         | <u>FY14</u>         | <u>TOTAL</u>         |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <b>EDUCATION</b>             |                     |                     |                     |                     |                     |                      |
| School Equipment/Renovations | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$1,000,000</u>   |
|                              | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$1,000,000          |
| <b>GRAND TOTAL</b>           | <b>\$44,650,780</b> | <b>\$41,089,495</b> | <b>\$58,924,125</b> | <b>\$60,802,125</b> | <b>\$17,609,125</b> | <b>\$223,075,650</b> |



# DETAIL 2010-2014 FINANCING PLAN

|  | <u>FY10</u>         | <u>FY11</u>         | <u>FY12</u>         | <u>FY13</u>         | <u>FY14</u>         | <u>TOTAL</u>         |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| <b>GENERAL GOVERNMENT</b>              |                     |                     |                     |                     |                     |                      |
| Property Taxes                         | \$375,000           | \$375,000           | \$375,000           | \$375,000           | \$375,000           | \$1,875,000          |
|  | <u>\$375,000</u>    | <u>\$375,000</u>    | <u>\$375,000</u>    | <u>\$375,000</u>    | <u>\$375,000</u>    | <u>\$1,875,000</u>   |
| <b>PUBLIC SAFETY</b>                   |                     |                     |                     |                     |                     |                      |
| Property Taxes                         | \$125,000           | \$325,000           | \$465,000           | \$365,000           | \$365,000           | \$1,645,000          |
| Free Cash                              | 5,000               | -                   | -                   | -                   | -                   | 5,000                |
| Bond Proceeds                          | -                   | -                   | 1,000,000           | -                   | -                   | 1,000,000            |
|  | <u>\$130,000</u>    | <u>\$325,000</u>    | <u>\$1,465,000</u>  | <u>\$365,000</u>    | <u>\$365,000</u>    | <u>\$2,650,000</u>   |
| <b>COMMUNITY MAINT. &amp; DEV.</b>     |                     |                     |                     |                     |                     |                      |
| Property Taxes                         | -                   | \$300,000           | \$160,000           | \$260,000           | \$260,000           | \$980,000            |
| Free Cash                              | 145,000             | 300,000             | 350,000             | 300,000             | 350,000             | 1,445,000            |
| Parking Fund Revenues                  | 775,000             | 800,000             | 1,300,000           | 800,000             | 800,000             | 4,475,000            |
| Sewer Service Charge                   | 600,000             | 700,000             | 1,750,000           | 500,000             | 1,000,000           | 4,550,000            |
| Water Service Charge                   | 1,000,000           | 1,750,000           | 3,000,000           | 3,000,000           | 3,000,000           | 11,750,000           |
| Water Fund Balance                     | 500,000             | -                   | -                   | -                   | -                   | 500,000              |
| Block Grant                            | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 7,898,700            |
| Chapter 90                             | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 9,571,925            |
| Street Preservation Offset Fund (SPOF) | 800,000             | 500,000             | 500,000             | 500,000             | 500,000             | 2,800,000            |
| MWRA Grant                             | 21,171,655          | 2,672,000           | 22,800,000          | 1,000,000           | -                   | 47,643,655           |
| Bond Proceeds                          | <u>15,290,000</u>   | <u>28,533,370</u>   | <u>21,940,000</u>   | <u>49,868,000</u>   | <u>6,175,000</u>    | <u>121,806,370</u>   |
|  | <u>\$43,775,780</u> | <u>\$39,049,495</u> | <u>\$55,294,125</u> | <u>\$59,722,125</u> | <u>\$15,579,125</u> | <u>\$213,420,650</u> |
| <b>HUMAN RESOURCE DEV.</b>             |                     |                     |                     |                     |                     |                      |
| Free Cash                              | \$150,000           | \$100,000           | \$50,000            | \$100,000           | \$50,000            | \$450,000            |
| Golf Course Fees                       | 20,000              | 40,000              | 40,000              | 40,000              | 40,000              | 180,000              |
| Bond Proceeds                          | -                   | 1,000,000           | 1,500,000           | -                   | 1,000,000           | 3,500,000            |
|  | <u>\$170,000</u>    | <u>\$1,140,000</u>  | <u>\$1,590,000</u>  | <u>\$140,000</u>    | <u>\$1,090,140</u>  | <u>\$4,130,000</u>   |
| <b>EDUCATION</b>                       |                     |                     |                     |                     |                     |                      |
| Free Cash                              | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$200,000</u>    | <u>\$1,000,000</u>   |
|  | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$200,000           | \$1,000,000          |
| <b>GRAND TOTAL</b>                     | <b>\$44,650,780</b> | <b>\$41,089,495</b> | <b>\$58,924,125</b> | <b>\$60,802,125</b> | <b>\$17,609,125</b> | <b>\$223,075,650</b> |

# SUMMARY 2010-2014 FINANCING PLAN

|  | <u>FY10</u>         | <u>FY11</u>         | <u>FY12</u>         | <u>FY13</u>         | <u>FY14</u>         | <u>TOTAL</u>         |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Property Tax                           | \$500,000           | \$1,000,000         | \$1,000,000         | \$1,000,000         | \$1,000,000         | \$4,500,000          |
| Free Cash                              | 500,000             | 600,000             | 600,000             | 600,000             | 600,000             | 2,900,000            |
| Parking Fund Revenues                  | 775,000             | 800,000             | 1,300,000           | 800,000             | 800,000             | 4,475,000            |
| Fund Balance/Parking Fund              | -                   | -                   | -                   | -                   | -                   | -                    |
| Sewer Service Charge                   | 600,000             | 700,000             | 1,750,000           | 500,000             | 1,000,000           | 4,550,000            |
| Water Service Charge                   | 1,000,000           | 1,750,000           | 3,000,000           | 3,000,000           | 3,000,000           | 11,750,000           |
| Water Fund Balance                     | 500,000             | -                   | -                   | -                   | -                   | 500,000              |
| Block Grant                            | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 7,898,700            |
| Chapter 90                             | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 9,571,925            |
| Street Preservation Offset Fund (SPOF) | 800,000             | 500,000             | 500,000             | 500,000             | 500,000             | 2,800,000            |
| MWRA Grant                             | 21,171,655          | 2,672,000           | 22,800,000          | 1,000,000           | -                   | 47,643,655           |
| Bond Proceeds                          | 15,290,000          | 29,533,370          | 24,440,000          | 49,868,000          | 7,175,000           | 126,306,370          |
| Golf Course Fees                       | 20,000              | 40,000              | 40,000              | 40,000              | 40,000              | 180,000              |
| <b>GRAND TOTAL</b>                     | <b>\$44,650,780</b> | <b>\$41,089,495</b> | <b>\$58,924,125</b> | <b>\$60,802,125</b> | <b>\$17,609,125</b> | <b>\$223,075,650</b> |

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: GENERAL GOVERNMENT

|                                    | FIVE YEAR APPROPRIATION PLAN |                  |                  |                  |                  |                    |
|------------------------------------|------------------------------|------------------|------------------|------------------|------------------|--------------------|
|                                    | FY10                         | FY11             | FY12             | FY13             | FY14             | TOTAL              |
| Acquisition of Personal Computers  | \$50,000                     | \$50,000         | \$50,000         | \$50,000         | \$50,000         | \$250,000          |
| Technology Upgrades / Enhancements | <u>325,000</u>               | <u>325,000</u>   | <u>325,000</u>   | <u>325,000</u>   | <u>325,000</u>   | <u>1,625,000</u>   |
|                                    | <u>\$375,000</u>             | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$1,875,000</u> |

|                | FIVE YEAR REVENUE PLAN |                  |                  |                  |                  |                    |
|----------------|------------------------|------------------|------------------|------------------|------------------|--------------------|
|                | FY10                   | FY11             | FY12             | FY13             | FY14             | TOTAL              |
| Property Taxes | <u>\$375,000</u>       | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$1,875,000</u> |
|                | <u>\$375,000</u>       | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$375,000</u> | <u>\$1,875,000</u> |

**PUBLIC INVESTMENT FUND****BUDGET****GENERAL GOVERNMENT  
- Acquisition of Personal Computers**

|             |                        |
|-------------|------------------------|
| <b>FY10</b> | <b>\$50,000</b>        |
| <b>FY11</b> | <b>\$50,000</b>        |
| <b>FY12</b> | <b>\$50,000</b>        |
| <b>FY13</b> | <b>\$50,000</b>        |
| <b>FY14</b> | <b><u>\$50,000</u></b> |
|             | <b>\$250,000</b>       |

**STATUS OF PRIOR YEAR PROJECTS.** In the past 12 capital budgets, a total of \$2,595,000 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 FY05-09 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.

**FY10 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 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 FY10.

**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.

**FY11-14 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 to obtain information and services from City government.

**PUBLIC INVESTMENT FUND****BUDGET****GENERAL GOVERNMENT  
- Technology Upgrades**

|             |                         |
|-------------|-------------------------|
| <b>FY10</b> | <b>\$325,000</b>        |
| <b>FY11</b> | <b>\$325,000</b>        |
| <b>FY12</b> | <b>\$325,000</b>        |
| <b>FY13</b> | <b>\$325,000</b>        |
| <b>FY14</b> | <b><u>\$325,000</u></b> |
|             | <b>\$1,625,000</b>      |

**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 Free Cash has financed 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 FY09 allocation of \$500,000 financed continued renovations to the City's Website, continued improvements to the Geographic Information System (GIS), provided upgrades to the PeopleSoft System, funded system improvements and development of Web database applications and enhanced online features for permitting. FY09 work also focused on continuing the improvements initiated in FY02-08, as well as providing additional e-commerce applications, Pay online for Traffic, DPW and Inspectional permits.

**FY10 FUNDING.** An allocation of \$325,000 has been made from Property Taxes to fund this cost center which is \$175,000 less than previous years. \$300,000 of this budget has been set aside to finance the upgrade of the PeopleSoft system, which is necessary to ensure the continued operation of the system. This allocation is able to be reduced as a result of a less costly process to upgrade this application, as well as staff performing more project management and testing in-house. The remaining \$25,000 has been allocated to GIS Projects in order to conduct a fly over of the entire city to update the photographs required to support the mapping database thereby making the information more current. Requests for funding enhancements for the City Website and the Cambridge Request System (CRS) were deferred for one year. Projects can continue and are funded with remaining capital balances from previous years.

**IMPACT ON OPERATING BUDGET.** By providing funds for the development of the programs described in the section above, the City provides its staff with 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.

**FY11-14 FUNDING.** Funds have been allocated in future capital budgets to continue upgrades to the City's Website, CRS and GIS system as well as to the PeopleSoft Financial and Human Resource systems. The systems and Web improvement projects focus on the continued upgrade to the City's Website. All applications that still reside on the VAX continue 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 Website features planned include: the Cambridge City Street and Square Dedications which will allow the public to view the list of street and square dedications with personal information, street locators and maps online.

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**

# SUMMARY: PUBLIC SAFETY

| FIVE YEAR APPROPRIATION PLAN       |                  |                  |                    |                  |                  |                    |
|------------------------------------|------------------|------------------|--------------------|------------------|------------------|--------------------|
|                                    | FY10             | FY11             | FY12               | FY13             | FY14             | TOTAL              |
| Fire Vehicles/Equipment            | \$100,000        | \$325,000        | \$400,000          | \$330,000        | \$330,000        | \$1,485,000        |
| Fire Station Renovations           | 30,000           | -                | 1,030,000          | -                | -                | 1,060,000          |
| Replacement of Street Lights/Poles | -                | -                | 35,000             | 35,000           | 35,000           | 105,000            |
|                                    | <u>\$130,000</u> | <u>\$325,000</u> | <u>\$1,465,000</u> | <u>\$365,000</u> | <u>\$365,000</u> | <u>\$2,650,000</u> |

| FIVE YEAR REVENUE PLAN |                  |                  |                    |                  |                  |                    |
|------------------------|------------------|------------------|--------------------|------------------|------------------|--------------------|
|                        | FY10             | FY11             | FY12               | FY13             | FY14             | TOTAL              |
| Property Taxes         | \$125,000        | \$325,000        | \$465,000          | \$365,000        | \$365,000        | \$1,645,000        |
| Free Cash              | 5,000            | -                | -                  | -                | -                | 5,000              |
| Bond Proceeds          | -                | -                | 1,000,000          | -                | -                | 1,000,000          |
|                        | <u>\$130,000</u> | <u>\$325,000</u> | <u>\$1,465,000</u> | <u>\$365,000</u> | <u>\$365,000</u> | <u>\$2,650,000</u> |



**PUBLIC INVESTMENT FUND****BUDGET****PUBLIC SAFETY  
- Fire Vehicles/Equipment**

|             |                         |
|-------------|-------------------------|
| <b>FY10</b> | <b>\$100,000</b>        |
| <b>FY11</b> | <b>\$325,000</b>        |
| <b>FY12</b> | <b>\$400,000</b>        |
| <b>FY13</b> | <b>\$330,000</b>        |
| <b>FY14</b> | <b><u>\$330,000</u></b> |
|             | <b>\$1,485,000</b>      |

**STATUS OF PRIOR YEAR PROJECTS.** Since the inception of the formal capital improvement plan in FY85, a total of \$8,180,605 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 original FY09 allotment of \$250,000, combined with a supplemental appropriation of \$490,605, produced a total budget of \$740,605 to fund the replacement of the 1992 105 foot aerial ladder truck located at Fire Headquarters. When the new vehicle has been acquired and put into operation, the 1992 vehicle will be used as a spare ladder truck, replacing the current 1989 spare truck, which has become increasingly costly and difficult to maintain.

**FY10 FUNDING.** \$100,000 in Property Taxes has been set aside in the FY10 Capital Budget to provide funding for the replacement of the 1987 vehicle that is used by the department's mechanic (\$65,000) and the acquisition of a medic van to supplement the two vans currently in use that respond to medical and fire calls. The new medic van will be used primarily when one of the current vehicles needs either preventative maintenance or major repairs. The development of a long term plan to replace vehicles on a timely basis has had a significant positive effect increasing the longevity of the department's fleet.

**IMPACT ON OPERATING BUDGET.** By replacing the two vehicles described in the above section, the maintenance personnel of the Fire Department will spend less time and funds servicing these older vehicles.

**FY11-14 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**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$30,000</b>           |
| <b>FY11</b> | -                         |
| <b>FY12</b> | <b>1,030,000</b>          |
| <b>FY13</b> | -                         |
| <b>FY14</b> | -                         |
|             | <b><u>\$1,060,000</u></b> |

**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 \$1,000,000 allocated in the FY09 Capital Budget for a wide range of interior renovations to the Lafayette Square Fire Station and Fire Headquarters being the largest single allocation. Other projects included repairs to the floor at Lexington Avenue, replacement of the membrane roofing and repairs to the masonry and flashing at Fire Headquarters, replacement of the boiler at Fire Headquarters, and replacement of the slate roof at Engine 4.

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 include providing adequate facilities for female firefighters, repairing damaged plaster and peeling paint, providing adequate electrical capacity, repairing leaking pipes, adding attic insulation, and making major repairs to the bathroom facilities. 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.

**FY10 FUNDING.** \$30,000 in Property Taxes will be allocated to this cost center in FY10 to provide funding for supplies and other materials needed for smaller projects performed by City personnel which will alleviate the need for larger renovation projects in the future.

**IMPACT ON OPERATING BUDGET.** It is anticipated that, by using the funds described in the section above for renovations to several fire stations, 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 facilities.

**FY11-14 FUNDING.** A total of \$1,030,000 (Bond Proceeds, \$1,000,000 and Property Taxes (\$30,000)) will be allocated to this cost center in FY11 to fund the replacement of the stairs at Engine 5 and the replacement of windows at the East Cambridge Fire Station as well as other renovation projects that are in the process of being prioritized.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**PUBLIC SAFETY  
- Replacement of Street Lights/Poles**

|             |                        |
|-------------|------------------------|
| <b>FY10</b> | -                      |
| <b>FY11</b> | -                      |
| <b>FY12</b> | <b>\$35,000</b>        |
| <b>FY13</b> | <b>\$35,000</b>        |
| <b>FY14</b> | <u><b>\$35,000</b></u> |
|             | <b>\$105,000</b>       |

**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 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 FY09, an allocation of \$35,000 from Property Taxes was made to this cost center to continue the program described in the paragraph above and provide funding for the replacement of approximately 35 steel street light poles with aluminum poles.

**FY10 FUNDING.** There is no allocation to this cost center in FY10. However, existing balances in capital projects will allow the program to continue replacement of steel street light poles with aluminum poles. During this period, the City will also evaluate a more energy efficient lamping replacement program for its street lights.

**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.

**FY11-14 FUNDING.** It is expected that existing balances will be sufficient to continue to fund this program in FY11 while additional funds have been set aside in the FY12-14 Capital Budgets to continue replacing approximately 35 steel street light poles with aluminum poles on an annual basis.

# SUMMARY: COMMUNITY MAINTENANCE & DEVELOPMENT

| FIVE YEAR APPROPRIATION PLAN        |                     |                     |                     |                     |                     |                      |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                     | FY10                | FY11                | FY12                | FY13                | FY14                | TOTAL                |
| Public Building Renovations         | \$45,000            | \$1,090,000         | \$ -                | \$100,000           | \$100,000           | \$1,335,000          |
| Street/Sidewalk Reconstruction      | 2,714,385           | 2,744,385           | 2,744,385           | 2,744,385           | 2,744,385           | 13,691,925           |
| Park and Cemetery Tree Pruning      | -                   | 50,000              | 50,000              | -                   | 50,000              | 150,000              |
| Parking Improvements                | 475,000             | 500,000             | 500,000             | 500,000             | 500,000             | 2,475,000            |
| Yerxa Road Underpass Construction   | 1,000,000           | -                   | -                   | -                   | -                   | 1,000,000            |
| Water System Improvements           | 1,500,000           | 1,750,000           | 3,000,000           | 3,000,000           | 3,000,000           | 12,250,000           |
| Sewer Reconstruction                | 36,061,655          | 28,905,370          | 46,490,000          | 49,368,000          | 7,175,000           | 168,000,025          |
| Traffic Calming                     | 300,000             | 300,000             | 300,000             | 300,000             | 300,000             | 1,500,000            |
| Harvard Square Surface Improvements | -                   | 2,000,000           | -                   | -                   | -                   | 2,000,000            |
| Kendall Square Surface Improvements | -                   | -                   | 500,000             | 2,000,000           | -                   | 2,500,000            |
| Façade Improvement Program          | 100,000             | 100,000             | 100,000             | 100,000             | 100,000             | 500,000              |
| Employment Program Fund             | 350,000             | 350,000             | 350,000             | 350,000             | 350,000             | 1,750,000            |
| Housing Rehab & Development         | 1,000,520           | 1,000,520           | 1,000,520           | 1,000,520           | 1,000,520           | 5,002,600            |
| Neighborhood Business Development   | 229,220             | 229,220             | 229,220             | 229,220             | 229,220             | 1,146,100            |
| Public Art                          | -                   | -                   | -                   | -                   | -                   | -                    |
| Public Art Conservation Fund        | -                   | 30,000              | 30,000              | 30,000              | 30,000              | 120,000              |
|                                     | <u>\$43,775,780</u> | <u>\$39,049,495</u> | <u>\$55,294,125</u> | <u>\$59,722,125</u> | <u>\$15,579,125</u> | <u>\$213,420,650</u> |

| FIVE YEAR REVENUE PLAN                 |                     |                     |                     |                     |                     |                      |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|  | FY10                | FY11                | FY12                | FY13                | FY14                | TOTAL                |
| Property Taxes                         | -                   | \$300,000           | \$160,000           | \$260,000           | \$260,000           | \$980,000            |
| Free Cash                              | 145,000             | 300,000             | 350,000             | 300,000             | 350,000             | 1,445,000            |
| Parking Fund Revenues                  | 775,000             | 800,000             | 1,300,000           | 800,000             | 800,000             | 4,475,000            |
| Sewer Service Charge                   | 600,000             | 700,000             | 1,750,000           | 500,000             | 1,000,000           | 4,550,000            |
| Water Service Charge                   | 1,000,000           | 1,750,000           | 3,000,000           | 3,000,000           | 3,000,000           | 11,750,000           |
| Water Fund Balance                     | 500,000             | -                   | -                   | -                   | -                   | 500,000              |
| Block Grant                            | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 1,579,740           | 7,898,700            |
| Street Preservation Offset Fund (SPOF) | 800,000             | 500,000             | 500,000             | 500,000             | 500,000             | 2,800,000            |
| Chapter 90                             | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 1,914,385           | 9,571,925            |
| MWRA Grant                             | 21,171,655          | 2,672,000           | 22,800,000          | 1,000,000           | -                   | 47,643,655           |
| Bond Proceeds                          | <u>15,290,000</u>   | <u>28,533,370</u>   | <u>21,940,000</u>   | <u>49,868,000</u>   | <u>6,175,000</u>    | <u>121,806,370</u>   |
|  | <u>\$43,775,780</u> | <u>\$39,049,495</u> | <u>\$55,294,125</u> | <u>\$59,722,125</u> | <u>\$15,579,125</u> | <u>\$213,420,650</u> |

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Public Building Renovations**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$45,000</b>           |
| <b>FY11</b> | <b>\$1,090,000</b>        |
| <b>FY12</b> | <b>-</b>                  |
| <b>FY13</b> | <b>\$100,000</b>          |
| <b>FY14</b> | <b><u>\$100,000</u></b>   |
|             | <b><u>\$1,335,000</u></b> |

**STATUS OF PRIOR YEAR PROJECTS.** The allocation for buildings in FY09 was for \$180,000 in property tax revenues. The allocation included \$110,000 to upgrade the Coffon Building elevator, which is under design, with the work to be completed in FY10. The \$40,000 for Energy Studies and Improvements was utilized in FY09 to insulate the Cambridge Cemetery garage and administration buildings and launch the GreenSense energy awareness program. \$30,000 was used to continue the program to replace worn out carpeting/flooring and furnishings in City buildings.

Funding from prior fiscal years was used for several projects in FY09. The \$430,000 project for energy efficient HVAC improvements at various City buildings was completed. The Frazier DPW Administration Building roof was replaced with a white, reflective energy rated roofing system that will reduce the urban heat island effect and provide energy savings during the summer. Two 2 KW photovoltaic (PV) systems will be installed in the spring of FY09 using Clean Energy Choice bonus funds obtained from the Massachusetts Technology Collaborative. The replacement of the front and back doors at the Senior Center as well as replacing two sets of entry door at the Area IV Youth Center will be completed by the end of FY09. The project to install a new fire protection sprinkler system in City Hall is under way and will be completed in FY10.

**FY10 FUNDING.** \$45,000 in free cash revenue will be allocated to the following projects:

- **Energy Studies and Improvements, \$15,000.** This funding will be used to plan energy efficiency improvements in City buildings and to continue the GreenSense energy awareness program.
- **Carpets and Furnishings, \$30,000.** This 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.

**FY11-14 FUNDING.** Bonds Proceeds and Property Taxes will provide funds for a wide variety of projects including the repointing of the McCusker Building and HVAC improvements to City facilities in FY11. The funds 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**

|             |                            |
|-------------|----------------------------|
| <b>FY10</b> | <b>\$2,714,385</b>         |
| <b>FY11</b> | <b>\$2,744,385</b>         |
| <b>FY12</b> | <b>\$2,744,385</b>         |
| <b>FY13</b> | <b>\$2,744,385</b>         |
| <b>FY14</b> | <b><u>\$ 2,744,385</u></b> |
|             | <b>\$13,691,925</b>        |

**STATUS OF PRIOR YEAR PROJECTS.** In FY09 the City appropriated \$2,543,390 toward its street and sidewalk reconstruction program. The appropriation consisted of an allocation of \$330,000 from property taxes toward miscellaneous sidewalk repairs, together with \$1,908,525 from the Massachusetts Highway Department through its Chapter 90 program, and \$304,865 from funds received from utility companies for street preservation as a result of utility work performed and fees collected in accordance with Street Preservation Offset Fund (SPOF) regulations.

**FY10 FUNDING.** The City will receive \$1,914,385 from the Massachusetts Highway Department through its Chapter 90 program this year, which will be combined with \$122,551 from the SPOF allocation of \$800,000, to fund the proposed FY10 street list shown below. The remainder of the SPOF allocation will be used to address miscellaneous sidewalk reconstruction (\$477,449) and miscellaneous roadway repairs throughout the City (\$200,000).

The following streets are proposed for reconstruction this year. This street list follows the 5 year plan as updated in April 2009.

**Proposed FY10 Street List**

| <b>Street</b>            | <b>From</b>        | <b>To</b>        | <b>Description</b> | <b>Cost</b> |
|--------------------------|--------------------|------------------|--------------------|-------------|
| <b>Prospect Street</b>   | Bishop Allen Drive | Hampshire Street | Sidewalk           | \$495,000   |
| <b>Moore Street</b>      | Harvard Street     | Broadway         | Roadway/Sidewalk   | 182,288     |
| <b>Davis Street</b>      | Harvard Street     | Broadway         | Roadway/Sidewalk   | 185,000     |
| <b>Upland Road</b>       | Raymond Street     | Huron Avenue     | Roadway/Sidewalk   | 607,189     |
| <b>Cedar Street</b>      | Mass. Ave.         | Rice Street      | Sidewalk           | 198,683     |
| <b>First Street</b>      | Binney Street      | Thorndike Street | Sidewalk           | 188,776     |
| <b>Broadway (Design)</b> | Prospect Street    | Portland Street  | Roadway/Sidewalk   | 180,000     |

**Grand Total                      \$2,036,936**

**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.

**FY11-14 FUNDING.** It is expected that future allocations to this cost center will be comprised of Chapter 90 funds, Property Tax contributions and SPOF allocations.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Park & Cemetery Tree Pruning**

|             |                        |
|-------------|------------------------|
| <b>FY10</b> | -                      |
| <b>FY11</b> | <b>\$50,000</b>        |
| <b>FY12</b> | <b>\$50,000</b>        |
| <b>FY13</b> | -                      |
| <b>FY14</b> | <u><b>\$50,000</b></u> |
|             | <b>\$150,000</b>       |

**STATUS OF PRIOR YEAR PROJECTS.** In the FY09 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.

**FY10 FUNDING.** No allotment has been made for FY10 since existing balances will fund the ongoing program to perform structural pruning to approximately

500 trees in parks throughout the City and at the Cambridge Cemetery, with an emphasis on hazard elimination as well as overall tree health.

**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 use of the City's many parks through providing a safer and more aesthetically pleasing environment.

**FY11-14 FUNDING.** Funds have been included in future capital budgets to continue park and cemetery tree pruning.



| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Parking Improvements**

|      |                    |
|------|--------------------|
| FY10 | \$475,000          |
| FY11 | \$500,000          |
| FY12 | \$500,000          |
| FY13 | \$500,000          |
| FY14 | <u>\$500,000</u>   |
|      | <b>\$2,475,000</b> |

**STATUS OF PRIOR YEAR PROJECTS.** Over the past several years, the City has maintained the Parking Fund Balance at a level that has enabled it to make consistent allocations to finance the capital portion of the Traffic, Parking and Transportation (TPT) budget and still be able to fund the operating budget at the level required to provide necessary services.

The FY09 Capital Budget included an allocation of \$500,000. Of this total, \$200,000 was budgeted to traffic signal improvements and repairs. These funds and remaining prior year balances were used to construct the projects listed below.

- **South Massachusetts Avenue between Memorial Drive and Lafayette Square** - These six traffic signals now have new cabinets, controllers, poles, and LED vehicle and countdown pedestrian signals. Signal timing at all locations was optimized and coordinated along Massachusetts Avenue.
- **Galileo Galilei, Binney Street, and Fulkerson Street** – A new signal was installed that adds a new vehicle movement out of the Kendall Square Garage without having to cut through the East Cambridge neighborhood. 90% of this project was covered by developer mitigation funds with the City funding the remaining 10%.
- **Rindge Avenue at Sherman Street** - The pole-mounted control cabinet was replaced with a new one mounted on the ground and signal timing was optimized.
- **Pedestrian Signals** - Various locations throughout the city were upgraded to LED type signals.
- **Binney Street at Sixth Street** – A new pedestrian warning signal was installed to improve safety at this mid-block crosswalk.
- **Vehicle Detection Loops** - Repaired at 10 signal locations throughout the city.

\$300,000 of FY09 Capital Budget Funding was used to support the parking garage multi-year maintenance program which included constructing Phase Two improvements that included concrete and waterproofing repairs at the East Cambridge Garage. All of the exposed roof level at the East Cambridge garage has now been waterproofed and several other nuisance leaks have been repaired. In addition, during FY09 Phase Three work was designed and prepared for bidding, with construction to take place in FY10.

**FY10 FUNDING.** \$475,000 in Parking Fund revenues have been allocated to fund the following projects:

**Parking Garage Repairs: (\$285,000)** - The parking garage condition analysis prepared in FY07 found the garages to be in good condition and recommended a multi-year restorative plan. FY10 funds will support the third year of this work. Most of the FY10 funded work will take place at the Green Street Garage including replacement of the traffic bearing waterproofing membrane on the roof level and replacement of sealant at selected joints throughout the garage. Also, a deteriorated infill wall at the base of the Green Street stair tower will be replaced with a new glass panel to help with passive security. This project includes one work item at the First Street Garage; replacement of the Second Street stair tower windows.

**Repave Lot 2 in Harvard Square: (\$150,000)** - Lot 2 is a very high use facility and the pavement is in poor condition. FY10 funding will support repaving the entire lot.

**Traffic Signal Repair and Upgrade: (\$40,000)** - These funds will be used to upgrade and repair traffic signals at Blanchard Road and Concord Avenue.

**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.

**FY11-14 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 |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Yerxa Road Underpass Construction**

|             |                     |
|-------------|---------------------|
| <b>FY10</b> | <b>\$1,000,000</b>  |
| <b>FY11</b> | -                   |
| <b>FY12</b> | -                   |
| <b>FY13</b> | -                   |
| <b>FY14</b> | -                   |
|             | <u>-\$1,000,000</u> |

**STATUS OF PRIOR YEAR PROJECTS.** No funds were expended towards the Yerxa Underpass location in the FY09 budget. The last appropriation approved associated with this area was in 2007. The underpass structure was completed in the Fall of 2006.

**FY10 FUNDING.** The FY10 appropriation will be used to address soil remediation and other environmental issues adjacent to the Yerxa Underpass.

**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 had existed for several years. The underpass provides safe access between residential and commercial areas in North Cambridge and facilitates many services for area residents.

**FY11-14 FUNDING.** No future funding is being allocated to this project.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Water System Improvements**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$1,500,000</b>        |
| <b>FY11</b> | <b>\$1,750,000</b>        |
| <b>FY12</b> | <b>\$3,000,000</b>        |
| <b>FY13</b> | <b>\$3,000,000</b>        |
| <b>FY14</b> | <b><u>\$3,000,000</u></b> |
|             | <b>\$12,250,000</b>       |

**STATUS OF PRIOR YEAR PROJECTS.** The Concord Avenue and Brookline Street Water Main Projects commenced in FY09 and it is anticipated that they will be completed during the 2009 construction season. Concord Avenue includes the installation of a 16 inch water main from Blanchard Road to Alewife Brook Parkway and Brookline Street includes installation of a 12 inch main from Pacific Street to Putnam Avenue. Both of these projects are being coordinated with Public Works roadway improvement projects. In addition, the

Water Department rehabilitated over 2,000 feet of water mains, replaced over 120 lead water services and 25 valves, and eliminated 3,300 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 is fully paid by revenues from the water service charge. The water service charge covers approximately 69% 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 of the Water Enterprise Fund (\$7,536,978 of June 30, 2008) to offset debt service costs. By using these reserve funds, the City projects water rate increases ranging from a low of 1.8% in FY14 to a high of 3.7% in FY11 over the next five years. It should be noted that there were 0% water rate increases in FY06 and FY08. If the City did not have significant retained earnings in the Water Fund available 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 FY09. 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, continued treatment facility instrumentation and equipment replacement and energy saving projects.

**FY10 FUNDING.** A nonrecurring allocation of \$500,000 from the Water Fund Balance will finance the Concord Avenue\Brookline Street Water Main Replacement Project and current water service charge revenues (\$1,000,000) will fund five additional projects.

- **Water Works Improvements to the Distribution System (\$390,000)** - 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 and in-house capabilities.

- **Facility and Office Equipment and Improvements (\$180,000)** -These funds will be used to replace plant equipment (\$67,500) and instrumentation (\$30,000); upgrade Personal Computers (\$7,500); for Security Enhancements (\$50,000); and continue the Norfolk Street and Cambridge Common Gatehouses and Payson Park facility upgrades (\$25,000)
- **Consulting Services (\$80,000)** - Distribution Hydraulic Model Phase 2 (\$60,000); Demand Management Study (\$10,000); and GIS mapping & analysis (\$10,000).
- **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 improvements and source water protection planning.

- **Reservoir Infrastructure Improvements and Maintenance (\$100,000)** - These funds will be used for maintenance of the reservoir gauging stations (\$80,000) and Winter Street Gatehouse construction contract development (\$20,000).

**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.

**FY11-14 FUNDING.** Allocations of water service charges in future years will continue to provide funding for needed work in the Transmission/Distribution, Engineering/Administration, Treatment and Watershed areas.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Sewer Reconstruction**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$36,061,655</b>       |
| <b>FY11</b> | <b>\$28,905,370</b>       |
| <b>FY12</b> | <b>\$46,490,000</b>       |
| <b>FY13</b> | <b>\$49,368,000</b>       |
| <b>FY14</b> | <b><u>\$7,175,000</u></b> |
|             | <b>\$168,000,025</b>      |

**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 presume state financial assistance.

**FY10 FUNDING.** The FY10 allocation of \$36,061,655 represents a slightly higher figure for funding than indicated for FY10 last year. However, the majority of this funding will be provided by the MWRA in the form of grants as part of the Alewife sewer separation program. It is anticipated that sewer separation will commence in the Alewife area in the winter/spring of 2009/2010 with separation work expected in the Whittemore Avenue area and in the Fresh Pond/Concord Avenue area, together with floatable control measures being placed at the remaining combined sewer overflows along the Alewife Brook. For those projects other than the Alewife sewer separation program, the likely funding source is Bond Proceeds. While the City continues to seek alternative funding mechanisms through the State Revolving Fund process or through low interest grants and loans sponsored by the MWRA, for planning purposes the City continues to use General Obligation Bonds as the funding mechanism of choice.

**Agassiz Sewer Separation and Stormwater Management Project: \$13,353,586.** The Agassiz program is an ongoing program with an objective to separate area sewers and stormwater lines, improve water quality to the Charles River, provide improved levels of flood protection and sewer and drainage service as well as water distribution system upgrades in the area. 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, as well as sewer separation in the Myrtle/Magnolia area to the south and east of Kirkland Street.

**CAM002/004 Sewer Separation & Storm Water Management & Floatable Control: \$21,598,000.** This funding will provide for combined sewer overflow (CSO) reduction/elimination in the Alewife watershed. The work is being done in cooperation with the MWRA, which is under Federal Court Order to address sewer overflows to Boston Harbor receiving waters, including the Alewife Brook. The project area includes the area between Concord Avenue, Fresh Pond and Huron Avenue, the area between Whittemore Avenue and Massachusetts Avenue, and a storm-

water wetland in the Alewife Reservation. The MWRA grant portion of this appropriation request is \$21,171,655, the remainder will be funded by municipal bonds.

**Harvard Square: \$510,069.** The Harvard Square sewer separation and stormwater management program is a multiphase project. The City has broken this program into numerous discrete projects to limit disruption to the square. The next phase of this program includes modifying the drainage system in JFK Park and modifying the system on Hilliard Street off Mount Auburn Street.

**Remedial Construction: \$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 various systems, ensuring their functions are not compromised by the passage of time or by capacity constraints.

**FY11–14 FUNDING.** Future allocations contain funds for later phases of these and other projects areas. It is anticipated that, during the FY11-14 period, the majority of the sewer separation and CSO control work scheduled in the Alewife, which will be cost shared between the MWRA and the City, will be completed.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Traffic Calming**

|             |                         |
|-------------|-------------------------|
| <b>FY10</b> | <b>\$300,000</b>        |
| <b>FY11</b> | <b>\$300,000</b>        |
| <b>FY12</b> | <b>\$300,000</b>        |
| <b>FY13</b> | <b>\$300,000</b>        |
| <b>FY14</b> | <b><u>\$300,000</u></b> |
|             | <b>\$1,500,000</b>      |

**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 as well as other

major City building projects. This allows the most efficient use of resources and reduces the disruption to residents during construction.

In FY09, designs were developed for traffic calming on Whittemore Avenue area, Upland Road and Pemberton Street. It is anticipated that Upland Road, Brattle Street, traffic calming associated with the new Main Library, Elm Street and Middlesex Street will be under construction in FY09.

**FY10 FUNDING.** An allocation of \$300,000 from the Parking Fund will finance FY10 projects. The funding will be used for the design and construction of traffic calming measures. Projects include Spring Street and streets in the Huron Avenue area.

**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.

**FY11-14 FUNDING.** It is anticipated that an allocation will be made in each budget cycle to fund traffic calming projects.



| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
-Harvard Square Surface Improvements**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | -                         |
| <b>FY11</b> | <b>\$2,000,000</b>        |
| <b>FY12</b> | -                         |
| <b>FY13</b> | -                         |
| <b>FY14</b> | -                         |
|             | <u><b>\$2,000,000</b></u> |

**STATUS OF PRIOR YEAR PROJECTS.** Between FY02 and FY08, the City appropriated \$7.4 million towards the Harvard Square Enhancement Project. These monies have included donations from Harvard University (\$1.3 million) and a grant from the State Office for Commonwealth Development (\$1.0 million).

The City has recently completed the reconstruction of the large crosswalk abutting the Harvard Square newspaper stand on Massachusetts Avenue and in the spring of 2008

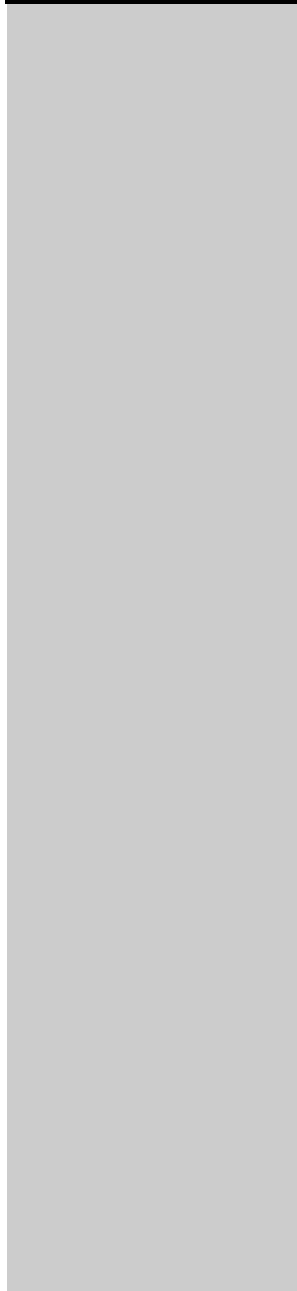
completed a large project that included the reconstruction of lower JFK Street, Church Street, Mount Auburn at the Lampoon, and Tremont and Palmer Streets.

**FY10 FUNDING.** There is no allocation to this cost center in FY10. However, it is anticipated that an appropriation from the Parking Fund in FY10 for design services will be recommended for this project.

**IMPACT ON THE OPERATING BUDGET.** It is expected that when this project is completed, improvements to the safety of pedestrians using Harvard Square will be enhanced. It is also expected that maintenance costs will decrease as a result of these improvements.

**FY11-14.** Preliminary estimates are that the construction cost of the upper section of JFK street will be approximately \$2,000,000 and will be funded through Bond Proceeds. At this time, construction is expected to begin in July of 2010.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|



|      |                    |
|------|--------------------|
| FY10 | -                  |
| FY11 | -                  |
| FY12 | \$500,000          |
| FY13 | \$2,000,000        |
| FY14 | -                  |
|      | <u>\$2,500,000</u> |

**COMMUNITY MAINTENANCE & DEV.  
-Kendall Square Surface Improvements**

**STATUS OF PRIOR YEAR PROJECTS.** There have been no previous appropriations for this project in past capital budgets.

**FY10 FUNDING.** The Kendall Square area is a significant transportation and commercial hub and growing neighborhood destination in the City of Cambridge. It is an important subway, MBTA bus, drive share bus, cab and pedestrian destination. The Square was last constructed in the 1970s and the

surface infrastructure is due for restoration.

**IMPACT ON THE OPERATING BUDGET.** It is expected that maintenance costs will decrease due to the improvements described in the above section.

**FY11-14.** \$500,000 has been set aside in FY12 to allow for the redesign of sidewalks, roadways and public spaces in the square. Given the numerous stakeholders in the area including Boston Properties, MIT, Cambridge Redevelopment Authority and Volpe Center, the design phase will involve more detailed discussions about how best public/private partnerships can work to rejuvenate this gateway area in the city. The \$2,000,000 identified for FY13 will address restoration issues, with the full reconstruction program costs being developed as part of the design process.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Façade Improvement Program**

|             |   |
|-------------|---|
| <b>FY10</b> | <b>\$100,000</b>                            |
| <b>FY11</b> | <b>\$100,000</b>                            |
| <b>FY12</b> | <b>\$100,000</b>                            |
| <b>FY13</b> | <b>\$100,000</b>                            |
| <b>FY14</b> | <b><u>\$100,000</u></b><br><b>\$500,000</b> |

**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 FY09, the Façade Improvement Program’s Capital Budget allocation of \$150,000 supported three façade improvements and five signage and lighting projects, as well as design services for 15 participants. Examples include Andala Cafe, Sofra Bakery, Thistle & Shamrock, Café Luna and Felix Shoe Repair, among many others.

**FY10 FUNDING.** The Façade Improvement Program funds will continue façade improvements in commercial districts citywide. The allocation of \$100,000 of Free Cash will support approximately one façade improvement project, 11 signage and lighting improvement projects, and design services for an additional 10 participants in the program.

**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.

**FY11-14 FUNDING.** It is anticipated that this program will receive funding in future years.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Employment Program Fund**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$350,000</b>          |
| <b>FY11</b> | <b>\$350,000</b>          |
| <b>FY12</b> | <b>\$350,000</b>          |
| <b>FY13</b> | <b>\$350,000</b>          |
| <b>FY14</b> | <b><u>\$350,000</u></b>   |
|             | <b><u>\$1,750,000</u></b> |

**STATUS OF PRIOR YEAR PROJECTS.** The Employment Program Fund continues to coordinate employment and job training programs through the Just-A-Start Corporation.

**FY10 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 economic development and housing preservation 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.

**FY11-14 FUNDING.** It is anticipated that Community Development Block Grant funds will continue to support this program.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Housing Rehab and Development**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$1,000,520</b>        |
| <b>FY11</b> | <b>\$1,000,520</b>        |
| <b>FY12</b> | <b>\$1,000,520</b>        |
| <b>FY13</b> | <b>\$1,000,520</b>        |
| <b>FY13</b> | <b><u>\$1,000,520</u></b> |
|             | <b><u>\$5,002,600</u></b> |

**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.

**FY10 FUNDING.** \$1,000,520 of Block Grant funds, will be used with funds from HOME, Affordable Housing Trust and other sources to finance a range of

programs to meet the City's diverse housing needs. The Block Grant funding will continue to finance the rehab of existing housing stock and the development of new housing units for low- and moderate-income Cambridge residents.

Block Grant funding of housing programs includes \$637,440 for rehab loans and technical assistance to eligible owners of structures with 1-4 units through the Home Improvement Program (HIP) administered by Just-A-Start (JAS) and Homeowners' Rehab, Inc. (HRI). In addition, \$155,650 will support 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 \$199,430 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, \$8,000 in Community Development Block Grant funds will be used to support the Historical Commission, through the Historic Preservation Home Improvement Program, to assist owners with improving their historic 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.

**FY11-14 FUNDING.** It is anticipated that Block Grant funds will continue to support this program.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Neighborhood Business Development**

|             |                         |
|-------------|-------------------------|
| <b>FY10</b> | <b>\$229,220</b>        |
| <b>FY11</b> | <b>\$229,220</b>        |
| <b>FY12</b> | <b>\$229,220</b>        |
| <b>FY13</b> | <b>\$229,220</b>        |
| <b>FY14</b> | <b><u>\$229,220</u></b> |
|             | <b>\$1,146,100</b>      |

**STATUS OF PRIOR YEAR PROJECTS.** The FY09 allocation of \$218,000 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.

**FY10 FUNDING.** A total allocation of \$229,220 from Block Grant funds will be used to support a range of Economic Development workshops and programs. Funds in the amount of \$49,000 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, \$63,000 will be allocated to the Biomedical Careers Program run by Just-A-Start to help low-moderate income individuals obtain skills for jobs in the bio-medical fields and \$77,220 will be allocated to a new green jobs training program. The portion of the City’s Block Grant entitlement that is allocated to Neighborhood Business Development programs has increased by \$11,220.

**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 fields. This program provides benefits to the local economy and supports the tax base of the City. There is no direct financial or personnel impact on the operating budget.

**FY11-14 FUNDING:** It is anticipated that Block Grant funds will continue to support Neighborhood Business Development programs.

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**COMMUNITY MAINTENANCE & DEV.  
- Public Art**

|             |          |
|-------------|----------|
| <b>FY10</b> | -        |
| <b>FY11</b> | -        |
| <b>FY12</b> | -        |
| <b>FY13</b> | -        |
| <b>FY14</b> | <u>-</u> |
|             | -        |

**STATUS OF PRIOR YEAR PROJECTS.** Several prior year public projects were completed in FY09, including the Robert W. Healy Public Safety Facility, the Main Library Expansion Project, the West Cambridge Youth and Community Center and Costa Lopez Park. At the close of FY09, the Arts Council has eight additional permanent artworks in various stages of implementation awaiting installation as part of larger construction projects, including: Harvard Square at Palmer Street, Cambridge Rindge & Latin High School/

War Memorial, Blanchard Road, Brookline Street, Danehy Park, New Riverside Park, the Women’s Memorial Project and the Northeast Sector Park at Fresh Pond.

**FY10 FUNDING.** There is no allocation to this cost center in FY10. However, it is expected that appropriations will be made for Public Art from the project budgets as eligible projects are identified.

**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.

**FY11-14 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.

**COMMUNITY MAINTENANCE & DEV.  
- Public Art Conservation Fund**

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

|             |                        |
|-------------|------------------------|
| <b>FY10</b> | -                      |
| <b>FY11</b> | <b>\$30,000</b>        |
| <b>FY12</b> | <b>\$30,000</b>        |
| <b>FY13</b> | <b>\$30,000</b>        |
| <b>FY14</b> | <b><u>\$30,000</u></b> |
|             | <b>\$120,000</b>       |

**STATUS OF PRIOR YEAR PROJECTS.** In FY09, contracts were initiated with painting and sculpture conservation specialists to provide routine maintenance including assessment, cleaning, polishing, minor repair and touch-up, waxing and documentation for the City's public art collection, which includes indoor and outdoor sculpture and murals.

Based on the findings, significant conservation research, treatment and consultation was performed on existing artworks at Goldstar Mothers' Pool, Fort Washington Park, Donnelly Field, Lowell Street Park, Yerxa Road, the Central Square Library and Franklin Street Park.

**FY10 FUNDING.** Although there is no allocation to this cost center in FY10, the program will continue with ongoing maintenance, treatment and reassessment of the collection through the use of existing balances. Conservation priorities will be based on professional assessments to be done prior to the close of FY10. In addition, funds have been added to the Public Celebrations Operating Budget to provide in-house services related to public art conservation.

**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 impact on the operating budget.

**FY11 -14 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 |                  |                    |                    |                  |                    |                    |
|------------------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|
|                              | FY10             | FY11               | FY12               | FY13             | FY14               | TOTAL              |
| Parks and Recreation         | \$120,000        | \$1,090,000        | \$1,540,000        | \$90,000         | \$1,040,000        | \$3,880,000        |
| 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>     |
|                              | <b>\$170,000</b> | <b>\$1,140,000</b> | <b>\$1,590,000</b> | <b>\$140,000</b> | <b>\$1,090,000</b> | <b>\$4,130,000</b> |

| FIVE YEAR REVENUE PLAN |                  |                    |                    |                  |                    |                    |
|------------------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|
|                        | FY10             | FY11               | FY12               | FY13             | FY14               | TOTAL              |
| Free Cash              | \$150,000        | \$100,000          | \$50,000           | \$100,000        | \$50,000           | \$450,000          |
| Golf Course Fees       | 20,000           | 40,000             | 40,000             | 40,000           | 40,000             | 180,000            |
| Bond Proceeds          | <u>-</u>         | <u>1,000,000</u>   | <u>1,500,000</u>   | <u>-</u>         | <u>1,000,000</u>   | <u>3,500,000</u>   |
|                        | <b>\$170,000</b> | <b>\$1,140,000</b> | <b>\$1,590,000</b> | <b>\$140,000</b> | <b>\$1,090,000</b> | <b>\$4,130,000</b> |

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**HUMAN RESOURCE DEVELOPMENT  
- Parks & Recreation**

|      |                    |
|------|--------------------|
| FY10 | \$120,000          |
| FY11 | \$1,090,000        |
| FY12 | \$1,540,000        |
| FY13 | \$90,000           |
| FY14 | <u>\$1,040,000</u> |
|      | <b>\$3,880,000</b> |

**STATUS OF PRIOR YEAR PROJECTS.** An allocation of \$350,000 from Free Cash was combined with \$40,000 from golf course revenues to produce an initial budget of \$390,000, which was supplemented with \$310,000 of Block Grant funding when the total cost of renovations to Clement Morgan Park was determined, for a final budget of \$700,000 to finance the following projects in FY09:

- **Renovations to Clement Morgan Park (\$510,000)** - An allotment of \$310,000 in Block Grant funds was combined with \$200,000 from Free Cash 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 improvements to the existing basketball court, including lighting. In addition, the existing water play equipment at the adjacent Pine Street Tot lot will be upgraded. Construction is scheduled to begin in spring 2009.
- **Danehy Dog Park (\$100,000)** - This appropriation supplemented a previous appropriation of \$100,000 for a total project budget of \$200,000. Construction is scheduled to begin in spring 2009 and be completed in the fall 2009 and will provide an area for an off-leash dog park at Danehy Park.
- **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 buffer zone enhancements in accordance with the Fresh Pond Master Plan.
- **Beautification Program (\$50,000)** - This allocation will support ongoing efforts to implement seasonal plantings at locations throughout the City.

**FY10 FUNDING.** An allocation of \$100,000 from Free Cash will be combined with \$20,000 from golf course revenues for a total budget of \$120,000 to finance the following projects:

- **Mayor Thomas W. Danehy Park Fence Replacement (\$65,000)** - An allotment of \$65,000 in Free Cash will be used to replace the ornamental fencing along New Street and the Sherman Street entrances to the park.

- **Replacement of Drainage Structures at St. Peter's Field (\$35,000)** - This funding will allow for replacement of drainage structures along St. Peter's Baseball Field. Site settlement adjacent to the stairways leading from Danehy Park to St. Peter's Field has caused major drainage problems which will be alleviated by replacement of these structures.
- **Improvements to Thomas P. O'Neill, Jr. /Fresh Pond Golf Course (\$20,000)** – An allotment of \$20,000 from golf course fees will be used for clubhouse improvements.

**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.

**FY11-14 FUNDING.** Allocations from bond proceeds 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. \$1,000,000 in Bond Proceeds will finance renovations to the soccer field at Danehy Park in FY11, \$1,500,000 in Bond Proceeds will be used for improvements to Alberico Park, David Nunes Park and the Cambridge Common in FY12, and \$1,000,000 in Bond Proceeds will finance renovations to Fulmore Playground and Pacific Street Park in FY14.

**HUMAN RESOURCE DEVELOPMENT  
- ADA Accessibility Improvements**

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

|             |                        |
|-------------|------------------------|
| <b>FY10</b> | <b>\$50,000</b>        |
| <b>FY11</b> | <b>\$50,000</b>        |
| <b>FY12</b> | <b>\$50,000</b>        |
| <b>FY13</b> | <b>\$50,000</b>        |
| <b>FY14</b> | <b><u>\$50,000</u></b> |
|             | <b>\$250,000</b>       |

**STATUS OF PRIOR YEAR PROJECTS.** Allocations of \$50,000 to this cost center have been made for each of the past 13 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). A total of \$324,400 has been earmarked for the Collins Branch Library accessibility project, a project deemed essential for the City’s ADA compliance, which has seen a number of unexpected cost overruns. The most recent design of the Collins

Branch Library is budgeted at \$561,180. Community Preservation Act funds for historical preservation have been earmarked to cover the balance of \$236,780.

**FY10 FUNDING.** In order to continue the program making public facilities more accessible to people with disabilities, the \$50,000 allocation for FY10 will be allocated for ADA improvements, as follows:

- For design services (1) to design a method to allow wheelchair access to the Mayor’s Platform in the Sullivan Chambers via use of a ramp, and (2) to design a replacement of the existing Fraser building wheelchair lift in order to bring it into compliance: \$34,800.
- Funds to procure and install the remaining interior door locksets -- 13 in all -- for City Hall, to bring them into ADA compliance (this will complete the City Hall interior door lockset project): \$15,200.

If additional funds are needed to fund the project at the Collins Branch Library, the improvements described above will be delayed until FY11.

**IMPACT ON OPERATING BUDGET.** By funding improvements to public buildings for people 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.

**FY11-14 FUNDING.** It is the City's intent to continue allocating \$50,000 in future capital budgets to improve access to public facilities for people with disabilities.

# SUMMARY: EDUCATION

|                              | FIVE YEAR APPROPRIATION PLAN |                  |                  |                  |                  |                    |
|------------------------------|------------------------------|------------------|------------------|------------------|------------------|--------------------|
|                              | FY10                         | FY11             | FY12             | FY13             | FY14             | TOTAL              |
| School Equipment/Renovations | <u>\$200,000</u>             | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$1,000,000</u> |
|                              | \$200,000                    | \$200,000        | \$200,000        | \$200,000        | \$200,000        | \$1,000,000        |

|           | FIVE YEAR REVENUE PLAN |                  |                  |                  |                  |                    |
|-----------|------------------------|------------------|------------------|------------------|------------------|--------------------|
|           | FY10                   | FY11             | FY12             | FY13             | FY14             | TOTAL              |
| Free Cash | <u>\$200,000</u>       | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$200,000</u> | <u>\$1,000,000</u> |
|           | \$200,000              | \$200,000        | \$200,000        | \$200,000        | \$200,000        | \$1,000,000        |

| PUBLIC INVESTMENT FUND | BUDGET |
|------------------------|--------|
|------------------------|--------|

**EDUCATION**  
**- School Equipment/Renovations**

|             |                           |
|-------------|---------------------------|
| <b>FY10</b> | <b>\$200,000</b>          |
| <b>FY11</b> | <b>\$200,000</b>          |
| <b>FY12</b> | <b>\$200,000</b>          |
| <b>FY13</b> | <b>\$200,000</b>          |
| <b>FY14</b> | <b><u>\$200,000</u></b>   |
|             | <b><u>\$1,000,000</u></b> |

**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 FY09. The Schools intend to utilize these funds to help offset relocation and transition costs related to the upcoming CRLS Major Renovation Project.

**FY10 FUNDING.** An allocation of \$200,000 will be used to install operable divider doors in three gymnasiums and to replace a gymnasium floor.

**FY11-14 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. In addition, a review of elementary school renovations included in the facilities study will be conducted with appropriate City and School officials.

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2009

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the General Fund of the City of Cambridge.

| FUNCTION                  | DEPARTMENT                        | SALARIES<br>& WAGES | OTHER<br>ORDINARY<br>MAINTENANCE | TRAVEL<br>&<br>TRAINING | EXTRA<br>ORDINARY<br>EXPENDITURES | CITY<br>APPRO-<br>PRIATION | STATE<br>ASSESS-<br>MENT | GRAND<br>TOTAL      |
|---------------------------|-----------------------------------|---------------------|----------------------------------|-------------------------|-----------------------------------|----------------------------|--------------------------|---------------------|
| <b>GENERAL GOVERNMENT</b> |                                   |                     |                                  |                         |                                   |                            |                          |                     |
|                           | Mayor                             | \$391,730           | \$111,130                        | \$29,500                |                                   | \$532,360                  |                          | \$532,360           |
|                           | Executive                         | 1,347,440           | 453,450                          | 40,500                  |                                   | 1,841,390                  |                          | 1,841,390           |
|                           | City Council                      | 1,359,615           | 41,900                           | 59,855                  |                                   | 1,461,370                  |                          | 1,461,370           |
|                           | City Clerk                        | 826,830             | 56,110                           | 4,420                   |                                   | 887,360                    |                          | 887,360             |
|                           | Law                               | 1,278,950           | 509,225                          | 209,675                 |                                   | 1,997,850                  |                          | 1,997,850           |
|                           | Finance                           | 8,312,075           | 2,643,010                        | 223,270                 | \$62,800                          | 11,241,155                 |                          | 11,241,155          |
|                           | Employee Benefits                 | 24,492,220          | 717,555                          |                         |                                   | 25,209,775                 |                          | 25,209,775          |
|                           | General Services                  | 337,470             | 521,270                          |                         |                                   | 858,740                    |                          | 858,740             |
|                           | Election                          | 580,550             | 216,670                          | 2,270                   |                                   | 799,490                    |                          | 799,490             |
|                           | Public Celebrations               | 373,165             | 385,900                          | 1,125                   |                                   | 760,190                    |                          | 760,190             |
|                           | Reserve                           |                     | 37,500                           |                         |                                   | 37,500                     |                          | 37,500              |
|                           | <b>TOTAL</b>                      | <b>\$39,300,045</b> | <b>\$5,693,720</b>               | <b>\$570,615</b>        | <b>\$62,800</b>                   | <b>\$45,627,180</b>        |                          | <b>\$45,627,180</b> |
| <b>PUBLIC SAFETY</b>      |                                   |                     |                                  |                         |                                   |                            |                          |                     |
|                           | Animal Commission                 | \$266,490           | \$13,305                         | \$150                   |                                   | \$279,945                  |                          | \$279,945           |
|                           | Fire                              | 34,525,155          | 1,018,970                        | 456,750                 | \$110,000                         | 36,110,875                 |                          | 36,110,875          |
|                           | Police                            | 37,740,070          | 1,912,400                        | 291,500                 | 392,100                           | 40,336,070                 |                          | 40,336,070          |
|                           | Traffic, Parking & Transportation | 6,527,740           | 3,285,040                        | 23,400                  | 50,000                            | 9,886,180                  |                          | 9,886,180           |
|                           | Police Review & Advisory Board    | 82,455              | 1,000                            | 3,000                   |                                   | 86,455                     |                          | 86,455              |
|                           | Inspectional Services             | 2,545,925           | 124,400                          | 51,825                  |                                   | 2,722,150                  |                          | 2,722,150           |
|                           | License                           | 761,030             | 57,435                           | 12,290                  |                                   | 830,755                    |                          | 830,755             |
|                           | Weights & Measures                | 110,620             | 7,780                            | 2,245                   |                                   | 120,645                    |                          | 120,645             |
|                           | Electrical                        | 1,447,750           | 1,286,460                        | 1,670                   | 25,000                            | 2,760,880                  |                          | 2,760,880           |
|                           | Emergency Management              | 142,095             | 13,565                           | 570                     |                                   | 156,230                    |                          | 156,230             |
|                           | Emergency Communications          | 3,711,015           | 148,210                          | 15,850                  | 4,000                             | 3,879,075                  |                          | 3,879,075           |
|                           | <b>TOTAL</b>                      | <b>\$87,860,345</b> | <b>\$7,868,565</b>               | <b>\$859,250</b>        | <b>\$581,100</b>                  | <b>\$97,169,260</b>        |                          | <b>\$97,169,260</b> |



| <b>FUNCTION</b>                                  | <b>DEPARTMENT</b>                          | <b>SALARIES<br/>&amp; WAGES</b> | <b>OTHER<br/>ORDINARY<br/>MAINTENANCE</b> | <b>TRAVEL<br/>&amp;<br/>TRAINING</b> | <b>EXTRA<br/>ORDINARY<br/>EXPENDITURES</b> | <b>CITY<br/>APPRO-<br/>PRIATION</b> | <b>STATE<br/>ASSESS-<br/>MENT</b> | <b>GRAND<br/>TOTAL</b> |
|--|--|---------------------------------|---|--------------------------------------|--|-------------------------------------|-----------------------------------|------------------------|
| <b>COMMUNITY MAINTENANCE<br/>AND DEVELOPMENT</b> |  |                                 |   |                                      |  |                                     |                                   |                        |
|  | Public Works                               | \$17,823,000                    | \$10,247,270                              | \$112,955                            | \$370,000                                  | \$28,553,225                        |                                   | \$28,553,225           |
|  | Community Development                      | 4,699,875                       | 354,185                                   | 13,500                               |  | 5,067,560                           |                                   | 5,067,560              |
|  | Historical Commission                      | 523,455                         | 37,380                                    | 800                                  |  | 561,635                             |                                   | 561,635                |
|  | Conservation Commission                    | 87,320                          | 3,000                                     | 960                                  |  | 91,280                              |                                   | 91,280                 |
|  | Peace Commission                           | 99,145                          | 10,750                                    | 1,850                                |  | 111,745                             |                                   | 111,745                |
|  | Cable T.V.                                 | 556,585                         | 794,650                                   | 3,450                                |  | 1,354,685                           |                                   | 1,354,685              |
|  | Debt Service                               |                                 | 216,000                                   |                                      | 43,077,670                                 | 43,293,670                          |                                   | 43,293,670             |
|  | <b>TOTAL</b>                               | <b>\$23,789,380</b>             | <b>\$11,663,235</b>                       | <b>\$133,515</b>                     | <b>\$43,447,670</b>                        | <b>\$79,033,800</b>                 |                                   | <b>\$79,033,800</b>    |
| <b>HUMAN RESOURCE<br/>DEVELOPMENT</b>            |  |                                 |   |                                      |  |                                     |                                   |                        |
|  | Library                                    | \$5,749,745                     | \$1,664,550                               | \$36,650                             |  | \$7,450,945                         |                                   | \$7,450,945            |
|  | Human Services                             | 16,540,045                      | 2,835,300                                 | 83,400                               | \$25,000                                   | 19,483,745                          |                                   | 19,483,745             |
|  | Women's Commission                         | 193,290                         | 9,835                                     | 1,025                                |  | 204,150                             |                                   | 204,150                |
|  | Human Rights Commission                    | 205,600                         | 4,055                                     | 700                                  |  | 210,355                             |                                   | 210,355                |
|  | Veterans                                   | 278,785                         | 54,900                                    | 549,720                              |  | 883,405                             |                                   | 883,405                |
|  | <b>TOTAL</b>                               | <b>\$22,967,465</b>             | <b>\$4,568,640</b>                        | <b>\$671,495</b>                     | <b>\$25,000</b>                            | <b>\$28,232,600</b>                 |                                   | <b>\$28,232,600</b>    |
|  | <b>CITY TOTAL</b>                          | <b>\$173,917,235</b>            | <b>\$29,794,160</b>                       | <b>\$2,234,875</b>                   | <b>\$44,116,570</b>                        | <b>\$250,062,840</b>                |                                   | <b>\$250,062,840</b>   |
| <b>EDUCATION</b>                                 |  |                                 |   |                                      |  |                                     |                                   |                        |
|  | Schools Operating                          | \$102,955,850                   | \$25,845,605                              | \$1,398,980                          | \$3,363,445                                | \$133,563,880                       |                                   | \$133,563,880          |
|  | <b>TOTAL</b>                               | <b>\$102,955,850</b>            | <b>\$25,845,605</b>                       | <b>\$1,398,980</b>                   | <b>\$3,363,445</b>                         | <b>\$133,563,880</b>                |                                   | <b>\$133,563,880</b>   |
| <b>INTERGOVERNMENTAL</b>                         |  |                                 |   |                                      |  |                                     |                                   |                        |
|  | Massachusetts Water<br>Resources Authority |                                 | \$21,333,055                              |                                      |  | \$21,333,055                        |                                   | \$21,333,055           |
|  | Cherry Sheet Assessments                   |                                 |   |                                      |  |                                     | \$ 15,267,185                     | 15,267,185             |
|  | Cambridge Health Alliance                  |                                 | 6,000,000                                 |                                      |  | 6,000,000                           |                                   | 6,000,000              |
|  | <b>TOTAL</b>                               |                                 | <b>\$27,333,055</b>                       |                                      |  | <b>\$27,333,055</b>                 | <b>\$15,267,185</b>               | <b>\$42,600,240</b>    |
|  | <b>GRAND TOTALS</b>                        | <b>\$276,873,085</b>            | <b>\$82,972,820</b>                       | <b>\$3,633,855</b>                   | <b>\$47,480,015</b>                        | <b>\$410,959,775</b>                | <b>\$15,267,185</b>               | <b>\$426,226,960</b>   |

**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:

| <b>FUNCTION</b> | <b>DEPARTMENT</b>                 | <b>TAXES</b>        | <b>LICENSES &amp; PERMITS</b> | <b>FINES &amp; FORFEITS</b> | <b>CHARGES FOR SERVICE</b> | <b>INTER-GOVERNMENTAL REVENUE</b> | <b>MISCELLANEOUS REVENUE</b> | <b>GRAND TOTAL</b>  |
|-----------------|-----------------------------------|---------------------|-------------------------------|-----------------------------|----------------------------|-----------------------------------|------------------------------|---------------------|
|                 | Mayor                             | \$500,360           |                               |                             |                            | \$32,000                          |                              | \$532,360           |
|                 | Executive                         | 1,422,525           |                               | \$215,000                   | \$40,000                   | 163,865                           |                              | 1,841,390           |
|                 | City Council                      | 1,447,260           |                               |                             |                            | 14,110                            |                              | 1,461,370           |
|                 | City Clerk                        | 608,410             | \$30,000                      |                             | 229,650                    | 19,300                            |                              | 887,360             |
|                 | Law                               | 1,847,850           | 2,500                         | 97,500                      |                            | 50,000                            |                              | 1,997,850           |
|                 | Finance                           | 7,256,570           |                               |                             | 558,950                    | 605,635                           | \$2,820,000                  | 11,241,155          |
|                 | Employee Benefits                 | 13,238,080          |                               |                             |                            | 4,921,695                         | 7,050,000                    | 25,209,775          |
|                 | General Services                  | 759,915             |                               | 4,000                       |                            | 94,825                            |                              | 858,740             |
|                 | Election                          | 716,490             |                               |                             | 750                        | 82,250                            |                              | 799,490             |
|                 | Public Celebrations               | 716,090             | 10,400                        |                             |                            | 33,700                            |                              | 760,190             |
|                 | Reserve                           | 37,500              |                               |                             |                            |                                   |                              | 37,500              |
|                 | <b>TOTAL GENERAL GOVT.</b>        | <b>\$28,551,050</b> | <b>\$42,900</b>               | <b>\$316,500</b>            | <b>\$829,350</b>           | <b>\$6,017,380</b>                | <b>\$9,870,000</b>           | <b>\$45,627,180</b> |
|                 | Animal Commission                 | \$266,245           | \$11,500                      | \$1,250                     | \$200                      |                                   | \$750                        | \$279,945           |
|                 | Fire                              | 35,169,075          | 90,000                        | 4,000                       | 820,800                    |                                   | 27,000                       | 36,110,875          |
|                 | Police                            | 31,891,905          | 125,465                       | 3,210,925                   | 1,615,355                  | \$1,755,420                       | 1,737,000                    | 40,336,070          |
|                 | Traffic, Parking & Transportation |                     | 302,500                       | 4,250,280                   | 5,103,400                  |                                   | 230,000                      | 9,886,180           |
|                 | Police Review & Advisory Board    | 86,455              |                               |                             |                            |                                   |                              | 86,455              |
|                 | Inspectional Services             | (455,050)           | 3,126,200                     |                             | 51,000                     |                                   |                              | 2,722,150           |
|                 | License                           | (1,174,735)         | 1,930,120                     |                             | 25,370                     | 50,000                            |                              | 830,755             |
|                 | Weights & Measures                | 75,220              |                               | 1,500                       | 26,000                     | 17,925                            |                              | 120,645             |
|                 | Electrical                        | 1,972,580           | 22,935                        |                             | 545,000                    | 207,865                           | 12,500                       | 2,760,880           |
|                 | Emergency Management              | 156,230             |                               |                             |                            |                                   |                              | 156,230             |
|                 | Emergency Communications          | 3,879,075           |                               |                             |                            |                                   |                              | 3,879,075           |
|                 | <b>TOTAL PUBLIC SAFETY</b>        | <b>\$71,867,000</b> | <b>\$5,608,720</b>            | <b>\$7,467,955</b>          | <b>\$8,187,125</b>         | <b>\$2,031,210</b>                | <b>\$2,007,250</b>           | <b>\$97,169,260</b> |

| <b>FUNCTION</b> | <b>DEPARTMENT</b>                             | <b>TAXES</b>         | <b>LICENSES &amp; PERMITS</b> | <b>FINES &amp; FORFEITS</b> | <b>CHARGES FOR SERVICE</b> | <b>INTER-GOVERNMENTAL REVENUE</b> | <b>MISCELLANEOUS REVENUE</b> | <b>GRAND TOTAL</b>   |
|-----------------|---|----------------------|-------------------------------|-----------------------------|----------------------------|-----------------------------------|------------------------------|----------------------|
|                 | Public Works                                  | \$19,804,865         | \$252,000                     | \$900,000                   | \$5,072,730                | \$2,281,130                       | \$242,500                    | \$28,553,225         |
|                 | Community Development                         | 3,306,005            | 55,000                        | 50,000                      | 296,395                    | 1,160,160                         | 200,000                      | 5,067,560            |
|                 | Historical Commission                         | 528,135              |                               |                             |                            | 5,000                             | 28,500                       | 561,635              |
|                 | Conservation Commission                       | 59,850               |                               |                             | 31,430                     |                                   |                              | 91,280               |
|                 | Peace Commission                              | 88,295               |                               |                             |                            | 23,450                            |                              | 111,745              |
|                 | Cable T.V.                                    | (40,645)             |                               |                             | 1,395,330                  |                                   |                              | 1,354,685            |
|                 | Debt Service                                  | 19,386,360           |                               | 140,625                     | 12,497,010                 | 3,229,405                         | 8,040,270                    | 43,293,670           |
|                 | <b>TOTAL COMMUNITY MAINTENANCE &amp; DEV.</b> | <b>\$43,132,865</b>  | <b>\$307,000</b>              | <b>\$1,090,625</b>          | <b>\$19,292,895</b>        | <b>\$6,699,145</b>                | <b>\$8,511,270</b>           | <b>\$79,033,800</b>  |
|                 | Library                                       | \$7,018,795          |                               | 10,000                      |                            | 422,150                           |                              | 7,450,945            |
|                 | Human Services                                | 15,927,910           |                               |                             | 2,780,750                  | 775,085                           |                              | 19,483,745           |
|                 | Women's Commission                            | 194,190              |                               |                             |                            | 9,960                             |                              | 204,150              |
|                 | Human Rights Commission                       | 210,355              |                               |                             |                            |                                   |                              | 210,355              |
|                 | Veterans                                      | 520,800              |                               |                             |                            | 362,605                           |                              | 883,405              |
|                 | <b>TOTAL HUMAN RESOURCE DEVELOPMENT</b>       | <b>\$23,872,050</b>  |                               | <b>\$10,000</b>             | <b>\$2,780,750</b>         | <b>\$1,569,800</b>                |                              | <b>\$28,232,600</b>  |
|                 | <b>CITY TOTAL</b>                             | <b>\$167,422,965</b> | <b>\$5,958,620</b>            | <b>8,885,080</b>            | <b>31,090,120</b>          | <b>16,317,535</b>                 | <b>20,388,520</b>            | <b>250,062,840</b>   |
|                 | Schools Operating                             | \$107,914,910        |                               | 100,000                     |                            | 22,453,200                        | 3,095,770                    | 133,563,880          |
|                 | <b>SCHOOL TOTAL</b>                           | <b>\$107,914,910</b> |                               | <b>\$100,000</b>            |                            | <b>\$22,453,200</b>               | <b>\$3,095,770</b>           | <b>\$133,563,880</b> |
|                 | Massachusetts Water Resources Authority       |                      |                               |                             | \$21,333,055               |                                   |                              | \$21,333,055         |
|                 | Cherry Sheet Assessments                      | \$11,533,750         |                               |                             | 457,940                    | \$3,275,495                       |                              | 15,267,185           |
|                 | Cambridge Health Alliance                     | 6,000,000            |                               |                             |                            |                                   |                              | 6,000,000            |
|                 | <b>TOTAL INTERGOVERNMENTAL</b>                | <b>\$17,533,750</b>  |                               |                             | <b>\$21,790,995</b>        | <b>\$3,275,495</b>                |                              | <b>\$42,600,240</b>  |
|                 | <b>GRAND TOTALS</b>                           | <b>\$292,871,625</b> | <b>\$5,958,620</b>            | <b>\$8,985,080</b>          | <b>\$52,881,115</b>        | <b>\$42,046,230</b>               | <b>\$23,484,290</b>          | <b>\$426,226,960</b> |

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2009

ORDERED: That the following sums, designated as appropriations, are hereby appropriated in the Water Fund of the City of Cambridge.

| FUNCTION                                  | DEPARTMENT | SALARIES<br>& WAGES | OTHER<br>ORDINARY<br>MAINTENANCE | TRAVEL<br>&<br>TRAINING | EXTRA<br>ORDINARY<br>EXPENDITURES | CITY<br>APPRO-<br>PRIATION | STATE<br>ASSESS-<br>MENT | GRAND<br>TOTAL |
|---|------------|---------------------|----------------------------------|-------------------------|-----------------------------------|----------------------------|--------------------------|----------------|
| COMMUNITY<br>MAINTENANCE &<br>DEVELOPMENT | Water      | \$6,094,720         | \$3,957,210                      | \$30,855                | \$7,903,105                       | \$17,985,890               |                          | \$17,985,890   |

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 &<br>PERMITS | FINES &<br>FORFEITS | CHARGES FOR<br>SERVICE | INTER-<br>GOVERN-<br>MENTAL<br>REVENUE | MISCELL-<br>ANEOUS<br>REVENUE | GRAND<br>TOTAL |
|---|------------|-------|-----------------------|---------------------|------------------------|--|-------------------------------|----------------|
| COMMUNITY<br>MAINTENANCE &<br>DEVELOPMENT | Water      |       |                       |                     | \$17,106,235           | \$879,655                              |                               | \$17,985,890   |

INTRODUCED BY CITY MANAGER ROBERT W. HEALY

AN ORDER CONCERNING APPROPRIATION FOR THE FISCAL YEAR BEGINNING JULY 1, 2009

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      |
|---|-----------------------------------|----------------|---|-----------------------------------|---------------------|
| <b>GENERAL GOVERNMENT</b>               |                                   |                | <b>COMMUNITY MAINTENANCE &amp; DEV. (cont.)</b> |                                   |                     |
|   | Acquisition of Personal Computers | \$50,000       |   | Façade Improvement Program        | 100,000             |
|   | Technology Upgrades               | <u>325,000</u> |   | Employment Program Fund           | 350,000             |
|   |                                   | \$375,000      |   | Housing Rehab & Development       | 1,000,520           |
| <b>PUBLIC SAFETY</b>                    |                                   |                |   | Neighborhood Business Development | <u>229,220</u>      |
|   | Fire Vehicles/Equipment           | \$100,000      |   |                                   | \$28,485,780        |
|   | Fire Station Renovations          | <u>30,000</u>  | <b>HUMAN RESOURCE DEVELOPMENT</b>               |                                   |                     |
|   |                                   | \$130,000      |   | Parks & Recreation                | \$120,000           |
| <b>COMMUNITY MAINTENANCE &amp; DEV.</b> |                                   |                |   | Accessibility Improvements        | <u>50,000</u>       |
|   | Public Building Renovations       | \$45,000       |   |                                   | \$170,000           |
|   | Streets/Sidewalks Reconstruction  | 2,714,385      | <b>EDUCATION</b>                                |                                   |                     |
|   | Parking Improvements              | 475,000        |   | School Equipment/Renovations      | <u>\$200,000</u>    |
|   | Water System Improvements         | 1,500,000      |   |                                   | \$200,000           |
|   | Sewer Reconstruction              | 21,771,655     |   |                                   |                     |
|   | Traffic Calming                   | 300,000        |   | <b>TOTAL</b>                      | <b>\$29,360,780</b> |

That the above appropriations are to be financed with the following sources:

BE IT FURTHER ORDERED:

REVENUE

FINANCING PLAN CLASSIFICATION

|                      |                  |
|----------------------|------------------|
| Property Taxes       | \$500,000        |
| Free Cash            | 500,000          |
| Parking Fund         | 775,000          |
| MWRA Grant           | 21,171,655       |
| Sewer Service Charge | 600,000          |
| Water Service Charge | <u>1,000,000</u> |

REVENUE

FINANCING PLAN CLASSIFICATION

|  |                     |
|--|---------------------|
| Water Fund Balance                     | 500,000             |
| Street Preservation Offset Fund (SPOF) | 800,000             |
| Block Grant                            | 1,579,740           |
| Chapter 90                             | 1,914,385           |
| Golf Course Fees                       | <u>20,000</u>       |
|  | <b>\$29,360,780</b> |

# INDEX

- IV - 13 Affirmative Action
- IV - 88 Animal Commission
- VI - 1 Appropriation Orders
- IV - 79 Arts Council
- IV - 44 Assessing
- IV - 50 Auditing
- II - 23 Basis of Accounting and Budgeting
- II - 1 Budget Calendar
- IV - 37 Budget Office
- II - 2 Budget Process
- I - 2 Budget/Summary
- IV - 285 Cable TV
- IV - 381 Cambridge Health Alliance
- III - 37 Charges for Service
- IV - 379 Cherry Sheet Assessments
- IV - 22 City Clerk
- IV - 19 City Council
- I - 1 City Manager's Adopted Budget Message
- I - 7 City Manager's Submitted Budget Message
- IV - 244 Community Development
- IV - 185 Community Maintenance & Development/Summary
- IV - 274 Conservation Commission
- IV - 158 Consumer Council
- II - 36 Debt Position
- IV - 289 Debt Service
- IV - 371 Education/Summary
- IV - 74 Election Commission
- IV - 167 Electrical
- IV - 175 Emergency Communications
- IV - 170 Emergency Management
- IV - 62 Employee Benefits/Summary
- IV - 6 Executive
- II - 20 Facts on File
- IV - 35 Finance/Administration
- IV - 30 Finance/Summary
- II - 38 Financial Charts
- III - 1 Financing Plan/Summary
- II - 25 Financial Policies and Guidelines
- III - 35 Fines and Forfeits
- IV - 92 Fire
- II - 44 General Fund/Projected Balance
- II - 45 General Fund/Three Year History
- IV - 1 General Government/Summary
- II - 18 General Profile of City
- IV - 70 General Services
- II - 8 Glossary
- IV - 268 Historical Commission
- IV - 293 Human Resources and Development/Summary
- IV - 361 Human Rights
- IV - 304 Human Services
- IV - 58 Information Technology Department
- IV - 149 Inspectional Services
- IV - 67 Insurance
- III - 53 Intergovernmental Revenue
- IV - 377 Intergovernmental/Summary
- IV - 27 Law
- IV - 294 Library
- III - 29 License and Permits
- IV - 153 License Commission
- III - 4 Major Revenue Sources
- IV - 378 Massachusetts Water Resources Authority
- IV - 2 Mayor's Office
- III - 63 Miscellaneous Revenue
- II - 7 Organizational Chart
- II - 48 Parking Fund/Projected Balance
- II - 49 Parking Fund/Three Year History
- IV - 278 Peace Commission
- IV - 65 Pensions
- IV - 40 Personnel
- IV - 107 Police
- IV - 146 Police Review & Advisory Board
- II - 55 Position List
- II - 50 Projected Fund Balances
- IV - 79 Public Celebrations
- IV - 16 Public Information Office
- V - 1 Public Investment Program
- IV - 87 Public Safety/Summary
- IV - 186 Public Works
- IV - 47 Purchasing
- IV - 86 Reserve
- IV - 53 Revenue
- II - 15 Selected Acronym Table
- III - 21 Taxes
- II - 22 Tax Facts
- IV - 11 Tourism
- IV - 135 Traffic, Parking & Transportation
- IV - 56 Treasury
- IV - 365 Veterans' Benefits & Services
- IV - 232 Water Department
- II - 46 Water Fund/Projected Balance
- II - 47 Water Fund/Three Year History
- IV - 163 Weights & Measures
- IV - 356 Women's Commission

**THIS SPACE RESERVED FOR COUNCILLORS' NOTES**